For enquiries and nominations, please contact:

Client Service Executive  
Meirc Training & Consulting  
P. O. Box 5883, Dubai, United Arab Emirates  
Tel: (971 4) 556 7171  
Fax: (971 4) 556 7299  
Email: meirc@meirc.com

www.meirc.com  
arabic.meirc.com
Contents

4 A word about Meirc
4 Meirc’s Vision, Mission, and Values
6 Letter from the DMD
8 Training Services
  8 Public Training Courses
  9 In-Company Training Courses
  9 Individualized Training Programs
 10 Training Methodology
 10 Action Plans and Training Follow-Up
 10 Consultant’s Feedback
 11 Meirc’s Professional Certificate (MPC)
12 Associations
14 Consulting Services
16 PLUS Specialty Training
18-28 Partial List of Clients
29-35 Index of Public Training Courses
37-81 Accounting and Finance
83-90 Administration and Secretarial
91-98 Communication and Writing Skills
99-101 Construction Management
103-111 Contracts Management
113-119 Customer Service
121-123 Electrical Engineering
125-127 Healthcare Management
129-167 Human Resources and Training
169-170 Instrumentation and Control
171-184 Interpersonal Skills and Self Development
185-190 IT Management
191-211 Leadership and Management
213-216 Legal
217-226 Maintenance Planning and Asset Management
227-240 Marketing and Sales
241-243 Mechanical Engineering
245-246 Oil and Gas
247-249 Pharmaceutical Management
251-271 Planning and Strategy Management
273-284 Project Management
285-293 Public Relations
295-307 Quality and Productivity
309-319 Safety and Security Management
321-341 Supply Chain and Logistics Management
343-346 Women-Only Courses
347 Discount and Cancellation Policy
A Word about Meirc

Meirc Training & Consulting is an independent multinational firm with close to 60 years of experience in helping regional organizations develop their human capital in management and technical fields. Since 1958, we have been entrusted by our clients to provide the most reliable training and consulting products and services in the region.

Our innovative and diversified range of training courses and consulting services are designed and delivered by an ever-growing team of subject matter experts who are fully competent in providing solutions relevant to this part of the world and applicable to today’s business challenges. We pride ourselves on our track record in this regard and on our long-standing relationships with our clients, many of whom have been with us since we started business.

Our public training courses have attracted close to 300,000 participants from almost 3,000 organizations, and many of our clients also entrust us with their needs for bespoke in-company solutions. Our client base is steadily growing and so is our commitment to remain the regional leaders in the fields of training and consulting.

Your development. Our passion.

Vision

Your most trusted partner in developing excellence for generations to come.
Mission

We will earn the trust and confidence of our clients by providing the most reliable training and consulting products and services in the region.

We will continuously innovate to ensure we are aligned with our clients and we will strive for excellence in everything we do.

We will walk the talk when it comes to our employees and prove why Meirc is the leading employer in our industry.

Values

- Mastery
- Excellence
- Innovation
- Reliability
- Client Centricity
It gives us great pleasure to introduce our 2016 Directory of Services. We hope you find it informative and we look forward to welcoming you and your colleagues on its listed courses.

Another year, another challenge. It is no secret that 2015, with its economic and geopolitical volatility, has presented difficulties to many organizations in the region. Having said that, our efforts at Meirc Training & Consulting continued to concentrate on ensuring sustainable growth and high levels of customer satisfaction by focusing on our vision (To be your most trusted partner in developing excellence for generations to come) and embracing our values which are:

Mastery, Excellence, Innovation, Reliability and Client-Centricity

This has been possible thanks to the resilience of our team and the dynamism of our business model which has been our modus operandi since Meirc was founded in 1958.

Looking ahead to 2016 onwards, and in order to continuously serve you better, we have introduced the following improvements:

1. Our outlines now feature the core competencies targeted by each course. We are confident this information will help you, our valued clients, in selecting the most appropriate course(s) for your development or that of your colleagues.
2. Many of our existing and new courses have been Arabized to cater to the regional client base.
3. Our courses are now spread across 25 categories which offer a distinctive blend of soft and technical skills. The additional categories were added in response to your requests.
4. The number of courses in each category has increased to reflect recent technological changes and industry best practices in order to ensure our courses remain up-to-date and cover the latest trends.

5. In areas where demand was highly specialized or technical, our new division, PLUS Specialty Training, has meticulously sourced and contracted with subject matter experts to design and deliver industry specific courses.

6. While Dubai and Abu Dhabi remain the hubs for the majority of our courses, we have increased our international destinations to include Istanbul, Beirut, Kuala Lumpur, Barcelona, Paris and Prague.

While we know you will appreciate many if not all of the above improvements, we promise that we will not stop here. Quite the opposite, we will persistently look forward to your valuable feedback so we can propel our high standards further and remain the leaders in this region.

From all of us at Meirc Training & Consulting, a sincere thank you for your continuous support and trust in our services.
Training Services

Meirc’s training courses have been developed and are continually updated, based on the latest international management principles and practices, our own field research, first-hand experience, in-depth knowledge of the region and the specific requirements of our clients.

1. Public Training Courses

Public training courses are open to participants from any organization. These participants have the opportunity to concentrate on their learning away from the job and without the pressures of day-to-day work. They will also benefit from sharing experiences with people from other organizations and gain a new perspective on common problems.

The index of training courses to be offered in 2016 is given in this directory (see pages 29-34). Other training courses added during the year will be described in future periodic brochures and/or on our website www.meirc.com.

Terms and Conditions for Public Courses

a. Frequent Nomination Plan

In recognition of those clients who frequently nominate participants on public courses offered by Meirc, a special frequent nomination discount of 10% on paid fees will be given if 10 or more candidates are nominated per year.

This special discount will apply to the 10th paid nomination onwards on courses offered during the period January 1 to December 31, 2016. Moreover, clients who nominated 10 or more participants in 2015 will be eligible for the 10% discount for every nomination in 2016.

b. Several Nominations on the Same Course

In addition to the above plan, one extra free place is offered to any organization that makes 2 paid nominations for the same course and date.

c. Cancellation Terms

If a confirmed registration is cancelled less than 5 calendar days prior to the course start date, a substitute participant may be nominated to attend the same course, or a 20% cancellation charge is applied. The same 20% cancellation fee will be charged in case the participant is a no-show.
2. In-Company Training Courses

Most of the training courses described in this directory can be offered “in-company” in English or Arabic and may be customized to effectively and economically meet the specific needs of the client. Meirc can also design and offer “in-company” courses on subjects that are not listed in this directory. In addition, courses can be designed based on any combination of topics listed in this directory.

In-company courses benefit the client because they:
- address issues specifically related to the organization.
- include specially designed cases and exercises, which apply to the client’s situation.
- enable the organization to select the proper mix of participants to ensure maximum benefit.
- build team spirit among the course participants.
- are cost effective.

Course Material and Customization

Meirc will design and prepare all the material required for “in-company” courses, including training binders with the client’s name and logo and participation certificates for participants who attend the course fully. Meirc will also customize the presentation if the client can provide to the assigned consultant relevant information (priorities, problems faced at work, etc.) within a reasonable period prior to the start of the training course.

3. Individual Training Programs (ITPs)

Individualized Training Programs (ITPs) are concentrated, practical, one-to-one coaching sessions where the individual participant receives the undivided attention of specialized and experienced consultants. Meirc has conducted many such extensive ITPs, designed specifically to suit the development needs of individual participants. The programs usually comprise briefing by Meirc subject matters experts, reviews of manuals, reports and other data, as well as supervised exercises and structured discussions. ITPs can last from one day to several weeks, depending on individual and organizational needs, and may be conducted in English and/or Arabic.
4. Training Methodology

Meirc relies on a variety of training and facilitation methods aimed at enhancing individual and group interaction while maximizing learning. These include:

- Brief presentations by the consultant.
- Group debriefs.
- Individual and team exercises, indoors and outdoors.
- Behavior modeling and role-plays.
- One-to-one and group discussions.
- Case studies, simulations and small projects.
- Video films, videotaping and playback.
- Self-analysis questionnaires and learning instruments.
- Assessment tests at the beginning and end of training programs.
- Individual action plans (to follow up and evaluate training results).

Most training courses are facilitated by bilingual (English and Arabic) consultants. Public courses are held from 8:30 a.m. to 3:00 p.m. (lunch included). However, in-company courses can be more intensive with extended hours.

5. Action Plans and Training Follow-Up

To ensure the concepts and skills introduced in our courses are duly transferred to the workplace, Meirc is ready to incorporate an "Action Plan" section at the end of any training course. This section will constitute an integral part of the training and will be completed by participants before the closing of the course.

If requested by the client, Meirc also stands ready to design a follow-up training session and/or consult with the client to try to expedite the transfer of learning to the workplace and to deal with any post-training issues which may impact the business.

6. Consultant’s Feedback

At the formal request of the client, Meirc will be glad to give a brief evaluation of the participants (attendance, participation, etc.) and to provide the client’s management with a summary evaluation of the training.
7. Meirc’s Professional Certificate (MPC)

The purpose of this service is to recognize professionals with the commitment and dedication to pursue professional certification. The MPC will be awarded to those who:

1. Have attended any of the “Certified” courses listed in this directory, and
2. Have successfully passed the assessment administered at the end of the course.

The MPC will attest that participants have met the professional standards that Meirc has developed and nurtured over the last 58 years. Participants will receive, in addition to the Attendance Certificate, a special MPC Certificate that will attest their credentials as Certified Professionals.

**Special Features of the MPC:**

- Tests will be administered at the completion of each Certified Course (Pass rate is 70%). Participants will be notified whether they have passed or not. Actual test scores will not be disclosed.
In line with our commitment to excellence, Meirc has an impressive line of associations with international professional bodies, each one a leader in its field. These associations may relate, but are not limited, to the preparation for internationally recognized certification exams, the acceptance of Meirc courses for continuing education credits, the accreditation of our courses by international bodies, and more, as you can see below.

American Society for Quality (ASQ)
Meirc is an approved training provider in the region for the American Society for Quality (ASQ), the world leading authority on quality. With more than 100,000 members worldwide, ASQ advances learning, quality improvement and knowledge exchange to improve business results and create better workplaces and communities. Meirc’s alliance with ASQ is indicative of our joint commitment to supporting ASQ in its mission in this region. We cover topics on six sigma green belts, lean principles and preparation for the certified Manager of Quality/ Organization Excellence.

Cesim
Meirc is certified to run workshops using Cesim’s web-based business simulation games. These games are considered state of the art online educational tools developed to improve participants’ understanding of various business concepts and help facilitate the risk free practice of business decisions in a highly interactive multiplayer environment. The online games integrate a range of concepts from various management related disciplines, including marketing, production, logistics, and financial decision-making. Hands-on concepts learned through the simulation workshops are applicable to industries and business scenarios across the region. More than 100,000 participants worldwide have taken advantage of this dynamic way of learning in disciplines like international business and strategy, marketing management, small service business management, and hospitality management. Participants in Meirc’s “The Business Management Simulation Workshop” will have the chance to practice this highly interactive tool.

Chartered Management Institute (CMI)
Meirc is a Recognized Training Center by CMI, the only chartered body in the UK that awards management and leadership qualifications as well as the status of Chartered Manager, the hallmark of any professional manager. By fully attending Meirc’s Certified Professional Manager, Certified Team Leader or Certified Administration and Office Management Professional courses and successfully completing Meirc’s test on the last day of the training, participants will receive, in addition to Meirc’s MPC certification, a certificate from CMI.

EFQM
Meirc Training & Consulting is an International Licensed Trainer (LT) with EFQM certified to deliver EFQM’s training courses. As a recognized LT, Meirc has a thorough understanding of the EFQM Excellence Model backed by a second-to-none track record in the training and consulting industry in the region. EFQM is a not-for-profit entity committed to help organizations drive improvement through the EFQM Excellence Model, a comprehensive management framework used by over 30,000 organizations in Europe and worldwide. The EFQM Model also serves as a basis for most private and public sector excellence and quality awards in the region. Meirc is licensed to offer all 3 available EFQM courses which are: Leaders for Excellence, Journey to Excellence and the Internal Assessor Training.

HR Certification Institute (HRCI)
Meirc is an approved provider with the HR Certification Institute. Established in 1976, HRCI is an internationally certifying organization for the human resource profession and a global leader in developing rigorous exams to demonstrate mastery and real-world application of forward-thinking HR practices, policies and principles. Today, more than 120,000 professionals worldwide proudly maintain the HR Certification Institute’s credentials as a mark of high professional distinction. By successfully completing any Meirc course which is approved by HRCI, participants will earn credit hours essential for maintaining professional distinction of PHR®, SPHR® or GPHR®.
Institute of Leadership & Management (ILM)
Meirc is pleased to be recognized by the Institute of Leadership & Management (ILM) as a Recognised Provider. ILM is the largest and longest established management Awarding Organisation in the UK. This recognition means that participants who fully attend any of the Meirc courses recognized by ILM and successfully pass the assessment administered at the end of each of these courses will also receive, in addition to Meirc’s attendance certificate, a certificate from ILM.

Institute of Sales & Marketing Management
Meirc is a Recognised Centre for the “Institute of Sales & Marketing Management” (ISMM), the worldwide representative body for salespeople. Founded in 1911, ISMM has been the authoritative voice of selling and the custodian of sales standards, ethics and best practice for over 100 years. ISMM endorsement is a badge of recognition for the high quality sales and marketing training courses offered by Meirc Training and Consulting. Upon successfully completing the course, participants will be awarded an ISMM Certificate in addition to the certificate they receive from Meirc Training & Consulting.

National Association of State Boards of Accountancy (NASBA)
Meirc is registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credits. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417, U.S.A..

Project Management Institute (PMI®)
Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). As a result, Meirc is authorized to issue Category Three Professional Development Units (PDU) that can be used for the authorization to take the Project Management Professional (PMP) certification exam and for maintaining the PMP credentials.

SHRM
Meirc is proud to be recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider. This recognition implies that participants who attend any of the SHRM approved courses delivered by Meirc Training & Consulting will earn a number of Professional Development Credits (PDCs) which will help them maintain their certification for SHRM-CP℠ or SHRM-SCP℠.

WILEY
Meirc is proud to be recognized as a Wiley Endorsed Training Partner. This means that Meirc is authorized to provide The Leadership Challenge®, one of the most internationally recognized training courses on leadership. By attending this course, participants will benefit from the exceptional resources made available by both Meirc and Wiley and upon successfully completing the course, they will be awarded the internationally recognized certificate of The Leadership Challenge® in addition to the certificate they receive from Meirc Training & Consulting.
Consulting Services

Meirc works with clients to help identify issues and solve problems using systematic and innovative approaches. Meirc’s involvement varies with the nature of the situation and the request of the client. Assignments may range from ad hoc advice on a particular subject, to the evaluation, revision, design and implementation of comprehensive organizational systems.

After meeting with the client and agreeing on the scope of the project, a team of specialized consultants is assigned to the task. Together with the client’s staff they collect facts and data which they analyze using the latest techniques in order to identify practical solutions. After agreeing on the solutions, the consultants train the client’s staff, assist in the implementation and help the client achieve long lasting benefits.

The range of consulting services is wide and includes:

**Human Resources Management**
- Job Analysis, Descriptions and Evaluations
- Personnel Policies and Procedures
- Competency Frameworks, Models and Dictionaries
- Psychometric Testing (Ability and Personality)

**Performance Management**
- Performance Management Systems
- Competency-Based Performance Systems
- KPI-Based PM Systems

**Training and Workforce Development**
- Training Needs Analysis
- Evaluating Training Effectiveness
- Competency Gap Analysis
- Audit of the Training and Development Function
Strategic Management
- Strategic Planning
- Development, Review and Audit of Key Performance Indicators
- Management of Change
- Performance Measurement and the Balanced Scorecard

Organization Management
- Organization Reviews
- Structure Development
- Process Mapping
- Simplification of Work Processes and Procedures

Workforce Efficiency
- Assessment of Employee Potential
- Productivity, Work Standards and Workforce Levels
- Employee Communication Strategies
- Employee Satisfaction Surveys

Improvement Strategies
- Total Quality Management
- Audit of Materials Management
- Audit of Maintenance Planning
- Audit of Project Management

Sales and Marketing
- Sales Management Systems
- Customer Service Programs
- Marketing Strategies
- Service Quality Management
- Mystery Shopper Studies

Corporate Finance and Investment
- Financial Policies and Procedures
- Internal Control Systems
- Budget Systems and Manuals
- Business and Financial Forecasting
- Pre-IPO Due Diligence
- Financial Restructuring and Sensitivity Analysis
- Design of Investment Policies

Psychometric and Occupational Testing and Profiling
- Recruitment and Selection (or Talent Acquisition)
- Training Needs Analysis
- Leadership Development
- Succession Planning
- Promotions
- Coaching and Mentoring
- Team Building
- Communication
As a division of Meirc, PLUS Specialty Training provides highly specialized, technical and industry-specific public training courses using leading freelance subject matter experts, practitioners, and technical trainers.

Training Courses

- In response to requests from Meirc's and PLUS' participants, PLUS offers training courses focused on specialized and industry-specific topics
- All training courses are delivered as 3 or 5-day public courses in Dubai, or as in-house courses upon request

Methodology

- Training courses are facilitated by leading freelance subject matter experts
- Due to the advanced nature of the topics delivered, trainers who are senior practitioners in their field are sourced, recruited, and contracted to share their relevant experience and expertise
- PLUS ensures that all trainers, content, and facilitation meet Meirc's high and reputable standards of quality, reliability, and integrity
PLUS Categories

- Accounting and Finance
- Construction Management
- Electrical Engineering
- Healthcare Management
- Instrumentation and Control
- IT Management
- Legal
- Maintenance Planning and Asset Management
- Mechanical Engineering
- Oil and Gas
- Pharmaceutical Management
- Planning and Strategy Management
- Safety and Security Management
- Supply Chain and Logistics Management
- Women-only Programs
Partial List of Clients

Regional and International Companies
- Regional and International Companies
- Airbus Group
- Dolphin Energy
- Ericsson
- Hikma Pharmaceutical
- INDEVCO Group
- Mobile Telecommunications
- Ooredoo
- Roche Diagnostics
- Schneider Electric
- Shell Markets (M.E.)
- Siemens
- Total Elf Fina
- United Nations
- VIVA

Afghanistan
- Comprehensive Agriculture and Rural Development
- TDCA, Roshan Telecommunications

Angola
- AngoAlissar LDA
- Angola LNG SOMG
- AOC Telecommunication Products and Services Ltd.
- OP CO - Sociedade Operacional Angola LNG
- Seadrill Angola LDA
- Sonangol Pesquisa & Producao

Bahrain
- Amlak
- Arab Bank Plc
- Ashrafs W.I.I
- Bahrain Bourse
- Bahrain Chamber for Dispute Resolution
- Bahrain Development Bank
- Bahrain Economic Development Board
- Bahrain Islamic Bank
- Bahrain Monetary Agency
- Bahrain National Gas Co. (BANAGAS)
- Bahrain Petroleum Co. (BAPCO)
- BNP Paribas
- Central Bank of Bahrain
- Civil Services Bureau
- General Organisation of Sea Ports
- Gulf International Bank
- Gulf Petrochemical Industries Co. (GPIC)
- Institute of Public Administration (BIPA)
- Jawad Business Group
- Mohammed Jalal & Sons W.L.L.
- Sabre Travel Network Middle East W.L.L.
- Social Insurance Organization (Pension)
- Tamkeen (Labour Fund)
- Yousuf Khalil Almoayyed & Sons

Egypt
- Al Ahram Beverages Company
- Arab African International Bank
- Arab Petroleum Pipeline Company (SUMED)
- BP Egypt Co.
- DP World Sokhna
- Egyptian Liquefied Natural Gas (ELNG)
- Interstate Paper Industries
- Juhayna Food Industries
- National Bank of Egypt
- Power Generation Engineering Services Company
- SABIC Egypt
- SC Johnson Egypt
- Shell Egypt N.V.
- Suez Canal Container Terminal
- The Egyptian Operating Company for Natural Gas Liquefaction Projects

Ghana
- Ghana Revenue Authority
- National Lottery Authority
- Venture Capital Trust Fund
- Zenith Bank Ghana Limited

India
- NTPC Limited

Indonesia
- SKK Migas
- Directorate General of Taxes

Iraq
- Gulf Keystone Petroleum International Ltd
- Kalegran (MOL)
- Lafarge Cement Company
- OilServ Oilfield Services Co. Ltd
- Taq Taq Operating Company Ltd
- Warba Company Ltd
- Wha Financial and HR Services

Jordan
- Airport International Group
- Alzawrae Industrial Company
- Aqaba Container Terminal
- Arab Potash Company

Kenya
- Kenya Power & Lighting Co. Ltd.
- Retirement Benefits Authority

Kuwait
- Abyat
- Advanced Technology Company K.S.C.
- Al Yasra Fashion General Trading
- Ali Aghanilim & Sons Automotive W.L.L
- Australian College of Kuwait
- Automak Automotive Co. K.S.C.C.

- Boubyan Bank
- Boushahri Group
- Commercial Bank of Kuwait
- Commercial Facilities Company
- Diyar United Trading & Contracting Co.
- Equate Marketing Company
- EQUATE Petrochemical Company K.S.C.C
- Gulf Investment Corporation
- Kuwait & Gulf Link Transport Co.
- Kuwait Aviation Fuelling Company (KAFCO)
- Kuwait Energy Company
- Kuwait Foreign Petroleum Exploration Co.
- Kuwait Fund for Arab Economic Development
- Kuwait Gulf Oil Company
- Kuwait Institute for Scientific Research
- Kuwait Investment Authority
- Kuwait National Petroleum Company
- Kuwait Oil Company
- Kuwait Oil Tanker Company (KOTC)
- Kuwait Petroleum Corporation (KPC)
- Kuwait Petroleum International Limited
- Mabanees S.A.K
- Mashaer Holding Company
- Mezzan Holding Co. KSCC
- National Bank of Kuwait
- NBK Capital
- Oil Sector Services Company
- Petroleum Industries Company
- Public Authority for Industry
- Saudi Arabian Chevron
- Zain Mobile Telecommunication Co.

Lebanon
- ABV Zaway
- Algorithm Sal
- Banque Audi
- Banque de la Mediterranee
- Banque du Liban et D’Outre Mer
- Brasserie Almaza
- Credit Libanais
- Debbas Holding
- Fransabank
Partial List of Clients

Malaysia
- Department of Irrigation and Drainage Malaysia
- Ministry of Health Malaysia
- Talisman Malaysia Limited

Nigeria
- Abuja Markets Management Limited
- Addax Petroleum Development Nig Ltd
- Afren Energy Services Ltd
- Asset Management Corporation of Nigeria
- Calabar Free Trade Zone
- Central Bank of Nigeria
- Chevron Nigeria Limited
- Copen Services Limited
- Eaglefair Consulting Limited
- Eunisell Limited
- Federal Inland Revenue Service
- Federal Judicial Service Commission
- First Bank Of Nigeria
- Intels Nigeria Ltd.
- Julius Berger Nigeria PLC
- Kaztec Engineering Limited
- Lagos State House Assembly
- Ministry of Petroleum Resources
- MTN Nigeria Communications Ltd
- National Assembly of Nigeria
- National Open University of Nigeria
- National Pension Commission
- National Universities Commission
- Nigeria Customs Service
- Nigeria Extractive Industries Transparency Initiative
- Nigeria LNG
- Nigeria Sao Tome & Principe Joint Authority
- Nigerian Air Force
- Nigerian Communications Commission
- Nigerian Export-Import Bank
- Nigerian National Petroleum Corporation
- Petroleum Equalization fund
- Petroleum Products Pricing Regulatory Agency
- Project Management Unit
- Sahara Group
- Securities & Exchange Commission
- Seplat Petroleum Dev. Company Ltd.
- South Atlantic Petroleum Ltd
- The Federal Polytechnic Bauchi

Pakistan
- Eni Pakistan Ltd
- Fauji Fertilizer Co.
- The United States Agency for International Development

Qatar
- Al Jazeera Childrens Channel
- Aspetar
- ASPIRE Academy for Sports Excellence
- Aspire Zone Foundation
- Carnegie Mellon Qatar Campus
- College of the North Atlantic Qatar
- Gulf Drilling
- Hamad Medical Corporation
- Maersk Oil Qatar AS
- Msheireb Properties
- Occidental Petroleum Qatar
- Oryx GTL
- Public Works Authority (ASHGHAL)
- Qatar Aluminium Limited
- Qatar Central Bank
- Qatar Chemical Company
- Qatar Development Bank
• Qatar District Cooling Company
• Qatar Fertilizer Company (QAFCO)
• Qatar Foundation
• Qatar Fuel Additives Co.
• Qatar General Electricity & Water Corporation
• Qatar International Petroleum Marketing
  Company Ltd. (Tasweeq)
• Qatar Investment Authority
• Qatar Islamic Bank
• Qatar Museums Authority
• Qatar National Bank
• Qatar Olympic Committee
• Qatar Petrochemical Company (QAPCO)
• Qatar Petroleum
• Qatar Railways
• Qatar Steel Company (QASCO)
• Qatar University
• Qatargas Operating Company Limited
• Qatari Diar Real Estate Investment Company
• Ras Laffan Liquefied Natural Gas Company
  (RASGAS)
• Sidra Medical & Research Center
• Silatech
• Supreme Council for Information & Communication
  Tech. (ICT)
• Supreme Council of Health
• Texas A&M University

Republic of Kazakhstan
• Maersk Oil Kazakhstan GmbH
• Mubadala Oil and Gas
• Global Air - American Express Travel Services

Saudi Arabia
• A. Abunayyan Group
• Abdul Latif Jameel Company
• Abdullatif Alissa Group
• Advanced Electronics Co. Ltd. (AEC)
• Advanced Petrochemical Company (ADVANCED)
• Afia International Company
• Agriculture Development Co. Ltd.
• Al Ahsa Medical Services Company
• Al Faisaliah Group Holding JSC Co.
• Al Fozan Group
• Al Khafji Joint Operations
• Al Mahmal Trading
• Al Majdoule Group
• Al Muhaideb Group
• Al Safi Dairy Company
• Al Safi Danone Ltd.
• Al Safwa Cement Company
• Al-Elm Information Security
• Alessa Industries Co.
• Al-Faisaliah Medical Systems
• Al-Khorayef Commercial Co. Ltd.
• Almarai Company
• Almutlaq Real Estate Investment
• Al-Othman Holding Co.
• Arabian Agricultural Services
• Arabian Cement Company Ltd.
• Arabian Drilling Company
• Arabian Food Supplies Co.
• Arabian Geophysical and Surveying Company
• Arabian Petrochemical Company
• Arabian Petroleum Supply Company
• BAE Systems
• Balsharaf Group
• Bank Al Jazira
• Bank Albilad
• Banque Saudi Fransi
• Basamh Trading Company
• Basateen Foods Saudi Arabia Ltd
• Baud Telecom (BTC Networks)
• Capital Market Authority
• CC Energy Development S.A.L.
• Chamber of Commerce & Industry-DMM
• Communication & Information Tech. Commission
• Council Of Cooperative Health Insurance
• Council of Health Services
• Cristal
Partial List of Clients

- Dar Al-Hekma College
- Desar Group
- E.A. Juffali & Brothers
- Eastern Petrochemical Company (SHARQ)
- E-Government Program
- EMAAR Middle East
- EMAAR the Economic City
- Empower Contracting Co.
- Exxonmobil Saudi Arabia Inc
- Falcon Financial Services
- Farabi Petrochemicals Company
- Farouk Maamoun Tamer & Co.
- Food & Fine Pastries Manufacturing (Sunbulah)
- GCC Interconnection Authority
- General Authority of Civil Aviation
- Gulf International Bank
- Gulf Packaging Industries Ltd.
- Haji Husein Alireza & Co. Ltd.
- Hajj Electricity Production Company
- Hyundai Al Majdoule
- Institute of Public Administration
- International Systems Engineering
- Islamic Development Bank
- Ismail Abudawood Trading Co (IATCO)
- Jamjoon Pharma
- Jazeera Pharmaceutical Industries
- Jubail Chemical Industries Co.
- Jubail Energy Services Company
- Kafa’at
- Key Rent A Car
- King Abdul Aziz & His Companions Foundation for Giftedness and Creativity
- King Abdulaziz City for Science & Technology
- King Abdulaziz University Hospital
- King Abdullah bin Abdulaziz Public Education Development Project - Tatweer
- King Abdullah City for Atomic and Renewable Energy
- King Abdullah University of Science & Technology
- King Faisal Specialist Hospital & Research Centre
- King Khaled Eye Specialist Hospital
- King Khalid Hospital University
- M.A. Abudawood & Partners
- MAADEN Aluminium Company
- Maaden Gold Company & Base Metal
- Maaden Phosphate Company
- Maban Real Estate Investment
- Middle East Agriculture Co. (MEAC)
- Middle East Propulsion Company
- Ministry of Communication & Information Technology
- Ministry of Interior - The National Information Centre
- Ministry of Labor
- Mobily
- Mohamad Yousef Naghi Motors
- Najm Insurance Services Company
- Nalco Saudi Company Ltd
- National Agricultural Development Co. (NADEC)
- National Commercial Bank
- National Gas & Industrialization Co.
- National Industrial Gases Company (GAS)
- National Industrialization Company
- National Petrochemical Industrial Co.
- National Petroleum Industrialization Co. (TASNEE)
- National Unified Procurement Medical Supplies Company
- National Water Company
- NCB Capital
- Omar A. Balubaid Co. Ltd.
- Omar K. Alesayi Group of Companies
- Petronin
- Power & Water Utility Company for Jubail & Yanbu (MARAFLIQ)
- Prince Sultan Cardiac Centre
- Rabigh Refinery & Petrochemical Co.
- Radwa Trading Company
- Rashid Abdulrahman Al Rashed & Sons Co.
- Red Sea Gateway Terminal
- Riyadh Bank
- Riyadh Armed Forces Hospital
- Royal Commission for Jubail & Yanbu
- Rubaiyat Modern Luxury Products
- SADAD Payment System
- Sahara Petrochemical Company
- Saudi Airlines Real Estate Development Company
• Saudi Arabian Airlines – Catering
• Saudi Arabian Airlines – Ground Services
• Saudi Arabian Airlines – SAUDIA
• Saudi Arabian Amlantit Company
• Saudi Arabian General Investment Authority
• Saudi Arabian Japanese Pharmaceutical Company Limited
• Saudi Arabian Lubricating Oil Co.
• Saudi Arabian Marketing & Agencies Co.
• Saudi Arabian Markets & Shell Lubricants Co.
• Saudi Arabian Mining Company (Ma’aden)
• Saudi Arabian Monetary Agency
• Saudi Arabian Oil Company (Saudi Aramco)
• Saudi Aramco Base Oil Co. (Lubref)
• Saudi Aramco Mobil Refinery Co.
• Saudi Aramco Products Trading Company
• Saudi Aramco Shell Refinery Company
• Saudi Aramco Total Refinery and Petrochemical Company (SATORP)
• Saudi Basic Industries Corporation
• Saudi Cement Co.
• Saudi Ceramics Company
• Saudi Chevron Phillips
• Saudi Commission for Tourism & Antiquities
• Saudi Credit Bureau (SIMAH)
• Saudi Development Training Company Limited
• Saudi Diesel Equipment Company Limited
• Saudi Electricity Company (SEC)
• Saudi Food & Drug Authority
• Saudi Ground Services Company
• Saudi Industrial Development Fund
• Saudi Industrial Property Authority
• Saudi International Petrochemical Co. (SIPCHEM)
• Saudi Pharma. Industries & Medical Appliances Co (SPIMACO)
• Saudi Railway Company
• Saudi Stock Exchange
• Saudi Telecom
• Savola Foods Arabia
• Schindler Olayan Elevator Co. Ltd.
• SEDCO Holding
• Sigma Paints Saudi Arabia Ltd.
• STC Advanced Solutions

• Supreme Foods Group
• Tanmiah Food Group
• Tawuniya
• The National Shipping Company of Saudi Arabia
• The Saudi British Bank
• United Electronics Co.
• United Sugar Company
• Yamama Saudi Cement Company Ltd.
• Yanbu Cement Company
• Zain - Mobile Telecom Company - Saudi Arabia
• Zamil Airconditioners
• Zamil Group Holding Company
• Zamil Industries Investment Co.
• Zamil Plastic Industries Ltd

Sudan
• Arab Bank For Economic Development In Africa
• Bank of Khartoum
• Central Bank of Sudan
• Greater Nile Petroleum Operating Co. (GNPOC)
• Kenana Engineering and Technical Services
• Petro-Energy E&P
• Petronas
• Sayga Investment Company
• Sudanese Mobile Telephone (mobitel)
• SudaPak Operating Company Limited
• Sudapet Co. Ltd.
• Sudatel Telecom Group
• UN & African Union Hybrid Mission In Darfur
• United Nations World Food Programme
• White Nile Petroleum Operating Co.
• Zain Sudan

Sultanate of Oman
• Aromatics Oman, LLC.
• Authority for Electricity Regulations (AER)
• Bank Dhofar
• Bank Muscat
• BP Exploration (Epsilon) LTD
• Capital Market Authority
Partial List of Clients

- CC Energy Development S.A.L
- Central Bank of Oman
- College Of Banking And Financial Studies
- Daleel Petroleum
- Electricity Holding Company S.A.O.C
- Falcon Oilfield Services
- Haya Water
- Information Technology Authority
- Majan Electricity Company (saoe)
- Majlis Industrial Service Co.
- Mazoon Electricity
- MB Holding Company LLC
- Medco LLC
- Ministry of Defense
- Muscat Securities Market
- National Bank of Oman
- Occidental of Oman
- Oman Airports Management Company S.A.O.C.
- Oman Drydock Company
- Oman Electricity Transmission Company S.A.O.C
- Oman Environmental Services Holding Company (S.A.O.C)
- Oman Gas Company
- Oman India Fertiliser Company
- Oman Investment Fund
- Oman LNG
- Oman Oil Company Exploration & Production LLC
- Oman Oil Company S.A.O.C
- Oman Oil Marketing
- Oman Oil Refineries and Petroleum Industries Company
- Oman Power & Water Procurement Co.
- Oman Refineries and Petrochemical Co.
- Oman Shipping Company
- Oman Telecommunications Co.
- Oman Tourism & Development Company SAOC (OMRAN)
- Petrogas
- Petroleum Development Oman LLC
- Port of Duqm Co.
- Qalhat LNG
- Rural Areas Electricity Company

- Salalah Methanol SFZ llc
- Sohar Industrial Port Company
- Takamul Investment Company
- Telecommunication Regulatory Authority

**Tanzania**
- Bank of Tanzania
- Medical Stores Department
- PPF Pensions Fund
- Tanzania Communications Regulatory Authority
- Tanzania Revenue Authority

**Tunisia**
- OMV E&P
- Petrofac Energy Developments Int. Ltd

**Turkmenistan**
- Buried Hill Sardar Limited
- Dragon Oil Turkmenistan Ltd

**Uganda**
- Bank of Uganda
- Public Procurement and Disposal of Public Assets Authority
- Uganda Communications Commission
- Uganda Revenue Authority

**United Arab Emirates**
- Abu Dhabi Airport Company
- Abu Dhabi Autonomous Systems Investments Co LLC
- Abu Dhabi Chamber of Commerce & Industry
- Abu Dhabi Co. for Onshore Oil Operations (ADCO)
- Abu Dhabi Council for Economic Development
- Abu Dhabi Distribution Company
- Abu Dhabi Education Council
Partial List of Clients

- Dragon Holdings Limited
- Dubai Air Wing
- Dubai Airport Free Zone (DAFZA)
- Dubai Airports
- Dubai Aluminum Company Ltd.
- Dubai Chamber of Commerce & Industry
- Dubai Civil Aviation Authority
- Dubai Electricity & Water Authority (dewa)
- Dubai Holdings
- Dubai International Financial Centre
- Dubai Internet City
- Dubai Islamic Bank
- Dubai Ladies Club
- Dubai Maritime City Authority
- Dubai Multi Commodities Centre
- Dubai Municipality
- Dubai Natural Gas Co. Ltd. (Dugas)
- Dubai Properties
- Dubai Public Prosecution
- Dubai Supply Authority
- Dubai World Trade Centre
- Economic Zones World
- Econosto Mideast BV
- Eldajah Asset Management Group
- Emaar Hospitality Group Llc
- EMAAR Properties
- Emiraje Systems LLC
- Emirate of Abu Dhabi – Finance Department
- Emirates Advanced Investments
- Emirates Aluminium
- Emirates Central Cooling Systems Corporation
- Emirates General Petroleum Corporation (Emarat)
- Emirates Identity Authority
- Emirates Industrial Bank
- Emirates Institute for Advanced Science & Technology
- Emirates Investment Authority
- Emirates LNG
- Emirates Metallic Industries Company
- Emirates National Oil Company Ltd. (Enoc)
- Emirates Nuclear Energy Corporation
- Emirates Petroleum Products Company (Eppco)
- Emirates Post Group Holding
- Emirates Precision Industries
- Emirates Sembcorp Water & Power Co.
- Emirates Steel Industries
- Emirates Telecommunications Corp. (ETISALAT)
- EmiratesNBD
- Empost Corporation
- Environment Agency Abu Dhabi
- ESNAAD
- Etihad Rail
- Family Development Foundation
- Federal Authority for Nuclear Regulation
- Federal Demographic Council
- Fine Hygienic Paper Co.
- First Gulf Bank
- Flash Entertainment
- Funet Trading Co. (L. L. C.)
- Future Pipe Industries
- General Civil Aviation Authority
- General Head Quarters – Armed Forces
- General Holding Corporation (SENAAT)
- General Secretariat of Executive Council
- Global Aerospace Logistics LLC
- Global Medical Solutions, LLC
- Grand Stores
- Great Wall Drilling Company
- H.H. Ruler’s Court
- Hamdan Bin Mohammed e-University
- Health Authority – Abu Dhabi
- Higher Corporation for Specialized Economic Zone
- Inchcape Shipping Services
- Injazat Data System
- International Fund For Houbara Conservation
- International Petroleum Investment Co.
- Judiciary Department - Emirate of Abu Dhabi
- Khalifa Bin Zayed Al Nahyan Foundation
- Khalifa Fund for Enterprise Development
- Khalifa Fund to Support & Develop Small & Med. En
- Khalifa University of Science, Technology & Research
- Kuwait Food Company (AMERICANA)
- MAF Group
- Mafraq Hospital
- Majid Al Futtaim Leisure & Entertainment
- Majid Al Futtaim Properties (MAFP)
- Manchester Business School
- Masdar Institute
- Maximus Air Cargo
- MBC – Al-Arabia
- Michel Chalhoub Trading Company
- Ministry of Cabinet Affairs
- Ministry of Foreign Affairs
- Ministry of Interior
- Ministry of Interior - Diwan Abu Dhabi
- Ministry of Presidential Affairs
- Miraal Asset Management LLC
- Moalajah FZC
- Monitoring & Control Centre
- Mubadala Development
- Municipality of Abu Dhabi City
- MUSANADA
- National Archives
- National Bank of Abu Dhabi
- National Central Cooling Co. (TABREED)
- National Drilling Company (NDC)
- National Emergency and Crisis Management Authority
- National Health Insurance Company (DAMAN)
- National Marine Dredging Company
- National Petroleum Construction Company (NPCC)
- National Rehabilitation Center
- Offset Program Bureau - Tawazun
- Oilfields Supply Centre
- Paris Sorbonne University
- Petrofac International Ltd.
- Port, Customs & Freezone Corporation
- Presidential Flight
- Prime Minister’s Office
- Qualpro Distribution
- RAKBANK
- Regulation and Supervision Bureau
- Roads & Transport Authority
- Royal Jet
- Rawais Fertilizer Industries (FERTIL)
- Seadrill
- Securities and Commodities Authority
- Sembcorp Gulf O&m Co. Fujairah Water & Power Plant
- Serco Middle East
- Sheikh Khalifa Medical Center SKMC
- Sheikh Saqr Program For Government Excellence
- Social Care & Minors Affairs Foundation
- TAMKEEN
- TATWEER
- Tawam Hospital
- Tawazun
- Tawazun Precision Industries
- Tecom Investments
- Telecommunications Regulatory Authority
- The Executive Affairs Authority
- The Executive Council
- The Higher National Security Council
- The National Council of Tourism & Antiquities
- The Petroleum Institute
- The Supreme Council for National Security
- Thuraya Satellite Telecommunication Co.
- Total ABK
- Tourism Development & Investment Co.
- twofour54
- UAE Offsets Group
- Union Co-operative Society
- United Arab Emirates University
- Valentine Maritime Gulf
- Vela International Marine
- Western Region Development Council
- Western Region Municipality
- Winnington FZCO
- Zakum Development Company (ZADCO)
- Zayed House for Islamic Culture
- Zayed University
Partial List of Clients

**Yemen**
- Masila Petroleum Exploration and Production Company
- OMV Exploration & Production
- Safer Exploration & Production (SEPOC)
- Spacetel Yemen
- Yemen International Telecommunication Company
- Yemen LNG

**Zambia**
- Lawrence Slkutwa and Associates Ltd.
- Ministry of Commerce, Trade and Industry
- Zambia Integrated System Strengthening Program
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting and Finance</td>
<td>37</td>
</tr>
<tr>
<td>Accounting and Finance Policies and Procedures</td>
<td>38</td>
</tr>
<tr>
<td>Accounting for Non-Accountants</td>
<td>39</td>
</tr>
<tr>
<td>Accounts Payable: From Accounting to Management</td>
<td>40</td>
</tr>
<tr>
<td>Accounts Receivable and Credit Policies Management</td>
<td>41</td>
</tr>
<tr>
<td>Advanced Budgeting Workshop</td>
<td>42</td>
</tr>
<tr>
<td>Advanced Financial Analysis</td>
<td>43</td>
</tr>
<tr>
<td>Anti-Money Laundering</td>
<td>44</td>
</tr>
<tr>
<td>Certificate in Cost Analysis and Control</td>
<td>45</td>
</tr>
<tr>
<td>Certificate in Financial Management</td>
<td>46</td>
</tr>
<tr>
<td>Certificate in Financial Modeling</td>
<td>47</td>
</tr>
<tr>
<td>Certificate in Fixed Assets Accounting and Management</td>
<td>48</td>
</tr>
<tr>
<td>Certificate in Treasury Management</td>
<td>49</td>
</tr>
<tr>
<td>Certified Accounting Assistant</td>
<td>50</td>
</tr>
<tr>
<td>CMA 1 - Certified Management Accountant Preparation Course Level 1</td>
<td>51</td>
</tr>
<tr>
<td>CMA 2 - Certified Management Accountant Preparation Course Level 2</td>
<td>52</td>
</tr>
<tr>
<td>Consolidation, Business Combinations and Investment Accounting</td>
<td>53</td>
</tr>
<tr>
<td>Corporate Finance Workshop</td>
<td>54</td>
</tr>
<tr>
<td>Corporate Governance: Principles, Policies and Best Practices</td>
<td>55</td>
</tr>
<tr>
<td>Dashboards and Business Reports Using Excel</td>
<td>56</td>
</tr>
<tr>
<td>Effective Budgeting and Cost Control</td>
<td>57</td>
</tr>
<tr>
<td>Efficient Finance and Accounting Operations: 2016 Best Practices and Updates</td>
<td>58</td>
</tr>
<tr>
<td>Enterprise Risk Management</td>
<td>59</td>
</tr>
<tr>
<td>Essentials of Internal Audit</td>
<td>60</td>
</tr>
<tr>
<td>Fast Closing Monthly and Year-End Accounts</td>
<td>61</td>
</tr>
<tr>
<td>Finance for Non-Finance Professionals</td>
<td>62</td>
</tr>
<tr>
<td>Financial Accounting and Reporting</td>
<td>63</td>
</tr>
<tr>
<td>Financial Analysis Workshop</td>
<td>64</td>
</tr>
<tr>
<td>Financial Controller Workshop</td>
<td>65</td>
</tr>
<tr>
<td>Financial Forecasting: Tools and Techniques</td>
<td>66</td>
</tr>
<tr>
<td>Financial Modeling Workshop Using Excel</td>
<td>67</td>
</tr>
<tr>
<td>Forecasting and Analyzing Cash Flow</td>
<td>68</td>
</tr>
<tr>
<td>Fundamentals of Oil and Gas Accounting</td>
<td>69</td>
</tr>
<tr>
<td>Internal Control: Compliance, Operational and Financial</td>
<td>70</td>
</tr>
<tr>
<td>International Financial Reporting Standards (IFRS) and 2016 Updates</td>
<td>71</td>
</tr>
<tr>
<td>International Public Sector Accounting Standards (IPSAS)</td>
<td>72</td>
</tr>
<tr>
<td>Inventory Accounting and Costing</td>
<td>73</td>
</tr>
<tr>
<td>Mastering Excel 2013 Pivot Tables/PowerPivot</td>
<td>74</td>
</tr>
<tr>
<td>Modern Management Reporting</td>
<td>75</td>
</tr>
<tr>
<td>Next Generation Excel: Advanced Business and Financial Reporting</td>
<td>76</td>
</tr>
<tr>
<td>Payroll: Preparation, Analysis and Management</td>
<td>77</td>
</tr>
<tr>
<td>Preparing Financial Statements and the Annual Report</td>
<td>78</td>
</tr>
<tr>
<td>Professional Accounting Certificate</td>
<td>79</td>
</tr>
</tbody>
</table>
## Index of Public Training Courses

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Skills for Finance and Accounting</td>
<td>80</td>
</tr>
<tr>
<td>Saudi GAAP Transition to International Financial Reporting Standards (IFRS): Compliance with SOCPA</td>
<td>81</td>
</tr>
<tr>
<td>Administration and Secretarial</td>
<td>83</td>
</tr>
<tr>
<td>Administration and Office Management: Best Practices and Technologies</td>
<td>84</td>
</tr>
<tr>
<td>Certified Administration and Office Management Professional</td>
<td>85</td>
</tr>
<tr>
<td>Computer-Based Office Administration and Organization</td>
<td>86</td>
</tr>
<tr>
<td>Efficient Administration Skills</td>
<td>87</td>
</tr>
<tr>
<td>The Certified Executive Assistant Program</td>
<td>88</td>
</tr>
<tr>
<td>The Executive/Personal Assistant Masterclass</td>
<td>89</td>
</tr>
<tr>
<td>The Highly Productive and Effective Administrator</td>
<td>90</td>
</tr>
<tr>
<td>Communication and Writing Skills</td>
<td>91</td>
</tr>
<tr>
<td>Advanced Business Writing</td>
<td>92</td>
</tr>
<tr>
<td>Advanced Communication Skills</td>
<td>93</td>
</tr>
<tr>
<td>Business Writing Skills</td>
<td>94</td>
</tr>
<tr>
<td>Effective Report Writing Techniques</td>
<td>95</td>
</tr>
<tr>
<td>Interpersonal Communication Skills</td>
<td>96</td>
</tr>
<tr>
<td>Organizational and Departmental Communication</td>
<td>97</td>
</tr>
<tr>
<td>Presentation Design and Delivery</td>
<td>98</td>
</tr>
<tr>
<td>Construction Management</td>
<td>99</td>
</tr>
<tr>
<td>Sustainable Buildings: Standards and Best Practice</td>
<td>100</td>
</tr>
<tr>
<td>Understanding Claims Under FIDIC Contracts</td>
<td>101</td>
</tr>
<tr>
<td>Contracts Management</td>
<td>103</td>
</tr>
<tr>
<td>Certified Contract Manager</td>
<td>104</td>
</tr>
<tr>
<td>Contract Administration: Understanding and Implementing Contractual Obligations</td>
<td>105</td>
</tr>
<tr>
<td>Drafting Contracts and Writing Scope of Work</td>
<td>106</td>
</tr>
<tr>
<td>Effective Contract Preparation</td>
<td>107</td>
</tr>
<tr>
<td>Managing Contractual Claims</td>
<td>108</td>
</tr>
<tr>
<td>Negotiating Contracts Successfully</td>
<td>109</td>
</tr>
<tr>
<td>Project Management for Contract Professionals</td>
<td>110</td>
</tr>
<tr>
<td>Tendering Procedures and Bid Evaluation</td>
<td>111</td>
</tr>
<tr>
<td>Customer Service</td>
<td>113</td>
</tr>
<tr>
<td>Certified Customer Service Professional</td>
<td>114</td>
</tr>
<tr>
<td>Customer Satisfaction and Loyalty</td>
<td>115</td>
</tr>
<tr>
<td>Customer Service Management</td>
<td>116</td>
</tr>
<tr>
<td>Customer Service Workshop</td>
<td>117</td>
</tr>
<tr>
<td>Excellence in Customer Service</td>
<td>118</td>
</tr>
<tr>
<td>The Customer Complaint System: A Tool for Customer Service Improvement</td>
<td>119</td>
</tr>
<tr>
<td>Electrical Engineering</td>
<td>121</td>
</tr>
<tr>
<td>Electrical Equipment: Operation, Control, Maintenance and Troubleshooting</td>
<td>122</td>
</tr>
<tr>
<td>Electrical Safety: Hazards and Protective Measures</td>
<td>123</td>
</tr>
<tr>
<td>Healthcare Management</td>
<td>125</td>
</tr>
<tr>
<td>Patient Safety and Healthcare Quality</td>
<td>126</td>
</tr>
<tr>
<td>Course Title</td>
<td>Page No.</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Performance and Risk Management in Healthcare</td>
<td>127</td>
</tr>
<tr>
<td>Human Resources and Training</td>
<td>129</td>
</tr>
<tr>
<td>Advanced Interviewing Skills: Why you should trust Google but not their search engine</td>
<td>130</td>
</tr>
<tr>
<td>Auditing HR Processes</td>
<td>131</td>
</tr>
<tr>
<td>Career Development and Succession Planning</td>
<td>132</td>
</tr>
<tr>
<td>Certified Compensation and Benefits Professional</td>
<td>133</td>
</tr>
<tr>
<td>Certified Employee Relations Professional</td>
<td>134</td>
</tr>
<tr>
<td>Certified Human Resources Professional: From Traditional HR Role to Business Partner</td>
<td>135</td>
</tr>
<tr>
<td>Certified Master Trainer</td>
<td>136</td>
</tr>
<tr>
<td>Certified Recruitment Specialist</td>
<td>137</td>
</tr>
<tr>
<td>Certified Training and Development Professional</td>
<td>138</td>
</tr>
<tr>
<td>Certified Training Manager</td>
<td>139</td>
</tr>
<tr>
<td>Compensation and Benefits</td>
<td>140</td>
</tr>
<tr>
<td>Competencies: Design, Development and Implementation</td>
<td>141</td>
</tr>
<tr>
<td>Designing and Implementing a Performance Management System</td>
<td>142</td>
</tr>
<tr>
<td>Employee Engagement and Retention</td>
<td>143</td>
</tr>
<tr>
<td>Employee On-Boarding: Induction and Job Orientation Techniques</td>
<td>144</td>
</tr>
<tr>
<td>Employee Relations: Roles and Responsibilities</td>
<td>145</td>
</tr>
<tr>
<td>Essential Skills for the HR Professional</td>
<td>146</td>
</tr>
<tr>
<td>HR Administration Skills</td>
<td>147</td>
</tr>
<tr>
<td>HR Planning and Budgeting</td>
<td>148</td>
</tr>
<tr>
<td>Human Resources KPIs: Benchmarking HR Performance</td>
<td>149</td>
</tr>
<tr>
<td>Human Resources Management</td>
<td>150</td>
</tr>
<tr>
<td>Identifying Training Needs and Evaluating Training</td>
<td>151</td>
</tr>
<tr>
<td>Job Analysis and Evaluation Workshop</td>
<td>152</td>
</tr>
<tr>
<td>Learning and Development Framework: Practices and Trends</td>
<td>153</td>
</tr>
<tr>
<td>Managing and Coordinating Training</td>
<td>154</td>
</tr>
<tr>
<td>Managing Human Resources in the Digital World</td>
<td>155</td>
</tr>
<tr>
<td>Organization and Workforce Planning</td>
<td>156</td>
</tr>
<tr>
<td>Performance Management: Setting Objectives and Conducting Appraisals</td>
<td>157</td>
</tr>
<tr>
<td>Professional Skills for Human Resources Management</td>
<td>158</td>
</tr>
<tr>
<td>Recruitment, Interviewing and Selection</td>
<td>159</td>
</tr>
<tr>
<td>Strategic Human Resources Management</td>
<td>160</td>
</tr>
<tr>
<td>Strategic Recruitment, Interviewing and Selection</td>
<td>161</td>
</tr>
<tr>
<td>Strategic Talent Management</td>
<td>162</td>
</tr>
<tr>
<td>The Comprehensive Assessment Toolbox for HR Professionals</td>
<td>163</td>
</tr>
<tr>
<td>The HR Leadership Program</td>
<td>164</td>
</tr>
<tr>
<td>Train the Trainer: From Design to Delivery</td>
<td>165</td>
</tr>
<tr>
<td>UAE and KSA Comparative Labor Law for HR Professionals</td>
<td>166</td>
</tr>
<tr>
<td>Writing HR Policies and Procedures</td>
<td>167</td>
</tr>
<tr>
<td>Instrumentation and Control</td>
<td>169</td>
</tr>
<tr>
<td>Process Control: Instrumentation, Troubleshooting and Problem Solving</td>
<td>170</td>
</tr>
</tbody>
</table>
## Course Title

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Skills and Self Development</td>
<td>171</td>
</tr>
<tr>
<td>Certified Master Negotiator</td>
<td>172</td>
</tr>
<tr>
<td>Creative Problem-Solving and Decision-Making</td>
<td>173</td>
</tr>
<tr>
<td>Creative Thinking and Innovation Techniques</td>
<td>174</td>
</tr>
<tr>
<td>Emotional Intelligence Boot Camp</td>
<td>175</td>
</tr>
<tr>
<td>Emotional Intelligence: Strategies for Success</td>
<td>176</td>
</tr>
<tr>
<td>High Performance Teams</td>
<td>177</td>
</tr>
<tr>
<td>Managing Conflict: Power through Influence</td>
<td>178</td>
</tr>
<tr>
<td>Persuasion and Influence Using Emotional Intelligence</td>
<td>179</td>
</tr>
<tr>
<td>The Power of Personal Branding and Presence</td>
<td>180</td>
</tr>
<tr>
<td>The Power of Positive Attitude</td>
<td>181</td>
</tr>
<tr>
<td>Time Management and Stress Control</td>
<td>182</td>
</tr>
<tr>
<td>Win-Win Negotiation Skills</td>
<td>183</td>
</tr>
<tr>
<td>Work-Life Balance: Maximizing Productivity and Quality of Life</td>
<td>184</td>
</tr>
<tr>
<td>IT Management</td>
<td>185</td>
</tr>
<tr>
<td>Cloud Management and Security: Principles and Best Practice</td>
<td>186</td>
</tr>
<tr>
<td>Cyber Security: Information Security Management Best Practice</td>
<td>187</td>
</tr>
<tr>
<td>Ethical Hacking</td>
<td>188</td>
</tr>
<tr>
<td>Identity and Access Management IT Systems</td>
<td>189</td>
</tr>
<tr>
<td>IT Disaster Recovery Planning</td>
<td>190</td>
</tr>
<tr>
<td>Leadership and Management</td>
<td>191</td>
</tr>
<tr>
<td>Adaptive Leadership: Tools and Tactics</td>
<td>192</td>
</tr>
<tr>
<td>Advanced Supervisory Skills</td>
<td>193</td>
</tr>
<tr>
<td>Certified Professional Manager</td>
<td>194</td>
</tr>
<tr>
<td>Certified Team Leader</td>
<td>195</td>
</tr>
<tr>
<td>Coaching Skills for Peak Performance</td>
<td>196</td>
</tr>
<tr>
<td>Key Managerial Skills for New Managers and Supervisors</td>
<td>197</td>
</tr>
<tr>
<td>Leadership and Communication</td>
<td>198</td>
</tr>
<tr>
<td>Leadership and Motivation in a Multicultural Environment</td>
<td>199</td>
</tr>
<tr>
<td>Leading and Managing Change</td>
<td>200</td>
</tr>
<tr>
<td>Leading with Agility and Resilience</td>
<td>201</td>
</tr>
<tr>
<td>Management Skills and Techniques for Engineers</td>
<td>202</td>
</tr>
<tr>
<td>Managerial Decision-Making and Problem-Solving</td>
<td>203</td>
</tr>
<tr>
<td>Managing in a Matrix Organization</td>
<td>204</td>
</tr>
<tr>
<td>Middle Management Skills</td>
<td>205</td>
</tr>
<tr>
<td>Organizational Leadership</td>
<td>206</td>
</tr>
<tr>
<td>Results-Based Leadership</td>
<td>207</td>
</tr>
<tr>
<td>Supervisory Skills</td>
<td>208</td>
</tr>
<tr>
<td>The Leadership Challenge® Workshop</td>
<td>209</td>
</tr>
<tr>
<td>The Leadership Program for GCC Executives</td>
<td>210</td>
</tr>
<tr>
<td>The Power of Leaders</td>
<td>211</td>
</tr>
<tr>
<td>Course Title</td>
<td>Page No.</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td></td>
</tr>
<tr>
<td>Arbitration and Dispute Resolution</td>
<td>213</td>
</tr>
<tr>
<td>Business and Commercial Law</td>
<td>214</td>
</tr>
<tr>
<td>Mergers and Acquisitions</td>
<td>215</td>
</tr>
<tr>
<td>Maintenance Planning and Asset Management</td>
<td>216</td>
</tr>
<tr>
<td><strong>Advanced Maintenance Management</strong></td>
<td>217</td>
</tr>
<tr>
<td>Facility Planning and Management</td>
<td></td>
</tr>
<tr>
<td>ISO 55000 and Risk-Based Asset Management</td>
<td></td>
</tr>
<tr>
<td>Maintenance Planning, Scheduling and Control</td>
<td></td>
</tr>
<tr>
<td>Managing Shutdowns, Turnarounds and Outages</td>
<td></td>
</tr>
<tr>
<td>Optimizing Maintenance Inventories</td>
<td></td>
</tr>
<tr>
<td>Process Plant Inspection</td>
<td></td>
</tr>
<tr>
<td>Reliability Engineering Excellence</td>
<td></td>
</tr>
<tr>
<td><strong>Marketing and Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Certified Brand Manager</td>
<td>218</td>
</tr>
<tr>
<td>Certified Business Development Professional</td>
<td></td>
</tr>
<tr>
<td>Certified Marketing Professional</td>
<td></td>
</tr>
<tr>
<td>Certified Sales Manager</td>
<td></td>
</tr>
<tr>
<td>Customer Relationship Management (CRM): The Power of Information</td>
<td></td>
</tr>
<tr>
<td>Guerilla Marketing</td>
<td></td>
</tr>
<tr>
<td>Key Account Management</td>
<td></td>
</tr>
<tr>
<td>Marketing Communications and Media Planning Workshop</td>
<td></td>
</tr>
<tr>
<td>Product Launch and Management</td>
<td></td>
</tr>
<tr>
<td>Retail Management</td>
<td></td>
</tr>
<tr>
<td>Sales Professional Certificate</td>
<td></td>
</tr>
<tr>
<td>The Strategic and Breakthrough Selling Workshop</td>
<td></td>
</tr>
<tr>
<td>The Strategic Marketing Plan</td>
<td></td>
</tr>
<tr>
<td><strong>Mechanical Engineering</strong></td>
<td></td>
</tr>
<tr>
<td>Gas Turbines: Operation, Technology and Troubleshooting</td>
<td></td>
</tr>
<tr>
<td>Pumps and Compressors: Operations, Maintenance and Troubleshooting</td>
<td></td>
</tr>
<tr>
<td><strong>Oil and Gas</strong></td>
<td></td>
</tr>
<tr>
<td>Oil and Gas Essentials</td>
<td>219</td>
</tr>
<tr>
<td><strong>Pharmaceutical Management</strong></td>
<td>220</td>
</tr>
<tr>
<td>Good Manufacturing Practices in Pharmaceutical Production</td>
<td></td>
</tr>
<tr>
<td>Technical Report Writing and Statistical Analysis for the Pharmaceutical Industry</td>
<td></td>
</tr>
<tr>
<td><strong>Planning and Strategy Management</strong></td>
<td>221</td>
</tr>
<tr>
<td>Big Data and Data Analytics</td>
<td></td>
</tr>
<tr>
<td>Business Continuity Management (BCM)</td>
<td></td>
</tr>
<tr>
<td>Business Intelligence: Data Analysis and Reporting Techniques</td>
<td></td>
</tr>
<tr>
<td>Conducting Successful Business Reviews</td>
<td></td>
</tr>
<tr>
<td>Corporate Strategies and Value Innovation</td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>Page No.</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Developing and Implementing the Business Plan</td>
<td>257</td>
</tr>
<tr>
<td>Feasibility Studies: Preparation, Analysis and Evaluation</td>
<td>258</td>
</tr>
<tr>
<td>KPIs: Keeping Score Using the Right Metrics</td>
<td>259</td>
</tr>
<tr>
<td>Measuring Performance in the Public Sector Using KPIs</td>
<td>260</td>
</tr>
<tr>
<td>Policy Development in the Public Sector</td>
<td>261</td>
</tr>
<tr>
<td>Public Sector Innovation and Smart Cities</td>
<td>262</td>
</tr>
<tr>
<td>Strategic Agility</td>
<td>263</td>
</tr>
<tr>
<td>Strategic Thinking and Planning</td>
<td>264</td>
</tr>
<tr>
<td>Strategy Management in the Public Sector</td>
<td>265</td>
</tr>
<tr>
<td>Successful Planning, Organizing and Control</td>
<td>266</td>
</tr>
<tr>
<td>The Balanced Scorecard: Achieving Performance Excellence</td>
<td>267</td>
</tr>
<tr>
<td>The Business Management Simulation Workshop</td>
<td>268</td>
</tr>
<tr>
<td>The Certified Balanced Scorecard Practitioner</td>
<td>269</td>
</tr>
<tr>
<td>The Certified Strategist: From Planning to Execution</td>
<td>270</td>
</tr>
<tr>
<td>The Effective Analyst: From Research to Execution</td>
<td>271</td>
</tr>
<tr>
<td>Project Management</td>
<td>273</td>
</tr>
<tr>
<td>Certificate in Advanced Project Management</td>
<td>274</td>
</tr>
<tr>
<td>Establishing and Managing the Project Management Office (PMO)</td>
<td>275</td>
</tr>
<tr>
<td>Managing IT Projects Effectively</td>
<td>276</td>
</tr>
<tr>
<td>Managing Project Stakeholders</td>
<td>277</td>
</tr>
<tr>
<td>Managing Projects Using Microsoft Project</td>
<td>278</td>
</tr>
<tr>
<td>Mastering Project Metrics, KPIs and Dashboards</td>
<td>279</td>
</tr>
<tr>
<td>Preparation for Project Management Professional (PMP) Certification</td>
<td>280</td>
</tr>
<tr>
<td>Preparation for Risk Management Professional (RMP) Certification</td>
<td>281</td>
</tr>
<tr>
<td>Project Management Skills</td>
<td>282</td>
</tr>
<tr>
<td>Project Management Using PRINCE2 Approach</td>
<td>283</td>
</tr>
<tr>
<td>Project Risk Management</td>
<td>284</td>
</tr>
<tr>
<td>Public Relations</td>
<td>285</td>
</tr>
<tr>
<td>Certified Public Relations Professional</td>
<td>286</td>
</tr>
<tr>
<td>Corporate Social Responsibility (CSR)</td>
<td>287</td>
</tr>
<tr>
<td>Crisis and Media Management Workshop</td>
<td>288</td>
</tr>
<tr>
<td>Events and Conferences Management</td>
<td>289</td>
</tr>
<tr>
<td>Public Relations and Media Skills</td>
<td>290</td>
</tr>
<tr>
<td>Public Relations Campaigns: From Planning to Execution</td>
<td>291</td>
</tr>
<tr>
<td>The Essentials of Business Etiquette and Protocol</td>
<td>292</td>
</tr>
<tr>
<td>Winning Social Media Strategies for Public Relations</td>
<td>293</td>
</tr>
<tr>
<td>Quality and Productivity</td>
<td>295</td>
</tr>
<tr>
<td>ASQ Approved Lean Six Sigma Green Belt</td>
<td>296</td>
</tr>
<tr>
<td>ASQ Certified Manager of Quality/Organizational Excellence Refresher</td>
<td>297</td>
</tr>
<tr>
<td>ASQ Introduction to Quality Engineering</td>
<td>298</td>
</tr>
<tr>
<td>Certified Quality Management Professional</td>
<td>299</td>
</tr>
<tr>
<td>Certified Six Sigma Yellow Belt</td>
<td>300</td>
</tr>
<tr>
<td>EFQM: Journey to Excellence (J2E)</td>
<td>301</td>
</tr>
<tr>
<td>Course Title</td>
<td>Page No.</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>EFQM: Leaders for Excellence (L4E)</strong></td>
<td>302</td>
</tr>
<tr>
<td><strong>Improving Productivity through Quality Enhancement and Cost Reduction</strong></td>
<td>303</td>
</tr>
<tr>
<td><strong>Process Management: Mapping and Improvement</strong></td>
<td>304</td>
</tr>
<tr>
<td><strong>Simplification of Work Processes and Procedures</strong></td>
<td>305</td>
</tr>
<tr>
<td><strong>Strategic Quality Management</strong></td>
<td>306</td>
</tr>
<tr>
<td><strong>Total Quality Management (TQM): Tool Box for Continual Improvement</strong></td>
<td>307</td>
</tr>
<tr>
<td><strong>Safety and Security Management</strong></td>
<td>309</td>
</tr>
<tr>
<td><strong>Emergency Response: Planning for and Reacting to Major Incidents</strong></td>
<td>310</td>
</tr>
<tr>
<td><strong>HAZOP Study Management</strong></td>
<td>311</td>
</tr>
<tr>
<td><strong>Health, Safety and Environment Workshop</strong></td>
<td>312</td>
</tr>
<tr>
<td><strong>How to Be a Leader in Safety and Health</strong></td>
<td>313</td>
</tr>
<tr>
<td><strong>Introduction to Security Management</strong></td>
<td>314</td>
</tr>
<tr>
<td><strong>Introduction to Security Management in Arabic</strong></td>
<td>315</td>
</tr>
<tr>
<td><strong>Organizational Crisis Management</strong></td>
<td>316</td>
</tr>
<tr>
<td><strong>OSHA: Occupational Safety and Health Administration Standards</strong></td>
<td>317</td>
</tr>
<tr>
<td><strong>Supervising Security Operations</strong></td>
<td>318</td>
</tr>
<tr>
<td><strong>Supervising Security Operations in Arabic</strong></td>
<td>319</td>
</tr>
<tr>
<td><strong>Supply Chain and Logistics Management</strong></td>
<td>321</td>
</tr>
<tr>
<td><strong>Advanced Warehouse Management</strong></td>
<td>322</td>
</tr>
<tr>
<td><strong>Certificate in Supply Chain and Logistics Management</strong></td>
<td>323</td>
</tr>
<tr>
<td><strong>Certified Purchasing Manager</strong></td>
<td>324</td>
</tr>
<tr>
<td><strong>Developing Purchasing Policies, Processes and SLAs</strong></td>
<td>325</td>
</tr>
<tr>
<td><strong>Fundamentals of Purchasing</strong></td>
<td>326</td>
</tr>
<tr>
<td><strong>International Transport, Logistics and Freight Rates</strong></td>
<td>327</td>
</tr>
<tr>
<td><strong>Inventory Planning and Stock Control</strong></td>
<td>328</td>
</tr>
<tr>
<td><strong>Leading and Managing Vendor Relations</strong></td>
<td>329</td>
</tr>
<tr>
<td><strong>Logistics Management</strong></td>
<td>330</td>
</tr>
<tr>
<td><strong>Materials and Supply Chain Management</strong></td>
<td>331</td>
</tr>
<tr>
<td><strong>Negotiation Strategies for Better Purchasing Value</strong></td>
<td>332</td>
</tr>
<tr>
<td><strong>Procurement Planning and Bid Management</strong></td>
<td>333</td>
</tr>
<tr>
<td><strong>Production Management and Material Requirements Planning</strong></td>
<td>334</td>
</tr>
<tr>
<td><strong>Purchasing Management and Cost Saving Techniques</strong></td>
<td>335</td>
</tr>
<tr>
<td><strong>Stock Management, Forecasting and Demand Planning: Tools and Techniques</strong></td>
<td>336</td>
</tr>
<tr>
<td><strong>Strategic Sourcing: 7 Steps for Better Procurement Value</strong></td>
<td>337</td>
</tr>
<tr>
<td><strong>Successful Fleet and Transport Management</strong></td>
<td>338</td>
</tr>
<tr>
<td><strong>Supply Chain Risk Management</strong></td>
<td>339</td>
</tr>
<tr>
<td><strong>The Certified Buyer</strong></td>
<td>340</td>
</tr>
<tr>
<td><strong>Warehouse Operations and Management</strong></td>
<td>341</td>
</tr>
<tr>
<td><strong>Women-Only Courses</strong></td>
<td>343</td>
</tr>
<tr>
<td><strong>Administration and Office Management for Female Professionals</strong></td>
<td>344</td>
</tr>
<tr>
<td><strong>Communication and Presentation Skills for Female Professionals</strong></td>
<td>345</td>
</tr>
<tr>
<td><strong>The Effective Female Leader</strong></td>
<td>346</td>
</tr>
</tbody>
</table>
Meirc’s experience in training is enlightening!
Effective decisions depend on the delivery of timely and accurate information. In both private and public organizations, providing such information transforms decisions from mundane to value-adding. The diversified portfolio of programs in our Accounting and Finance category aims to provide you and your team with the skills you need to add value. Practical and hands-on, the programs are delivered using best-in-class technology.

Our value proposition is simple: learn, engage, apply and improve. With the biggest suite of programs in the region in accounting, finance, modeling, budgeting, and treasury, you and your team are guaranteed to find the program that will contribute to your career and professional development. All our programs are delivered by our full-time experienced and licensed CPAs.
Accounting and Finance Policies and Procedures

Why Attend
Accounting and Finance policies and procedures are the most efficient way to implement company-wide effective internal control tools in any organization. They are part of every business cycle: purchase and payment cycle, inventory and production, HR and payroll, fixed assets and capitalization of costs, and sales and collection cycle. On top of that, accounting and finance policies and procedures are essential for the board of directors and senior management to communicate limitations and authorities given to different managers and employees throughout the organization. Moreover, their use is also extended to organize financial reporting and compliance with regulators outside the organization. In this course participants will be encouraged to think of risk-based processes, a suitable control to write and implement operational policies and procedures. They will learn to allocate tasks to different personnel based on proper segregation of duties and to use software to implement the controls efficiently. Also, the course covers sample financial statements prepared according to the International Financial Reporting System (IFRS).

Target Audience
Professionals in accounting and finance.

Target Competencies
- Policies and Procedures
  - Manual
  - Business Cycle
  - Financial Policies
  - Accounting Procedures
- Employee Tasks
- Internal Controls
- Accounting Systems
- International Financial Reporting Standards (IFRS)

Course Methodology
This course uses explanations by a subject matter expert on how to write policies and procedures and what to include in them. Participants will be asked to write policies and processes in different business cycles leading to financial reporting as per IFRS.

Course Objectives
By the end of the course, participants will be able to:
- Design and produce a model accounting and finance manual
- Plan the required resources needed for the department
- Generate maximum efficiency and effectiveness by establishing appropriate authorities and duties
- Apply segregation of duties and internal controls
- Create comprehensive policies and procedures to streamline accounting operations
- Develop a reference explaining essential accounting assumptions and their application
- Formulate standard and reliable accounting processes by answering the questions: who does that and how should it be done?

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c241

Course Outline

Designing the accounting manual
- Purpose of the accounting manual
- Authorities assigned to accounting personnel
- Organization of the accounting manual

Accounting department setup planning
- Planning for proper reporting
- Planning for Human Resources Versus Software System (HRVSS)

Accounting concepts and their application
- Underlying accounting assumptions
- Accrual basis of accounting versus cash basis
- Going concern assumption
- System and reliability of measurement
- General concepts of assets, liabilities, income and expense

Accounting procedures general
- Setting-up chart of accounts
- Accounting structure
  - Exchange rate differences
  - Accounts and cost centers
  - Prepaid and accrual concepts and treatments
- Fixed assets and capitalization of costs
  - Treatment and recording of fixed assets
  - Depreciation of fixed assets
  - Disposal of fixed assets
  - Reports on fixed assets

Accounts payable policies
- Approving suppliers for purchases
- Receiving invoices and inventory
- Reports on payables due
- Payment orders processing

Production and inventory processing
- Recording of production costs
- Interdepartmental transfers of material
- Issuing finished goods

Accounts receivable policies
- Approving clients
- Bank or other guarantees
- Recording invoices
- Collection and recording of receipts

Other accounting policies
- Debit and credit notes
- Payroll recording and reporting

Reporting
- Essential budgeting policies
- Financial statements issuance steps
- Financial analysis and comparisons to budgets
Training & Consulting 39

Accounting for Non-Accountants

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

**Why Attend**

Accounting is the language of business. By attending this course you will learn fundamentals of accounting, reading and analysis of financial statements. You will also appreciate the relationship between accounting and finance and understand the use of debits and credits. Finally, this course will help you accurately record financial transactions and summarize them in financial statements.

**Target Audience**

Managers, supervisors and staff from any function including the accounting department who need to improve understanding and application and techniques of the language of numbers.

**Target Competencies**

- Accounting
- Income statement
- Balance sheet
- Cash flow statement
- Adjustment entries
- Debits and credits
- International financial reporting standards

**Course Methodology**

This course uses a mix of interactive techniques, such as brief presentations by the consultant and the participant, in addition to demonstrating theoretical core accounting topics. The course also features real-life case studies and presentations by participants.

**Course Objectives**

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

- Define accounting and the accounting cycle
- Identify the major rules and principles of accounting under the International Financial Reporting Standards (IFRS)
- Demonstrate knowledge of the basic accounting equation, double-entry bookkeeping, and the new automated accounting systems
- List the key financial statements (balance sheet, income statement, changes in shareholders’ equity and cash flow statement) and their components
- Practice financial statements’ adjustments at month and year-end

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c204

**Course Outline**

**Introducing accounting and the financial statements**

- Definition of accounting
- Users of accounting information
- Basic financial statements
- The corporation defined
- Presentation of accounting information by different business entities

**International financial reporting standards (IFRS)**

- The International Accounting Standards Board (IASB)
- Introduction to IFRS
- Main differences between IFRS and US Generally Accepted Accounting Principles (GAAP)

**Double-entry accounting**

- The accounting equation
- Traditional double-entry bookkeeping
- Your asset is his liability
- The chart of accounts
- The general journal
- The general ledger
- The Trial balance
- Modern bookkeeping: automating transactions

**Income statements**

- Defining the income statement
- Defining revenue and its recognition
- Defining expenditures and their classifications
- Calculating profit
- Gross profit
- Operating profit
- Net profit
- The income statement illustrated

**Net equity**

- What is capital stock?

- Dividends are not an expense
- Cash dividends, stock dividends and stock split
- Definition of treasury stock
- Retained earnings: not the same as cash

**The balance sheet and its components**

- Defining the balance sheet
- Assets
- Liabilities
- Equity
- Current versus non-current assets and liabilities
- The balance sheet illustrated

**Cash flow statement**

- Defining the statement of cash flows
- Cash and cash equivalents
- Classification of cash flows
  - Operating activities
  - Investing activities
  - Financing activities
- The cash flow statement illustrated

**Adjustments to financial statements**

- The accrual concepts
- Accruals and prepayments
- Depreciation
- Bad debts
- Provisions for contingencies
Why Attend
Accounts payable is not just processing checks, mailing them and then filing the backup paperwork. To truly and effectively manage accounts payable, one must understand the AP department’s building blocks including but not limited to customer service, vendor management, check requests and Purchase Orders (POs). This course will discuss how to handle invoices, process checks, prevent errors, conduct annual audits, and use technology in the department. You will also learn the best practices for adapting in your AP department and how to develop into an effective business partner.

Target Audience
Managers of accounts payable, AP staff and professionals as well as clerks and specialists who wish to advance their career. The course is also beneficial to professionals in accounting, finance, purchasing and procurement who work closely with Accounts Payable.

Target Competencies
- Accounts payable
- Preventing accounts payable fraud
- Month-end accruals
- Accounts payable best practice
- Three-way matching
- Early payment discount
- Accounts payable aging

Course Methodology
This course demonstrates theoretical and practical core topics in addition to introducing Excel in managing accounts payable. The course also features role playing and presentations by participants.

Course Objectives
By the end of the course, participants will be able to:
- Identify the function of Accounts Payable (AP) and its role in organizations
- Use accounting principles related to accounts payable
- Describe how to take a successful lead in the management of accounts payable
- Assess AP operations and processes and recommend improvements using the latest best practices
- Evaluate main issues affecting AP staff in order to increase their efficiency and productivity
- Apply tools and techniques in Microsoft Excel to effectively manage and monitor AP performance

The important role of Accounts Payable (AP)
- The meaning of managing accounts payable
- The functions of management
- The big picture: accounts payable and the financial health of organizations
- The functions of accounts payable department and the role of AP staff
- Accounts payable impact on working capital and cash management

Accounting essentials for accounts payable
- Accounts payable terminologies
- General ledger and sub-ledger
- Preparing for month-end close and accruals

Accounts payable processes and best practices
- Invoice handling and routing
- The three-way matching
- Methods of payment processing
- Maintaining the vendor master file
- Travel and Entertainment (T&E)
- Procurement Cards (P-Cards)
- Electronic payment options

Key topics in accounts payable management
- Operational analysis and benchmarking
- Continuous process improvement
- Developing performance metrics
- Applying best practices in your organization
- Identifying proper internal controls
- The annual audit as an added-value
- Impact of AP outsourcing
- Detecting fraud in accounts payable
- Disaster recovery planning

The behavioral side of managing accounts payable department
- Improving the image of AP department
- Ways to motivate AP staff
- Organizing the AP department
- Closing the communication gap
- Dealing with internal and external disputes
- Importance of internal customer service
- Providing customer service to vendors

Accounts payable department as a real business partner
- When should we pay our suppliers
- Understanding cost of funds
- Evaluating early payment discount
- Pros and cons of early or late payments
- Relationship with treasury department

Using Microsoft Excel in managing accounts payable
- Interface between accounts payable system and Excel
- Using pivot-tables to extract valuable information
- Preparing and analyzing accounts payable aging
- Accounts payable role in improving suppliers commercial terms
Training & Consulting

Accounts Receivable and Credit Policies Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
A sizeable share of a company’s working capital is tied up in accounts receivable and this poses a high liquidity risk. In this course we expand your knowledge and expertise in AR which will enable you and your organization to manage your accounts receivable effectively, without compromising your credit sales.

Target Audience
Accounts Receivable (AR) department managers, credit managers, AR staff, AR and revenue accountants, credit officers, billing and collection clerks, AR specialists, and professionals in accounting, finance, operations and sales who interact with Accounts Receivable and credit department.

Target Competencies
- Accounts receivable management
- Credit decision and policy
- Accounts receivable analysis
- Collection techniques
- Billing techniques
- Accounts receivable aging
- Monetizing accounts receivable

Course Methodology
This course demonstrates theoretical and practical core topics in addition of introducing Excel in managing accounts receivable. The course also features role playing and presentations by participants.

Course Objectives
By the end of the course, participants will be able to:
- Develop effective credit policies that meet company’s objectives
- Use financial and non-financial analysis to assist in making credit decisions
- Define the function of Accounts Receivable (AR) and its role in organizations
- Employ effective collection policies
- Evaluate the accounts receivable process and implement best practices
- Apply tools and techniques to effectively monitor AR performance

Course Outline

Credit policies management
- Credit department responsibility
- Factors affecting credit policies
- The five Cs of credit
- Non-financial factors affecting credit decision
- Outline of a credit policy:
  - Credit department mission
  - Credit department objectives
  - Roles and responsibilities
  - Procedures
  - Measuring results
  - Review new accounts
  - Re-evaluate existing accounts
  - Financial statements: what to look for
  - Analyzing selected financial ratios
  - Setting the credit limit
  - Establishing a profitable relationship with the customer
  - Meeting the needs of the customer

The billing process
- Efficient billing process means faster collection
- Preventing the fatal mistake: sending the bill with errors
- The use of technology
- Impact of up-front operations on billing
- Best practices in billing

You made the sale, it is time to collect your money
- Cash: it is worth your efforts
- Tips, techniques and guidelines for faster collection
- Importance of setting a collection policy

The relationship between sales and credit
- Breaking the ice
- Maintaining credit sales relationship
- Role of sales in issuing credit and in collection

Accounts receivable process analysis
- Improving the quality of accounts receivable
- Aging of accounts receivable and bad-debts reserves
- Alternatives in computing bad-debt
- Reducing bad-debt write-offs
- Calculating accounts receivable turnover
- Calculating Days Sales Outstanding (DSO)
- Calculating Best Possible Days Sales Outstanding (BPDSO)
- Collection Effectiveness Index (CEI)
- Analyzing the operating and cash cycles
- Managing AR through portfolio strategy
- Analyzing the size, composition and complexity of AR portfolio
- Segmenting the portfolio
- Formulating an approach for specific segments

Keeping in control
- Internal controls in AR processes
- AR and the monthly closing of accounts
- Outsourcing of accounts receivable functions

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c78
Advanced Budgeting Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course is considered the second level in budgeting after our 'Effective Budgeting and Cost Control' program. It goes beyond the theory of budgeting as a concept to cover specific steps to make the budget a value-added process in the organization. By building user-friendly models and applying scenario analysis, management will spend less time gathering data and more time in analyzing it for decision making. Several Microsoft Excel tools are used throughout this course program to make it practical and to provide participants with the skills needed to apply the tools in their organization immediately. Such tools include 'what-if' analysis and the Solver, among many others.
The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice.

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

Target Competencies
- Budgeting
- Building models in Microsoft Excel
- Forecasting
- Evaluating proposals
- Applying Microsoft Excel functions and tools
- Assessing budgeting process
- Budgeting
- Building models in Microsoft Excel
- Forecasting
- Evaluating proposals

Course Methodology
The course is a hands-on application on how to use MS Excel. Participants will be involved in exercises, individual and group presentations, and working on case studies.

Course Objectives
By the end of the course, participants will be able to:
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process
- Evaluate the budgeting process in their organization and recommend improvements

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops which will be provided by Meirc for the duration of the course.

For sessions and venues, please visit: www.meirc.com/c224

Course Outline

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

Budget cycle, process and approaches
- The budget cycle
- The characteristics of successful budgeting
- Making the budget a value-adding activity
- Top ten problems with budgeting
- Choosing the proper budgeting approach:
  - Incremental budgeting
  - Zero-based budgeting
  - Flexible budgeting
  - Kaizen budgeting
  - Activity based budgeting
  - Rolling (continuous) budgets and forecasts
- The master budget and its components
- Operating and capital budgets
- Best practices in budgeting
- Creating a user friendly template

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

Advanced capital budgeting evaluation techniques
- Business risk and cost of capital
- Classifying investment projects
- Cash flow estimation
- Analyzing investment and operating cash flows
- Time value of money concept
- The required rate of return
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Modified Internal Rate of Return (MIRR)
- Profitability Index (PI)
- Payback period and discounted payback period
- Capital rationing
- Comparing and evaluating techniques
- Sensitivity and risk analysis

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

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course brings together the key elements of financial statement analysis to help participants improve their financial analysis skills, enable them to ask the right questions, see the real risks facing businesses and investors, feel more confident in their ability to comment on business activities and performance and analyze financial health for management. These skills and the required technical knowledge will be put into practice throughout the course using interactive examples and case studies, putting theory and technique into context.

Target Audience
Chief accountants, accounting managers, senior accountants, finance directors, finance managers, financial analysts, financial controllers, financial accounts managers, heads of finance departments, credit controllers, corporate financiers, credit risk analysts, bankers, and relationship managers.

Target Competencies
- Understanding financial statements
- Financial analysis
- Credit analysis
- Risk management
- Financial management
- International Financial Reporting Standards (IFRS)
- Financial reporting
- Excel and PowerPoint

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

Course Objectives
By the end of the course, participants will be able to:
- List and differentiate between the important components of basic financial statements
- Explain financial statements’ ratios and formulate excel sheets and graphs for financial statements analysis
- Illustrate creative accounting schemes and critique the validity of accounting rules used
- Assess quality of financial reports and evaluate quality of earnings and cash flows reported
- Analyze financial position and performance of a company over a period of time and draw conclusions regarding its sustainability

Course Outline

Introduction to advanced financial analysis
- Users of financial data
- Types of available financial information and the annual financial report
- Content of the annual financial report and ways to read it
- Non-financial elements of the annual financial report and their importance
- Understanding the income statement, balance sheet and cash flow statement
- Other comprehensive income components
- How to access data from Tadawul, ADX, DFM, Bloomberg and Yahoo!

Basics of industry analysis and analyzing ratios using Excel
- Industry analysis: understanding Michael Porter’s five forces shaping industry’s long term profitability
- Common size analysis to improve comparability
- Calculating trends and growth patterns
- Ratio analysis to assess key aspects of company performance:
  - Profitability
  - Liquidity
  - Efficiency and working capital management
  - Financing structure and risk
- Altman Z-score to assess potential bankruptcy
- Using graphical representation

Financial cosmetics and creative accounting
- Last In First Out (LIFO) versus First In First Out (FIFO) and the effect on profits and taxes
- Explaining LIFO reserve and LIFO liquidation
- Converting reported inventory from LIFO to FIFO for purposes of comparison
- Valuing inventory at net realizable value: look for signals of obsolete inventory
- Analyst’s consideration when examining inventory
- Evaluating how capitalizing versus expensing costs affect financial statements and ratios

- Effect of different depreciation methods on financial statements
- Impairment and revaluation of property, plant and equipment
- The choice of operating lease or finance lease
- Using special purpose vehicles for balance sheet manipulation
- Joint ventures: using equity method
- Consolidation: inflating goodwill by using full goodwill instead of partial goodwill method
- Employees’ compensation: completeness of end-of-service indemnity obligation
- Stock options and stock grants instead of bonuses
- Case study: creative accounting scandals of Enron, Worldcom, Parmalat

Assessing quality of financial reports
- Framework for assessing company’s quality of financial reports
- Potential problems that affect quality of financial reports
- Defining concept of sustainable and persistent earnings
- Beneish model: M-score to describe degree to which earnings are manipulated
- Evaluating earnings quality of a company
- Evaluating cash flow quality of a company
- Indicators of balance sheet quality
- Sources of information about risk
- Case study: analysis and interpretation of company performance

Integration of financial statement analysis techniques
- Using a framework for financial statements analysis
- Evaluating quality of company’s financial data
- Recommending adjustments to improve quality and comparability
- Case study: investment decision in nestle

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c287
Why Attend
This course provides a comprehensive and practical analysis of Money Laundering schemes, Anti-Money Laundering legislation, and counter-measure techniques and implementation. Participants will learn to understand the complexities associated with the prevention and the protection of their organizations. They will cover different types of schemes, the methods available to prove income, what records are required, how to analyze them, and how to identify leads. Considering the most current cases of violation of Anti-Money Laundering regulations and the cost associated with it, not only in money but in reputation as well, this course will give participants guidance and understanding of regulations both in the Gulf, and internationally, to ensure organizations stay ahead in protecting their assets.

Target Audience
This course is suitable for senior managers with responsibility for, or involvement in, the development or implementation of Anti-Money Laundering policies and procedures. It will also highly benefit financial officers, financial controllers, accountants, Money Laundering reporting officers, compliance officers, managers, auditors and staff with duties requiring Anti-Money Laundering compliance.

Target Competencies
- Anti-Money Laundering Cycle
- Identifying Money Laundering Methods
- Anti-Money Laundering Laws and Regulations
- Fraud Detection and Prevention
- Analyzing Financial Records
- Proving Income and Funds

Course Methodology
This course is fully interactive and participation is encouraged to achieve maximum benefit. Participants are invited to present their own cases and scenarios, where questions can be answered and doubts can be resolved. There will also be team activities, case studies and practical examples for discussion.

Course Objectives
By the end of the course, participants will be able to:
- Detect and prevent Money Laundering
- Define Money Laundering and its cycle
- Identify how Money Laundering can be committed
- Apply the GCC and international law and regulations on Anti-Money Laundering
- Analyze financial records and identify possible leads
- Apply methods to prove income or funds from unknown sources

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c310

Course Outline

Principles of Money Laundering
- What Money Laundering is and its importance
- Stages of the Money Laundering process
- The Money Laundering cycle
- Sources of ‘dirty money’
- Know your customers
- Hidden assets
- Common vehicles used to hide assets
- Asset hiding versus Money Laundering

International development of law and regulation
- The role of the Financial Action Task Force (FATF)
- European directives
- U.S. Patriot Act
- United Nations Resolutions
- The Wolfsberg Principles
- The GCC as a member of FATF
- Foreign Account Tax Compliance Act (FATCA)
- Anti-Money Laundering (AML) law and regulations in the GCC

Money Laundering schemes
- Nominee scheme
- Business front scheme
- Banking scheme
- Banking-business combination
- Smurf and structured transactions
- Shell companies
- Loan-back schemes
- Invoice scams
- Buy-backs
- Examples of money laundering schemes

Identifying indicators of illegal activities in bank records
- How indicators are developed
- How indicators can be used
- Indicator examples
- Abnormal activity in accounts
- Tips and pitfalls

Methods of proving income
- Analyzing financial records for leads
- Using books and records in a financial case
- Analyzing the balance sheet
- Analyzing the income statement
- Indirect methods: net worth and bank deposits
- Direct methods of proof
- The Capone organization
Why Attend
Cost management is an important topic in accounting and finance. Its effects stretch to all departments and impacts the organization’s financial position. Cost management covers a lot of cost concepts like job and batch order and absorption costing. The pinnacle of any cost management training is activity-based costing which helps in making better decisions. Among these decisions are ones such as whether to drop or keep a product, make or buy, replace or keep a piece of equipment. Moreover, cost management includes allocating costs of service departments internally. Also covered in this course are cost estimations and transfer pricing. The course will close with evaluating performance and a brief discussion on the balanced scorecard and managing scarce resources.

Course Methodology
This course aims at making this advanced subject easier to trainees by covering the material with lots of examples and exercises. There will be explanations from the subject matter expert and a sharing of knowledge between participants.

Course Objectives
By the end of the course, participants will be able to:
- Discover the importance of analyzing and managing costs
- Explain Activity-Based Costing (ABC) and Activity-Based Management (ABM)
- Justify the importance of process costing and cost allocation
- Develop important tools for planning and decision making
- Evaluate and manage performance through strategic cost management

Target Audience
Financial managers or directors, accountants, financial assistants, budget accountants, analysts, budget and planning managers and coordinators, operations managers, facilities managers and professionals interested in cost management.

Target Competencies
- Relevant Costs
- Cost Management
- Allocating Costs
- Product Costs
- Value Adding Costs
- Evaluating Cost Alternatives
- Buy or Manufacture
- Evaluating Performance

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c242

Course Outline

Strategic need for analyzing and managing costs
- Definition of cost management
- Dimensions of cost management
- Product costing systems: concepts and design issues
- Cost behavior, types and hierarchy
- Cost accumulation job shop
- Batch production operations
- Variable versus absorption costing

Cost management decisions
- Decision making process
- Identifying relevant costs
- Evaluating alternatives
- Outsourcing decisions: make or buy
- Add or drop product or business line
- Replacing equipment
- Special order pricing decisions

Activity based management
- Activity-Based Costing (ABC) systems
- Analyzing value added versus non value added activities
- Activity-Based Management (ABM)
- Managing customer profitability
- Managing quality and time to create value

Cost estimation and transfer pricing
- Cost estimation techniques
  - Identifying and choosing a cost driver
- Simple regression analysis
- Multiple regression analysis
- High-Low method
- Applications in Microsoft Excel
- Allocating costs of support departments
  - Direct method
  - Step method
  - Reciprocal method
- Inter-group transfer pricing issues

Evaluating and managing performance
- Cost, volume, profit analysis
- Breakeven point
- Breakeven point for multiple products
- Target income
- Operating leverage
- Margin of safety
- Managing scarce resources
- Flexible budget
- Activity-based budgeting
- Strategy, balanced scorecards and performance measurement

Accounting and Finance
Certificate in Financial Management

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Most strategic and operational business decisions rely on a fundamental knowledge of financial management. Speaking and understanding the language of finance is an essential skill for leaders and managers throughout the organization. They are also a prerequisite for finance professionals who need to make day to day decisions, and for accounting professionals who wish to advance their careers. Without a clear understanding of financial statements and financial analysis and management, you lack credibility with finance managers and business leaders alike. This certificate in financial management course consists of modules that reveal financial terminology and concepts, giving you the tools you need to communicate fluently with top executives and articulate business investment and project proposals to decision makers.

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant, group exercises and case studies using Excel to apply knowledge acquired throughout the course followed by participants' presentation of the results.

Course Objectives
By the end of the course, participants will be able to:
- Apply their knowledge of corporate financial management
- Employ their understanding in the macro finance roles from strategic and operational perspectives
- Develop a practical understanding of corporate finance, capital budgeting and cost of capital
- Compare how equities and fixed income securities are priced
- Diagram dynamic strategic financial planning models
- Demonstrate understanding of mergers, acquisitions, takeovers, and corporate control

Target Audience
Finance professionals, finance managers, corporate controllers, financial controllers, treasury professionals, chief accountants, accounting managers, senior accountants, banking professionals, and corporate business professionals.

Target Competencies
- Understanding financial statements
- Financial analysis
- Financial management
- Financial modeling
- Investment valuation
- Equity valuation
- Fixed income valuation
- Mergers and Acquisitions (M&As)

Course Outline
The scope of corporate financial management
- Introduction to the three pillars of financial management
- Dimensions of capital funding
- An inside look at the key financial statements
- Why cash flow is king?
- The building blocks of financial analysis:
  - Vertical analysis and common size financial statements
  - Horizontal and trend analysis
  - Liquidity analysis
  - Solvency analysis
  - Efficiency analysis
  - Profitability analysis
- Practical applications of time value of money using Excel

Strategic and operational financial planning
- Overview of the financial planning process
- Understanding the sustainable growth rate
- Pro-forma financial statements and assumptions
- Modeling ‘what-if’ analysis

Corporate finance, capital budgeting and cost of capital
- The capital budgeting process
  - Net present value
  - Internal rate of return
  - Discounted payback period
  - Profitability index
- Weighted average cost of capital

Mergers, acquisitions, and corporate control
- Methods of acquisitions
- Types of M&As
- Motives for mergers & acquisitions
- 5 phases to the M&A process
- The process of due diligence
- Reasons behind failed mergers
- Anti-takeover measures

Stock and bond valuation
- Valuation fundamentals of financial instruments
- An inside look at common and preferred stocks
- Stock valuation principles
  - Stocks held for specific period of time
  - Stocks held indefinitely
- The free cash flow approach
- Fixed income securities valuation
- Bonds: premiums and discounts

Working capital and the financing decision
- Components of working capital
- Conservative approach for working capital management
- Aggressive approach for working capital management
- Ways of financing current assets
- The cash conversion cycle and cash management
Why Attend
Organizations cannot afford to make the wrong investments decisions because such decisions have a long-term impact on the business and could make or break the organization. That is why it is critical to master financial modeling techniques as they are the main basis for investment decisions. By helping you understand and build effective financial models, this course will have a significant impact on the effectiveness and feasibility of your investments decisions.

Target Audience
Corporate finance professionals, investment professionals, CFOs, financial controllers, finance managers, financial analysts, corporate bankers, and business development analysts.

Target Competencies
- Advanced Excel
- Capital budgeting
- Forecasting cash flow
- Calculating cost of capital
- Financial modeling
- Scenario analysis
- Calculating free cash flow

Course Methodology
This course uses hands-on application of financial modeling in Excel in addition to demonstrating theoretical core topics. The course also features real-life case studies and presentations by participants.

Course Objectives
By the end of the course, participants will be able to:
- Prepare effective financial models utilizing powerful Excel functions
- Use core financial modeling techniques
- Forecast investments, valuations of projects and companies in an effective manner
- Develop comprehensive financial models to support investment decisions
- Recognize special modeling and valuation considerations and best practices

Course Outline

Advanced Excel for financial modeling
- Excel tips and tricks that will help you speed up your sheeting
- Logical tests
- Protecting your data
- Database activities
- Pivot Tables
- Grouping data
- Vertical and horizontal lookup tables
- The magical Choose function
- Interactive formulas to extract data
- String functions
- Data tables
- Interactive Graphs

Fundamentals of financial modeling
- Time value of money:
  - Present Value (PV) Future Value (FV) and Net Present Value (NPV)
  - Internal Rate of Return (IRR) and Multiple IRR (MIRR)
  - Equity IRR and project IRR
  - Using "XNPV" and "XIRR"
  - Contradicting NPV and IRR
- Amortization of loan schedule
- Enterprise value, market capitalization, firm value and equity value
- Effective interest rate
- Compound Annual Growth Rate (CAGR)
- Investment assumptions and cash flows
  - What needs to be included?
  - Forecasting revenues
  - Forecasting costs and expenses
  - Focus on income statement or cash flow?

Valuation techniques
- Analyze historical information and develop a projection basis
- Using ratio analysis to prepare projected financial statements

- Debt capacity and credit analysis for the acquisition
- Sensitivity analysis on cash flows
- Weighted Average Cost of Capital (WACC)
- Adjusted Present Value (APV)
- Using Capital Assets Pricing Model (CAPM) to determine cost of equity
- Implied risk premium in the current Price Earnings (PE) multiple
- Gordon model to determine cost of equity
- Using PE multiple to determine cost of equity
- Accrual accounting valuation
- Valuation using multiples
- Transaction multiples

Building real life models
- How financial models work
- Modeling income statement
- Modeling balance sheet
- Sensitivity analysis
- Developing an integrated financial model
  - Automotive
  - Hospitality
  - Real estate
  - Education

Special modeling and valuation considerations
- Structured valuations
- Financial modeling best practices
- Return on Investment (ROI) and Return on Equity (ROE)
- Investment structures
  - Direct ownership
  - Partnership and joint venture
  - Build, Operate and Transfer (BOT)

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops, which will be made available by Meirc for the duration of the training.

For sessions and venues, please visit: www.meirc.com/c279
Certificate in Fixed Assets Accounting and Management

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Fixed assets management and accounting is a very important topic for any organization. Fixed assets are the major resources used to produce products and generate future benefits. This course discusses the management and accounting of these assets and it is based on the ‘British Standard Institute’s Publicly Available Standard’ (PAS 55). This course includes the 28 points of PAS 55 which help maximize utilization of fixed assets and are divided into: fixed assets policy, strategy, management enablers and controls, implementation of management plans, performance assessment and improvement, and management review. The management and accounting for fixed assets cover all life-cycles of fixed assets from creation or acquisition to utilization and maintenance until renewal or disposal. The management part also includes decision making tools like NPV, IRR and other capital budget comparative tools used to decide whether to acquire, replace or refurbish assets.

The accounting part is based on IFRS, mainly standard number 16 for property plant and equipment, and IFRS 38 for intangibles. The course covers capitalization rules for fixed assets and intangibles, and rules for measuring assets at fair value. Moreover, the course covers various depreciation methods and assets impairment rules, measurement and accounting.

Target Audience
Fixed assets professionals, including supervisors, account managers, purchasing and facility supervisors and coordinators, financial controllers, new employees handling fixed assets, internal auditors, maintenance assistants and managers, and operations managers.

Target Competencies
- Assets Management
- Assets Utilization
- Investment Decisions
- Policies and Procedures
- Assets Information System
- Monitoring and Reporting
- Capital Budgeting
- Capitalization Rules
- Accounting per IFRS

Course Methodology
The course uses a mixture of presentations by the consultant and the participants. Also in the management section there are questions and answers. The accounting section includes exercises to be solved and amounts to be calculated regarding capitalization, depreciation or impairment. Also, classification of assets in the balance sheet is included in exercises.

Course Objectives
By the end of the course, participants will be able to:
- Apply the 28 point requirements to establish a whole life asset management system according to PAS 55 and ISO 55000
- Recognize and correctly measure fixed assets and intangible assets under International Financial Reporting Standards (IFRS)
- Justify the accounting and reporting for transactions throughout the life of the assets
- Explain the proper accounting for disposals, impairment, and sales of long lived assets
- Evaluate investments in fixed assets according to Net Present Value (NPV), Internal Rate of Return (IRR) and other methods

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c243

Course Outline

Asset management function
- Introduction to British Standards Institute’s PAS 55
- Introduction to ISO 55000
- Asset management objectives
- Asset management benefits
- Requirements of PAS 55 for effective asset management
- Risk management and asset management

Evaluating investments in assets
- Making investment decisions
- Time value of money
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Other tools for valuing investments

Fair value measurement
- IFRS 13 fair value
- Three level hierarchy for Fair Value (FV)
- Valuation techniques under IFRS

Initial measurement of long lived assets
- Measurement and recognition of fixed assets
- Classes of long lived assets
- Construction of tangible assets for internal use
- Measurement and recognition of investment property
- Measurement and recognition of intangible assets
- Required disclosures

Special topics in accounting for fixed assets
- Capitalization of borrowing costs
- Decommissioning costs

Accounting over the life of the asset
- Costs incurred subsequent to purchase
- Leasehold improvements
- Accounting for leased assets
- Subsequent expenditures on intangibles
- Accounting for assets under fair value model
- Concept of component depreciation
- Depreciation methods
  › Partial-year depreciation
  › Straight-line depreciation method
  › Units of production method
  › Accelerated depreciation methods
- Revising depreciation rates

Impairment and disposal
- Definition and rules of asset impairment
- Impairment measurement and accounting
- Impairment indicators and computation
- Accounting for disposing or idling of assets
Certificate in Treasury Management

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Treasury management
- Cash management
- Risk analysis
- Risk management
- Equity valuation
- Fixed income valuation
- Hedging
- Accounting for financial instruments

Course Outline

Introduction to the treasury function
- Definition and responsibilities of treasury function
- Treasury professionals' role
- Risks surrounding the treasury function:
  - Credit and interest rate risk
  - Liquidity risk and exchange rate risk

Cash and liquidity management
- Asset and liability management versus treasury management
- Understanding the cash cycle
- Reasons for holding cash: transaction, precautionary and speculative
- The optimum cash balance:
  - Baumol's model
  - Miller-Orr model
- Managing and accelerating collections
- Managing and decelerating disbursements
- Ratio analysis for decision making
  - Accounts receivable turnover
  - Inventory turnover
  - Accounts payable turnover
  - Cash conversion cycle

Corporate finance theory
- The time value of money
- Steps in investment management process
- Holding period return calculation for fixed income securities
- Risk and return concepts
  - Calculating mean of returns
  - Variance and standard deviation for an individual security
  - Covariance and correlation of returns for two securities
  - Interpreting correlation of returns
  - Variance and standard deviation for a portfolio of two or more securities
  - Covariance and correlation of returns for a portfolio of securities

Fixed income securities and bonds' valuations
- The money market and instruments
- The debt market
  - Bonds and Sukuk
  - Risks associated with the debt market
  - Credit risk
  - Prepayment risk and interest rate risk
  - Bonds' valuation techniques
  - Price and maturity relations

Stock market and equity valuations
- The equity instruments: IPOs, seasoned offerings and private equities
- Holding period returns for equity securities
- Equity valuation techniques
  - Discounted cash flow model
  - Multiplier model

Accounting for financial instruments
- Classification of instruments
  - Held-To-Maturity debt securities (HTM)
  - Trading Securities (TS)
  - Available-For-Sale securities (AFS)
  - Fair Value Through Profit and Loss Option (FVTPL)
- Initial and subsequent measurement
- Transfer between categories
- De-recognition of financial instruments

Briefing on derivatives markets, hedging and speculation
- Definition of derivatives: forwards, futures, options and swaps
- Difference between hedging and speculation
- General internal hedging strategies
  - Investing in the home currency
  - Creating a natural hedge
  - Currency diversification
  - Mark-ups
  - Counter trades and currency offsets

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

Course Objectives
By the end of the course, participants will be able to:
- Enhance their knowledge of corporate treasury management and the treasury function
- Apply up-to-date practices covering asset liability management and cash management techniques
- Develop a practical understanding of financial markets and their products
- Recognize and correctly measure financial instruments under International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAP)
- Critique their understanding of fair value measurement and its effect on financial instruments' presentation
- Explain hedging and speculation, and distinguish between the different hedging techniques applied by the treasury function

Successful candidates on this course will be awarded Meirc's Professional Certificate (MPC).
This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c206
Certified Accounting Assistant

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Accounting is the language of business. By attending this course you will learn the basics of accounting and those of reading and analysing financial statements. The course will equip you with the necessary knowledge to participate in the accounting activities of your organization, and to understand and use debits and credits. You will also learn to record financial transactions and report them in financial statements.

Target Audience
Accounting assistants, accounting trainees, junior accountants, administrative assistants, accounts clerks, support staff, and administrative secretaries working with accounts. No prior accounting experience is required.

Target Competencies
- Accounting principles
- Financial statements
- Adjustment entries
- Debits and credits
- International financial reporting standards
- Accounting closing process

Course Methodology
This course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, in addition to demonstrating theoretical core accounting topics. The course also features real-life case studies.

Course Objectives
By the end of the course, participants will be able to:
- Define the accounting cycle
- Discover how accounting affects their day to day business
- Outline the components of financial statements
- Illustrate every step of the accounting closing cycle
- Apply accounting terminology that will enable them to perform more effectively at work

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c79

Course Outline

Introduction to accounting
- Importance of accounting and the accounting cycle
- Accounting regulatory bodies
- International Financial Reporting Standards (IFRS)
- Generally Accepted Accounting Principles (GAAP)
- Accounting rules updates and changes
- Stakeholders and users of accounting information
- Company structures and business activities
- Accounting principles and guidelines
- Other characteristics of accounting information
- How principles and guidelines affect financial statements

Analyzing transactions
- Identifying accounts names
- Classifying accounts
- Interpreting accounts movements

The double entry accounting
- Debits and credits
- The importance of T-Accounts
- The 7 rules of debits and credits
- Sub-ledgers and general ledgers
- Preparing trial balance

Adjustment process
- Adjusting assets and liabilities, revenues and expenses
- Accrued liabilities, expenses and revenues
- Deferred assets, expenses and revenues
- The process of preparing adjusted trial balance
- Adjustments for contra-accounts

Closing process
- The four important closing entries
- Using the 10 column worksheet
- Preparing financial statements:
  - Income statement
  - Balance sheet
- Understanding and preparing closing trial balance

Assets accounting and reporting
- Cash and cash equivalents
- Accounts receivable and allowances
- Inventory costing and valuation
- Recording and maintaining fixed assets
- Depreciation and accumulated depreciation
- Intangible assets and other non-current assets

Liabilities accounting and reporting
- Accounts payable and notes payable
- Accrued liabilities
- Short and long-term loans

Understanding shareholders’ equity
- Share capital
- Retained earnings
- Government and management reserves
CMA 1 - Certified Management Accountant Preparation Course
Level 1

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course is designed to give an overview of the main concepts covered under the CMA 1 exam. Relatively difficult topics are explained in simple terms and summarized in a way that makes the information easy to retain.

Target Audience
All employees who wish to pursue the CMA certification and prepare for the exam. Also, all managers and staff who are involved in accounting and finance functions in their organizations who wish to sharpen their skills in the field of financial planning, performance and control.

Target Competencies
- Accounting and reporting
- Financial statements
- Budgeting
- Cost control
- Planning
- Forecasting
- IFRS and GAAP

Course Methodology
This course uses the Gleim learning system which includes the material in a hard copy book, loaded with hundreds of questions and their explanations, online questions and answers and an online exam rehearsal.

Course Objectives
By the end of the course, participants will be able to:
- Account for and present assets, liabilities, equity, revenues and expenses properly on the financial statements
- Define the main budgeting concepts, methodologies and forecasting techniques
- Apply operational and capital budgeting and prepare financial budgets
- Use budget variance reports and utilize different performance measures to analyze responsibility centers performance
- Identify the different cost concepts and costing systems
- Demonstrate best practices in business process performance and operational efficiency
- Explain the importance of internal controls and risk assessment in organizations

Course Outline

External financial reporting decisions
- Financial statements
  - Statement of changes in equity and statement of cash flows
- Recognition, measurement, valuation, and disclosure
  - Asset valuation, valuation of liabilities and equity transactions
  - Revenue recognition and income measurement
  - Major differences between Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS)

Planning, budgeting and forecasting
- Strategic planning
  - Analysis of external and internal factors affecting strategy
  - Alignment of tactics with long-term strategic goals
- Strategic planning models and analytical techniques
- Characteristics of successful strategic planning process
- Budgeting concepts
- Operational and performance goals
- Characteristics of a successful budget process and resource allocation
- Forecasting techniques
  - Regression, learning curve analysis and expected value
- Budgeting methodologies
  - Annual business plans (master budgets)
  - Project budgeting and activity-based budgeting
  - Zero-based budgeting, continuous (rolling) budgets and flexible budgeting
- Operational, financial and capital budgets
- Financial statement projections and cash flow projections

Performance management
- Cost and variance measures
  - Comparison of actual to planned results
  - Use of flexible budgets to analyze performance and management by exception
- Analysis of variation from standard cost expectations
- Responsibility centers and reporting segments
  - Types of responsibility centers
  - Reporting of organizational segments
  - Performance measures
    - Product, business unit, and customer profitability analysis
    - Return on investment and residual income
    - Key Performance Indicators (KPIs) and balanced scorecard

Cost management
- Measurement concepts
  - Cost behavior and cost objects
  - Actual, normal and standard costs
- Absorption (full) versus variable (direct) costing
- Joint and by product costing
- Costing systems
  - Job order costing and process costing
  - Activity based costing and life-cycle costing
- Overhead costs
  - Fixed and variable overhead expenses
  - Plant wide versus departmental overhead
- Allocation of service department costs
- Supply chain management
  - Lean manufacturing and Enterprise Resource Planning (ERP)
- Theory of constraints and throughput costing
- Capacity management and analysis
- Business process improvement
  - Value chain analysis
  - Value added concepts and process analysis
  - Activity based management
- Continuous improvement concepts and best practice analysis
- Cost of quality analysis and efficient accounting processes

Internal controls
- Governance, risk, and compliance
  - Internal control structure and management philosophy
  - Internal control policies for safeguarding and assurance
- Internal control risk; corporate governance and external audit requirements
- Internal auditing
  - Responsibility and authority of the internal audit function
  - Types of audits conducted by internal auditors
- Systems controls and security measures
  - General accounting system controls
  - Network controls and backup controls
- Business continuity planning

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c225
CMA 2 - Certified Management Accountant Preparation Course

Level 2

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course is designed to give an overview of the main concepts covered under the CMA 2 exam. Relatively difficult topics are explained in simple terms and summarized in a way that makes the information easy to retain.

Course Methodology
This course uses the Gleim learning system which includes the material in a hard copy book, loaded with hundreds of questions and their explanations, online questions and answers and an online exam rehearsal.

Target Audience
All employees who wish to pursue the CMA certification and prepare for the exam. Also, all managers and staff who are involved in accounting and finance function in their organizations who wish to sharpen their skills in the field of financial decision making.

Course Objectives
By the end of the course, participants will be able to:
- Analyze financial statements using different performance metrics and financial ratios
- Apply advanced profitability analysis including DuPont analysis
- Define financial risk and return and calculate cost of capital
- Explain current assets management and the different alternatives in raising capital
- Demonstrate cost volume profit analysis, breakeven and marginal analysis, and pricing strategies
- Calculate and apply the different techniques in evaluating capital and investing decisions, e.g. net present value, internal rate of return, payback period, etc.

Target Competencies
- Financial analysis
- Capital budgeting
- Cost volume profit analysis
- Marginal analysis
- Risk management
- Investment decisions

Course Outline

Financial statement analysis
- Basic financial statement analysis
- Financial ratios
  › Liquidity, leverage, activity, profitability and market
- Profitability analysis
  › Income measurement analysis
  › Revenue analysis
  › Cost of sales, and expense analysis
  › Variation analysis
- Special issues
  › Foreign operations, inflation, and off-balance sheet financing
  › Impact of changes in accounting treatment
  › Accounting and economic concepts of value and income
  › Earnings quality

Corporate finance
- Risk and return
  › Calculating return and types of risk
  › Relationship between risk and return
- Long term financial management
  › Term structure of interest rates and types of financial instruments
  › Cost of capital and valuation of financial instruments
- Raising capital
  › Financial markets and regulation
  › Market efficiency and financial institutions
  › Initial and secondary public offerings
  › Dividend policy and share repurchases
  › Lease financing
- Working capital management
  › Working capital terminology and cash management
  › Marketable securities management
  › Accounts receivable management
  › Inventory management
  › Types of short-term credit and management
- Corporate restructuring
  › Mergers and acquisitions
  › Bankruptcy and other forms of restructuring
- International finance
  › Fixed, flexible, and floating exchange rates
  › Managing transaction exposure
  › Financing international trade
  › Tax implications of transfer pricing

Decision analysis
- Cost volume profit analysis
  › Breakeven analysis
- Profit performance and alternative operating levels
- Analysis of multiple products
- Marginal analysis
  › Sunk costs, opportunity costs and other related concepts
  › Marginal costs and marginal revenue
  › Special orders and pricing
  › Make versus buy
  › Sell or process further
  › Add or drop a segment
  › Capacity considerations
  › Pricing
  › Pricing methodologies
  › Target costing
  › Elasticity of demand
  › Product life cycle and market structure considerations

Risk management
- Enterprise risk
  › Types of risk
  › Risk identification and assessment
  › Risk mitigation strategies and managing risk

Investment decisions
- Capital budgeting process
  › Stages of capital budgeting
  › Incremental cash flows
  › Discounted cash flow analysis
  › Net Present Value (NPV)
  › Internal Rate of Return (IRR)
  › Payback and discounted payback
  › Uses and limitations of payback method
  › Discounted payback
  › Risk analysis in capital investment
  › Sensitivity and scenario analysis
  › Real options

Professional ethics
- Ethical considerations for management accounting and financial management professionals
- Ethical considerations for the organization

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c226
Consolidation, Business Combinations and Investment Accounting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Organizations are getting into increasingly complex business transactions. Business combinations and forming strategic partnerships and alliances are becoming the norm for many organizations. Additionally, treasury departments are making daily decisions to invest available funds in order to maximize the return on investments. Accounting and finance professionals have to be ready to help management understand the effect of recording such transactions on company's financials. This course discusses the accounting treatment for these transactions and highlights the most recent standards updates in these matters.

Target Audience
Financial managers and controllers, accounting managers, senior accountants, financial analysts, investment accountants, general ledger accountants, financial assistants, and any professional involved in accounting for business combinations and consolidations and professionals who wish to understand accounting for financial instruments.

Target Competencies
- Financial statements
- International Financial Reporting Standards (IFRS)
- Accounting for equity and debt securities
- Accounting according to equity method
- Consolidation and accounting for goodwill
- Measurement of goodwill
- Recognition and measuring any non-controlling interest
- Contingent consideration
- Recognizing and measuring goodwill or gain from a bargain purchase
- Recognition and measuring goodwill or gain from a bargain purchase option
- Acquisition related costs
- Accounting for gain on bargain purchase option
- Structures of business combinations
- IFRS and US Generally Accepted Accounting Principles (GAAP) consideration
- Applying the acquisition method
- Identifying the acquirer
- Recognizing and measuring the identifiable tangible and intangible assets acquired and liabilities assumed
- Classifying or designating identifiable assets acquired and liabilities assumed
- Recognizing and measuring any non-controlling interest
- Measuring the consideration transferred
- Recognizing and measuring goodwill or gain from a bargain purchase
- Acquisition related costs
- Accounting for gain on bargain purchase option
- Defining 'control'
- Changes in ownership interest without loss of control
- Changes in ownership interest resulting in loss of control
- Consolidation procedures
- Intercompany transactions and balances
- Reacquired rights
- Contingent liabilities
- Indemnification of assets
- Contingent consideration
- Measurement of goodwill
- Impairment of goodwill

Course Methodology
The course focuses on individual and group exercises, case studies and presentations.

Course Objectives
By the end of the course, participants will be able to:
- Identify different types of financial instruments and the accounting methods for each
- Account for investment transactions according to equity method
- Explain business combinations and their related transactions
- Apply the acquisition method for business combinations
- Recognize the process of consolidating financial statements
- Point out and account for goodwill and non-controlling interests

Course Outline

Financial instruments
- Categories of investments
- Presentation of financial instruments
- Distinguishing liabilities from equity
- Classification of instruments:
  - Held-To-Maturity (HTM) debt securities
  - Trading Securities (TS)
  - Available-For-Sale securities (AFS)
  - Fair value through profit and loss option
  - Determining fair value
  - Initial and subsequent measurement
  - Reclassification and transfer between categories
  - Constraints on reclassifications
  - Derecognition of financial instruments
  - Impairment of financial assets carried at amortized cost
  - Impairment of financial assets carried at fair value
  - Impairment of financial assets carried at cost
  - Accounting for sales of financial instruments
  - The recent accounting updates according to IFRS 9

Investments in associates
- Accounting based on the equity method
- Situations when cost method is applicable
- Differences in fiscal year
- Intercompany transactions between investor and investee
- Accounting for a partial sale or additional purchase of equity investment
- Change in level of ownership or degree of influence
- Accounting for impairment

Transactions accounted for as business combinations
- Defining a qualifying business
- Identifying the acquirer
- Recognizing and measuring the identifiable tangible and intangible assets acquired and liabilities assumed
- Classifying or designating identifiable assets acquired and liabilities assumed
- Recognizing and measuring non-controlling interest
- Measuring the consideration transferred
- Recognizing and measuring goodwill or gain from a bargain purchase
- Acquisition related costs
- Accounting for gain on bargain purchase option
- Structures of business combinations
- IFRS and US Generally Accepted Accounting Principles (GAAP) consideration
- Applying the acquisition method
- Identifying the acquirer
- Recognizing and measuring the identifiable tangible and intangible assets acquired and liabilities assumed
- Classifying or designating identifiable assets acquired and liabilities assumed
- Recognizing and measuring any non-controlling interest
- Measuring the consideration transferred
- Recognizing and measuring goodwill or gain from a bargain purchase
- Acquisition related costs
- Accounting for gain on bargain purchase option
- Defining 'control'
- Changes in ownership interest without loss of control
- Changes in ownership interest resulting in loss of control
- Consolidation procedures
- Intercompany transactions and balances
- Reacquired rights
- Contingent liabilities
- Indemnification of assets
- Contingent consideration
- Measurement of goodwill
- Impairment of goodwill

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c213
Corporate Finance Workshop
5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Financial analysis
- Investment valuation
- Equity valuation
- Financing decisions

Course Outline

Introduction to corporate finance
- Role and scope of corporate finance
- Overview on operating decisions: managing current assets and current liabilities
- Overview on investing decisions: opportunities and their benefits
  - Internal investments: replacement project, expansion projects, new products or markets
  - External investments: stocks, bonds, mergers and acquisitions
- Overview on financing decisions: sources and their costs
  - Internal financing: preferred and common stocks
  - External financing: straight bonds, convertible bonds, sukuk, term loans and revolving lines of credit

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

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

Cost of capital and the optimal capital structure
- The capital asset pricing model as a tool to calculate required return on equity
  - Choosing Beta: to identify project’s sensitivity
  - Applying equity risk premium: to calculate return in excess of risk free rate
- Calculating the correct Weighted Average Cost of Capital (WACC) for a project
- Modigliani-Miller regarding capital structure
- Calculating the optimal capital structure
- Why company’s actual structure fluctuates around its target capital structure
- Factors that affect dividend policy
- Methods of determining dividend policy:
  - Stable dividend policy: target dividend rate
  - Constant dividend rate
  - Residual dividend method
- Effect on stock price after dividend declaration

Equity valuation techniques: A recipe for investing and financing decisions
- Forecasting sales, cost of goods sold and operating expenses
- Selecting appropriate method for public equity valuation: the when and why!
- Discounted dividend valuation
- Free cash flow valuation: free cash flow to firm and free cash flow to equity
- Market based valuation: price and enterprise value multiples
- Residual income valuation
- Valuation conclusion used for investing decisions: invest in undervalued equities
- Valuation conclusion used for financing decisions: issue your overvalued equities

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

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

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c278
Corporate Governance:
Principles, Policies and Best Practices

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Corporate governance is a very important topic that started getting more attention in business schools and among legislatures a few years ago, with this trend only increasing. There are different models for corporate governance but all aim at organizing the relation between company and stakeholders. Governance models start with Shareholder Wealth Maximization (SWM) that stresses owners rights, as applied mainly in the US and UK. Other methods of governance, applied in Germany or Japan for example, bring other stakeholders strongly into play: mainly the workforce and the bankers. In addition to these models, this course also covers the reasons why board membership may be one tier or two tiers, and includes discussions about board structure, committees and their functions and duties, especially the audit committee and the appointment and remuneration of board members. Other topics discussed are the role of the chairman and effect of institutional investors.

Course Methodology
The training is built on presentations by the instructor and the participants. It also includes exercise and case studies to be discussed in the training.

Course Objectives
By the end of the course, participants will be able to:
- List the essential fundamentals and significance of corporate governance
- Analyze corporate governance structures and risk management policies
- Assess the ethical and policy considerations underpinning shareholders, board of directors, auditors, senior management and executives
- Put into operations new strategies to improve their corporate performance
- Apply and utilize corporate governance best practices

Target Audience
Board members, chief financial officers, senior management, directors, finance managers, financial controllers, legal counsel, corporate legal advisors, corporate secretaries, lawyers, external and internal auditors, HR managers, and department heads.

Target Competencies
- BOD Structure
- Board Committees
- Board Power
- Board Committees
- Shareholder Rights and Responsibilities
- Control Environment
- Shareholder Agreement
- Wealth Maximization
- Stakeholders in a Corporation

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c244

Course Outline

Overview of Corporate Governance (CG)
- Definition of corporate governance
- The scope of corporate governance
- Essential corporate governance principles
- The macro governance picture
- Philosophies affecting corporate governance
- CG code of conduct and global principles

Models and mechanism of CG
- Shareholder Wealth Maximization model (SWM)
- Corporate Wealth Maximization model (CWM)
- International models of corporate governance
- The board of directors
- Audit committee
- Environment for corporate control

Stakeholders in corporate governance
- Stakeholders
- Shareholders rights
- Different types of directors
- Directors’ duties and rights
- Role of chairman and corporate officers
- Internal auditors and external auditors
- Institutional investors and minority stakeholders
- Organization for Economic Cooperation and Development (OECD) view on stakeholders
- Deloitte governance framework

- KPMG professional judgment process
- Risk based decision making
- CG failure effects
- The efficient board

Functions and structures of corporate governance
- Starting from board of directors
- Alternative board structures
- Unitary and two tier board models
- Independence of the board
- Selection, remuneration and evaluation of the board
- Analyzing current company’s CG system
- Planning and organizing CG objectives and resources
- Communicating and implementing CG principles

Practical corporate governance best practices
- International Corporate Governance Network (ICGN)
- OECD corporate governance principles

Disclosure and transparency
- Financial and operating results versus company objectives
- Remuneration policy for board members and key executives
- Related party transactions
- Timely, accurate and cost efficient access to information by users
Dashboards and Business Reports Using Excel

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
All business professionals are required to prepare some kind of a scorecard or a dashboard. Attending this course will help you reach advanced levels in Excel which you will need to produce such an important tool. The course starts with pivot tables, the most important tool ever created to perform data reporting, analysis and reconciliation. It then continues with high level modeling techniques, integration and report visualization, and it ends with automation. You will take away practical tools that are guaranteed to add value to your daily and periodic tasks.

Course Methodology
15% of the course is theory based. 85% uses MS Excel as a powerful tool to design and prepare dynamic business dashboards and scorecards. Groups and individuals will be required to complete exercises, case studies and projects on a daily basis.

Course Objectives
By the end of the course, participants will be able to:
- Boost Excel expertise in data slicing and dicing, data massaging, and data aggregation, and data integration with Access, web, text, SQL, and other databases using pivot tables
- Perform advanced and dynamic data validations and master level formatting techniques
- Design outstanding visualization charts, dashboards, scorecards, and flash reports
- Develop master level report solutions using advanced form controls and buttons
- Record, write and edit powerful macros that will perform routine tasks in no time

Target Audience
Accountants, finance analysts, senior and junior accountants, business analysts, accounting and finance professionals, research professionals, marketing and sales, administrative staff, supervisors, general business professionals and staff from any function who need to learn and apply state-of-the-art techniques to their daily business reporting, reconciliations, and analysis. Pre-requisite: Intermediate level Excel knowledge or attendance of Meirc’s Next Generation Excel course.

Target Competencies
- Reporting, analysis, and reconciliation
- Data modeling
- Integration with external data sources
- Report structuring techniques
- Automation and macros
- Charting and visualization techniques

Course Outline

Essential reporting requirement skills
- The 19 rules of pivot tables and pivot charts
- Advanced pivot charts techniques
- Multiple consolidation ranges
- Retrieving external data using Microsoft query
- Importing text files using MS query
- Connecting to access databases
- Connecting to SQL databases
- Importing from data connection wizard
- Importing from Microsoft query
- Customizing connections properties

Advanced data structuring techniques
- Custom and advanced data validation
- Creating and managing innovative conditional formatting

Charting and visualization techniques
- Creating dynamic labels
- Using the camera tool
- Working with formula-driven visualizations
- Using fancy fonts
- Leveraging symbols in formulas
- Working with sparklines
- Creating unconventional style charts
- Fancy thermometer charts
- Colored chart bars

Building report solutions
- Conceptualizing and understanding report solutions
- Developing a report solution
- Configuring spreadsheet report data options
- Enabling background refresh
- Refreshing data when opening the file
- Combo-box data modeling tool
- List-box data modeling tool
- Form controls data modeling tools
- Option-button modeling
- Check-box data models
- Combo and group-box

Macro charged reporting
- Recording, editing, testing VBA macros
- Working with standard VBA code for report design and management
- Building a macro driven reconciliation program
- Building budget variance reporting program
- Building an email based report distribution program
- Building a macro based report printing system
- Building a financial statement preparation system
- Building a vendor and invoice analysis report
Effective Budgeting and Cost Control

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Financial statements
- Planning and budgeting
- Cost control
- Capital budgeting
- Cost-volume-profit analysis
- Breakeven analysis

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

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

Course Outline

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

The key financial statements
- The accounting system
- The income statement
- The balance sheet
- The cash flow statement

Budgeting: process and approaches
- The advantages of budgeting
- The budget process
- Rolling budgets
- The master budget
- Operating and capital budgets
- The budgeted financial statements
- Approaches to budgeting:
  › Incremental budgeting
  › Zero based budgeting
  › Flexible budgeting
  › Kaizen budgeting and continuous improvement
  › Activity based budgeting
- Tools of forecasting
- Direct and indirect costs
- Characteristics of an effective budget
- Problems in budgeting

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

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

Cost-Volume-Profit analysis (CVP)
- Identifying the fixed costs and variable costs
- Computing breakeven point in units
- Computing breakeven point in sales
- Assumptions of CVP analysis
- Using CVP in budgeting decisions

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c227
Why Attend
Stop what you are doing, take a step back, and look at how you perform your work. You will probably agree with me that things are currently effective but could be more efficient. This course will take you through all the building blocks of accounting and finance with the aim of presenting you with the tools and techniques necessary for enhancing them. From accounts payable and cash management to budgeting and financial statements, we will show you best practices in tools and techniques that will make your job easier and help you deliver more value. The course will also cover behavioral concepts related to the day-to-day accounting and finance operations.

Target Audience
Professionals in the field of finance and accounting, managers, supervisors, and finance professionals who desire to understand, apply and implement practical tools to enable them to run the finance and accounting departments more efficiently.

Target Competencies
- Accounts Payable (AP), accounts receivables, inventory and fixed assets tools and techniques
- Financial statements
- Budgeting
- Cash management
- Excel reporting and analysis
- Essential behavioral concepts for teams

Course Outline

The Importance of Best Practices (BP)
- Effective versus efficient tools
- Functions of management
- Finance and accounting vision and mission
- Customer service survey
- Purposes and processes of Finance and Accounting (F&A)
- Accounting cycle and financial statements cycle

Applying Best Practices to Accounting, Finance, Treasury, and Budgeting
- Improving AP through decentralization and centralization
- Enhancing AP processing using vendor analysis and reconciliation
- Electronic expense reporting
- Online purchasing catalogue
- Document management system
- Improving cash management, lockbox collections, and zero-balance accounts
- Modern budgeting techniques mindset

Updated Accounting and Finance Rules
- Accounts payable life-cycle
- Accounts receivable life-cycle and tools
- Inventory life-cycle and tools
- Fixed assets best practices
  › Fixed assets life-cycle and tools
  › Bar coding systems
  › Capitalizing versus expensing of fixed assets

Reporting Best Practices using MS Excel
- Improving timeliness and accuracy of business and accounting data
- Enhancing report development and analysis
- Consolidating your data
- Validating data for accuracy
- Using pivot Tables
  › Preparing periodic reports in no time
  › Performing efficient and accurate reconciliation
  › Bank statement reconciliation
  › Payroll reporting and analysis
  › Accounts payable reporting and analysis
  › General ledger reporting, reconciliation and analysis
  › Budgeting reporting and analysis
  › Invoice analysis and reporting
  › Creating flash management reports
  › ’XBRL’, and dashboards
- Enhancing policies and procedures manuals

Essential Behavioral Concepts for Enhancing Finance and Accounting Operations
- The new set of skills for F&A
- Clean desk policy
- Hiring the best, cross training, back up strategies, and teamwork
- Staff responsibility charts
- Successful meetings
- Reviewing and authorization of procedures
- Peak performance time

Course Methodology
This course uses a mix of exercises, workshop, group case studies, and presentations. Additionally, one day will be devoted to learning practical tools in Excel for reporting, analysis and reconciliation. Conceptual ideas, rules, and best practices will also be discussed in accounting, finance, budgeting and general reporting.

Course Objectives
By the end of the course, participants will be able to:
- Demonstrate how to enhance the operations of the finance and accounting departments using best practices
- Evaluate and improve accounts payable, billing, budgeting, cash management and treasury, costing, filing, financial statements, general ledger, inventory and policies and procedures
- Assess and upgrade accounting, finance and budgeting rules, techniques and procedures
- Apply MS Excel reporting and analysis techniques for a faster monthly and year-end closing
- Develop an enhanced understanding of the behavioral concepts related to the day-to-day finance and accounting operations

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops which will be made available by Meirc for the duration of the training. For courses outside Dubai delegates must bring along their own laptop with a fully functional version of Excel 2010/2013.

For sessions and venues, please visit: www.meirc.com/c55
Enterprise Risk Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Enterprise Risk Management known as (ERM) has evolved a lot since the seventies. From simply 'buying' insurance, it has now evolved and grown in importance to become a prime function in many organizations. It is now part of a bigger system known as Governance, Risk and Compliance (GRC) which starts with corporate governance and ends with compliance. ERM is the function of studying the risks that may hinder a corporation's ability to achieve its goals and then deciding how to overcome these risks. Studies regarding risk management were done by different organizations, including ISO which issued ISO 31000 on risk management. However, the most accepted ERM system is the one designed by ‘COSO’. This system, which is the one covered in this course, teaches the steps needed to control risk. It starts with the evaluation of the internal environment and the setting of objectives which are, mainly, a result of the tone at the top of the organization, the directives from corporate governance as well as the vision, mission and corporate strategies. Then, the course goes through the steps management needs to consider in order to identify and assess risk and decide on proper risk responses and controls. The course ends with how to monitor, communicate and report risk. In addition, the course looks at risk in different organizational areas such as strategy, reporting, compliance, operations, financial or physical as well as in different industries.

Target Audience
Managers, senior managers, directors, financial controllers, auditors and executives.

Target Competencies
- Risk monitoring and control
- Risk analysis and assessment
- Risk mitigation
- Risk reporting

Course Methodology
The course is based on explanations by the consultant instructor and presentations by instructor and participants. It also includes a lot of case studies in different industries and areas of the business.

Course Objectives
By the end of the course, participants will be able to:
- Explain the essentials of Enterprise Risk Management (ERM)
- Identify the risks incurred by people, processes and systems and their impact on operations, and the financial position of the company
- Assess the situation and anticipate problems before they become a threat
- Evaluate and improve Risk-Based Decision Making (RBDM)
- Link risks and their potential costs with the business planning process
- Identify a range of techniques that can be used to support management in making appropriate decisions

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c245

Course Outline

Introduction
- Risk perception
- Why should we care about risk
- The changing environment

Risk Management and Corporate Governance
- Introduction to corporate governance
- GRC concept: governance, risk and compliance
- GRC system: governance, risks and controls
- Risk management as part of corporate governance
- Governance failures
- Risk based decision making

Risk Management and Corporate Control Environment
- Risk management’s influence on designing internal controls
- Risk-Based internal audit assessment of risk management performance

ERM and its Evolution
- ERM evolution
- ERM benefits
- ERM platform
  - Strategic approach
  - Operations and tactics
  - Business reporting
  - Compliance and process

Risk Categories
- Strategic risks
- Reporting risks
- Financial risks
- Physical: life and safety risks
- Compliance
  - To laws and regulations
  - To financial reporting standards
- Operations
  - External environment: socioeconomic, regulations, technology and competition
- Internal environment: structure, processes and culture

ERM Components
- Internal environment
- Objectives setting
- Event identification
- Risk assessment:
  - The black swan challenge
  - Quantitative versus qualitative analysis
- Risk response
- Control activities
- Information and communication
- Risk monitoring

Implementing ERM cases

Meirc Training & Consulting
**Presidential Cut**

---

**Overview of Internal Audit**
- The functions of management: planning, organizing, implementing and controlling
- Defining internal audit
- Internal audit as a function of corporate governance
- Reasons to have an internal audit function
- Distinguishing internal from external auditing
- Scope of internal auditing: the internal audit charter
- Staffing the internal audit function
- Role of audit committee
  - Defining the audit committee
  - Mandatory provisions for an audit committee
  - Functions of the audit committee
  - Guidelines for judging effectiveness of audit committee

**Internal Audit Standards**
- Attribute standards
- Performance standards

**Types of Internal Auditing**
- Performance auditing
- Operational auditing
- Financial auditing: accounting cycles audited by the internal audit function
- Compliance auditing
- 20 questions directors should ask about the internal audit function

**Internal Audit Implementation: Fieldwork Guidelines**
- Information gathered by internal auditors
  - 4 qualities of information
  - Sources and nature of information
  - Assessing the degree of persuasiveness
  - Types of engagement procedures
  - 15 internal audit test tools
  - Observing, interviewing and examining records
  - Internal audit working papers
  - Best practices for managing working papers
  - Retention policies
  - Communicating fieldwork results and recommendations

---

**Course Methodology**

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

**Course Objectives**

By the end of the course, participants will be able to:
- Define internal audit, its scope and function within the company
- List the internal audit standards constituting the framework of the internal audit activity
- Distinguish the types of internal audit assignments related to operational, compliance or financial internal audit
- Describe the internal audit fieldwork guidelines and apply techniques for risk identification, controls identification and controls testing
- Select the appropriate internal audit test tools and list the advantages and disadvantages of each
- Identify best sampling techniques in an internal audit assignment in terms of sample size or sample selection
- Recognize and present internal auditor's role in fraud detection

---

**Target Competencies**

- Risk based audit planning
- Evaluating an internal audit function
- Risks identification
- Controls identification, Controls design
- Sampling
- Fraud assessment

---

**Why Attend**

As defined by the Institute of Internal Auditors, "Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."

Changes in the regulatory and corporate governance environment have significantly increased the expectations that many stakeholders place on the internal audit function. "Essentials of Internal Audit" guides internal auditors through the required standards for performing the internal audit. It covers up-to-date tips and tools to accomplish the audit in an efficient, flexible, and results-based manner in order to support the organization's strategic objectives, improve its sustainability and leverage its ability to face future challenges.

**Target Audience**

Delegates with some experience in auditing, junior auditors or professionals from finance or other departments looking to develop a focused and best practice approach and techniques to the internal audit function, supervisors and managers who are interested in updating, upskilling, and refreshing their knowledge in internal audit.

---

**Course Outline**

- **Legal considerations for communicating results**
- **4 attributes of an observation or recommendation**
- **Disseminating results and exit meetings**

**The Fieldwork ‘Application-Application’ Guidelines**

- Defining management assertions
- Risk assessment process
- Reason for risk based audit planning
- Techniques to identify the audit units
- Criteria for selecting auditable units
- Scoring and weighing risks
- Prioritize risk and develop audit plan
- Methods to generate list of risks
- Identifying entity level controls to mitigate risks
- Broad definition for types of controls
- Essential components of effective internal control system: ‘COSO’ model
- Criteria for unsatisfactory rating for control components
- Methods to generate list of controls
- Insights on flowcharting for understanding cycles and controls
- Testing of internal controls
- Design and implementation of an internal control
- Operating effectiveness of an internal control
- Tips and tools for audit sampling

**Fraud**

- Definition and characteristics of fraud
- Internal auditor’s role in a fraud case

---

**This course is worth (25) NASBA CPEs.**

**For sessions and venues, please visit:**

[www.meirc.com/c214](http://www.meirc.com/c214)
Fast Closing Monthly and Year-End Accounts

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Process analysis
- Closing procedures
- Analytical skills
- Process mapping

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

Course Objectives
By the end of the course, participants will be able to:
- Describe the different types of close and list the main activities in the closing cycle
- Utilize assessment tools to pinpoint the disconnect between finance and internal users
- List the steps needed to carry on process improvements in finance and identify the need for close process redesign
- Practice using process maps to identify close inefficiencies and present improvement recommendations
- Apply best practices and enhance the monthly closing procedures

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c228

Course Outline

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

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

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

Planning the fast close process
- Setting up a plan for a fast close
- Pre-close process and activities
- Implementing the plan and staying in control
- Finance process redesign tools and techniques
- Cost and cycle time charts
- Process maps and value analysis
- Identifying process bottlenecks

- Organizing fast close resources needed
- Shifting close activities
- Selecting Key Performance Indicators (KPIs)
- Continuous improvements in closing process

Applying best practices in the close process
- Enhancing the operating cycle
- Procurement and disbursement process
  - Accounts payable
  - Travel and entertainment
  - Inventory and cost
  - Payroll process
  - Costing and analysis
  - Commissions and fees
- Billing and collection process
  - Accounts receivable and billing
  - Collections and cash management
- Administration and reporting process
  - The general ledger
  - Operational budgeting
  - Fixed assets
  - Financial reporting
- Elements of the close reporting package
Finance for Non-Finance Professionals

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Understanding financial statements
- Financial analysis
- Operating budgeting
- Capital budgeting
- Decision making

Course Outline

Concept of financial management
- Accounting versus finance: rules and responsibilities
- Three pillars of finance
  › Financing decisions
  › Investing decisions
  › Operating decisions

The key financial statements
- Understanding the accounting cycle
- The five main accounts in financial statements
- Income statement
  › Accrual basis versus cash basis
  › Balance sheet
  › The balanced status
  › Statement of owners' equity
  › Statement of cash flows
  › Wrapping-up the cycle of financial statements
  › External and internal auditors’ responsibilities

Analysis of financial statements
- Why are ratios useful?
- Horizontal and trend analysis
- Vertical analysis: common size statements
  › Common size financial statements
- Building blocks analysis and reading through the numbers:
  › Liquidity ratios: ability to settle short-term dues
  › Solvency ratios: ability to settle long-term dues
  › Activity ratios: ability to manage assets efficiently
  › Profitability ratios
  › Limitations of financial ratio analysis

Working capital management
- Definition of working capital and working capital management
- Working capital management strategies for current assets
  › Balancing profitability and liquidity
  › Working capital management strategies for current liabilities
  › trade-off between profitability and certainty

Break-even analysis and decision making
- Defining fixed costs
- Defining variable costs
- Contribution margin formula
- Computing breakeven point
- Sensitivity analysis: changing assumptions

Operating budget process and techniques
- What is an operating budget?
- Steps to budget development
- Master budget components
  › Sales forecasting
  › Approaches to budgeting
  › Incremental budgeting
  › Zero-based budgeting
- Budgetary control and correction

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

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

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

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c207
Why Attend
With the rapid developments in accounting standards, regulations, and industry practices, individuals need continuous training in order to keep abreast. They also need to improve the quality of financial reporting by recording, reporting and disclosing accurately regular and unusual business transactions. ‘Financial Accounting and Reporting’ is a course prepared and facilitated by professionals who not only master the theoretical facts of academia but who also have a solid and practical global experience.

Target Audience
Professionals in the field of finance and accounting, accountants at all levels seeking to enhance practical finance and accounting knowledge, certified financial and accounting personnel.

Target Competencies
- Accounting
- Financial reporting
- International Financial Reporting Standards (IFRS)
- US Generally Accepted Accounting Principles (GAAP)

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

Course Objectives
By the end of the course, participants will be able to:
- List the basic financial statements and determine the best structure and presentation practices
- Recognize important periodical adjustments and their effect on financial statements
- Properly account for assets, liabilities, equity, revenues and expenses during recurrent and non-recurrent transactions
- Identify minimum disclosure requirements in the financial statements for major accounts of transactions
- Prepare financial statements starting from raw trial balance and ending with full comprehensive disclosures

Course Outline

Financial statements and business decisions
- The financial accounting cycle
- Four of five key financial statements?
- Management uses of financial statements
- Relationship among financial statements
- Essential notes to the financial statements
- Simulation 1: reporting on general information, basis of preparation and significant accounting policies

Income statement
- Revenue and expense recognition principle: applying the accrual basis
- Matching principle between revenues and expenses
- Other comprehensive income components
- Earnings per share reporting
- Simulation 2: mapping accounts and preparing income statement using Excel
- Simulation 3: creating income statement disclosures

Balance sheet and statement of owners’ equity
- Components of balance sheet accounts
- Definitions of accounts in the balance sheet
- Statement of owners’ equity
- Simulation 4: mapping accounts and preparing equity and balance sheet using excel

Cash Flow Statement
- Defining the three sections of cash flow statement
- Direct versus indirect method of cash flow statement preparation
- Linking cash flow statement to notes

Accounting adjustments
- Accruals and Unearned revenues
- Prepayments and deferrals
- Accounting estimates

Financial reporting for major accounts and transactions
- Measuring and reporting accounts receivable
- Estimating and accounting for bad debts
- Costs to be capitalized in inventory value
- Inventory cost flow assumptions
- Measuring inventory at lower of cost or net realizable value
- Simulation 5: hands-on preparation of disclosures on current assets
- Classifying, measuring and recording long lived assets
- Repairs, maintenance, and additions to long lived assets
- Depreciation and amortization
- Disposal of long-lived assets
- Accounting and reporting for intangibles
- Accounting for investments
  - Passive investment, exercising significant influence or control
  - Types of equity and debt investments
- Simulation 6: hands-on preparation of disclosures on non-current assets
- Definitions and classification of liability accounts
- Types of ownership and stock
- Accounting for capital and dividends
- Simulation 7: required disclosures on long-term obligations and equity
- Wrapping it up: linking notes to face of financial statements

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c208
Financial Analysis Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Management takes financial, investment and operational decisions frequently, the outcome of which depends on the proper analysis of factors impacting their decisions. By attending this course you will be able to prepare and understand financial analysis, add value to your organization’s decision making process and improve the outcome of these decisions.

Target Audience
Professionals in the field of finance and accounting, financial analysts, department heads, senior management team members, financial controllers, finance managers, chief and financial accountants who perform business analysis and provide financial recommendations.

Target Competencies
- Financial analysis presentation
- Understand audited financials and annual report
- International Financial Reporting Standards (IFRS)
- Vertical analysis
- Horizontal, or trend analysis
- Liquidity analysis
- Activity efficiency analysis
- Solvency analysis
- Profitability analysis

Course Outline

Required components of financial statement analysis
- Role of financial reporting and analysis
- Core financial statements and the importance of the annual report
- The important role of notes and supplementary information
- Objectives of financial statements audit
- Types of audits
- Financial statement analysis framework
- The accounting cycle
- Financial reporting mechanics
- Relationship, elements and classification of financial statements

Financial reporting standards
- Importance of reporting standards in security analysis and valuation
- The standards setting bodies
- International Financial Reporting Standards (IFRS) versus Generally Accepted Accounting Principles (GAAP)

An inside look at financial statements
- Income statement components
- The three important components of income statements
- Revenue and expense recognition
- Balance sheet components
  - Measurement and classification
  - The five important components of balance sheet
- Statement of changes in owners equity
- Cash flow statement:
  - Operating, investing, and financing activities
  - Direct versus indirect methods in cash flow preparation
  - Reading and interpreting cash flow
  - The cash rich standard

Mechanisms of financial analysis techniques
- Vertical analysis and strategy: balance sheet and income statement approaches
- Horizontal, trend analysis and growth
- Liquidity analysis:
  - Current, quick, and cash ratios, defensive interval and cash conversion cycle
- Asset management and activity ratios:
  - Total and fixed assets turnover
- Solvency analysis:
  - Debt, equity, and times interest earned ratios
- Profitability analysis:
  - Profit margin, gross margin, return on assets, return on equity
- Market and valuation:
  - Price earnings and earnings-per-share ratios
- DuPont analysis: the three-step and five-step models
- Limitation of ratio analysis

Financial statement analysis: applications and presentations
- Evaluating a company’s past performance
- Comprehensive real life analysis of publicly traded companies

Course Methodology
This course demonstrates theoretical core topics in addition of introducing Excel in performing various types of financial analysis. The course also features the use of a number of real-life case studies and presentations by participants followed by discussions.

Course Objectives
By the end of the course, participants will be able to:
- Apply the framework of financial statements analysis
- Demonstrate skills at the foundations of ratio and financial analysis
- Interpret company financials and industry position
- Appraise the process of company evaluation and analysis
- Analyze real-life financial statements from companies traded on the world and ‘GCC’ stock exchanges
- Prepare financial analysis template models

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops which will be made available by Meirc for the duration of the training. For courses outside the UAE, participants should bring their own laptops equipped with a fully functional version of MS Excel 2010/2013.

For sessions and venues, please visit: www.meirc.com/c80
Financial Controller Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course covers several topics that are practiced by financial controllers. From preparing and reviewing financial statements, analyzing organization's financial health and performance, and administering the budget process and control function to managing staff performance and enhancing their productivity. This course provides professionals the chance to practice these responsibilities and sharpen the necessary skills.

Target Audience
Financial controllers, chief accountants, finance or accounting managers, supervisors, staff accountants, general ledger accountants and any professional in accounting and finance who wish to upgrade their skills as well as prepare themselves to assume the responsibilities of a financial controller.

Target Competencies
- Financial accounting and reporting
- Financial statements analysis
- Budgeting and process improvement
- Excel functions and tools

Course Methodology
This course focuses on exercises, case studies, Excel workshops, and individual and group presentations.

Course Objectives
By the end of the course, participants will be able to:
- Identify the main responsibilities handled by financial controllers
- Describe the different financial statements used in their organizations
- Analyze company performance highlighting impact of current operations on future financial results
- Evaluate and present company budgets and assist management in selecting proper plans
- Practice some of the key skills required in Excel to boost the efficiency of accounting and finance work
- Assess internal controls within the finance department and the organization in general

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops, which will be made available by Meirc. For courses outside the UAE, participants are required to bring their own laptops with a fully functional version of MS Excel 2010/2013.

For sessions and venues, please visit: www.meirc.com/c229

Course Outline

The three main responsibilities of financial controllers
- Accounting and reporting responsibilities
- Budget reporting and analysis
- Managing finance and accounting staff
  - Evolving role of financial controller

Accounting and reporting
- A look into International Financial Reporting Standards (IFRS)
- An inside look at the key financial statements
  - Statement of financial position
  - Statement of comprehensive income
  - Statement of cash flows
  - Statement of changes in owner equity
- Key Performance Indicators (KPIs)
- Supporting bottom-line focus
- Ensuring timely and accurate month and year end close

Financial statements interpretation and analysis
- Key tools in analysis
  - Liquidity ratios
  - Solvency ratios
  - Activity and investment ratios
  - Profitability ratios
- Going beyond numbers reporting
- Techniques used in presenting analysis to management

Budget reporting and analysis
- The budget as an added value activity
- Evaluating the budget and highlighting objectives
- Presenting budget to top management
- Preparing meaningful actual versus budget reports

Boosting efficiency in your department
- It’s all about excel
  - The 10 must have Excel tips
  - Working with text files
  - Looking up records from a database
  - Validating data and controlling data input
  - Reconciliations and accounts analysis using pivot tables
  - Creating management reports and dashboards
- Personal organization and time management
- Monitoring staff efficiency to support the accounting close
- Tools to increase staff productivity
- Managing staff skills and attitudes

Control function
- Structure of internal control
- Setting and updating policies and procedures
- Assessing internal control policies
- Internal controls on financial reporting
- System controls
- Backup and disaster recovery planning
- Ethical considerations
Why Attend
Probably one of the most difficult challenges that professionals face in making decisions is estimating and projecting certain future events. This difficulty is usually dealt with, unfortunately, by excessively depending on professional judgment and educated guessing. Though judgement and experience play a significant role in building proper forecasting, there are certain tools and techniques that help professionals in this daunting task. This course focuses on these tools and puts them into practice utilizing MS Excel.

Target Audience
Financial controllers, analysts, finance and accounting managers, supervisors, and finance professionals who need to create, interpret and maintain forecasts in their organizations.

Target Competencies
- Forecasting
- Time series analysis
- Regression analysis
- Modeling financial statements
- Excel functions and tools

Course Methodology
Exercises
Case studies
Excel workshops

Course Objectives
By the end of the course, participants will be able to:
- Apply different forecasting techniques in financial and business decisions
- Utilize Microsoft Excel to build forecasting models effectively
- Explain the different macro and micro assumptions affecting financial and business forecasts
- Build models for forecasting income statements, balance sheets and cash flow statements and their components
- Differentiate between various forecasting models and approaches and assist senior management in understanding their impact

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops which will be made available by Meirc. For courses outside the UAE, participants are required to bring their own laptops with a fully functional version of Excel 2010/2013.

For sessions and venues, please visit: www.meirc.com/c230

Course Outline
Forecasting models
- Qualitative models
  › Market research approach
  › Delphi method technique
- Quantitative models
  › The indicator approach
  › Causal models
  › Econometric models
  › Regression analysis: simple and multiple
  › Correlation coefficient and coefficient of determination
  › Time series methods
  › Simple average
  › Moving average
  › Exponential smoothing
  › Expected value
  › Decomposition forecasting
  › Auto regressive integrated moving average
  › Box-Jenkins forecasting

Types of forecasting
- Micro and macro factors
- Forecasting sales
  › Estimating market demand
  › Estimating company demand
  › Developing sales forecast
- Forecasting cost of sales
- Forecasting operating expenses
- Forecasting key assets and liabilities accounts
- Modeling income statement forecast
- Modeling balance sheet forecast

Building forecasting models
- The Units, quantity and activity level
- The Price and cost per unit of activity
- Pricing strategies
  › Cost plus pricing
  › Pricing: business objectives
  › Pricing: return on investment
  › Expansionistic pricing
  › Price skimming
  › Variable cost pricing
  › Breakeven pricing

Cash flow forecasting
- Using published cash flow statements
- Understanding and analyzing cash flow statements
- Forecasting free cash flows

Working with uncertainty and risk
- Scenario forecasting and analysis
- Judgmental forecasting
- Probability and risk
Financial Modeling Workshop Using Excel

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Financial modeling is crucial for taking investment decisions that can have a huge financial impact on companies. By attending this course you will be able to effectively prepare and build financial models to cater for different types of investments alternatives, understand and analyze time value of money, present value, future value and weighted average cost of capital (WACC) in addition to proper analysis of financial information.

Course Methodology
This course uses hands-on application of financial modeling in Excel in addition to demonstrating theoretical core topics. The course also features real-life case studies and presentations by participants.

Target Audience
Professionals in corporate finance, financial analysts, investment bankers, financial controllers, finance managers, professionals responsible for project valuation, project finance, portfolio managers, and professionals in the private investment industry.

Target Competencies
- Financial applications of excel
- Capital budgeting
- Present Value (PV), net present value (NPV), internal rate of return (IRR)
- Weighted average cost of capital (WACC)
- Financial modeling
- Scenario analysis

Target Competencies
- Amortization of loan schedule
- Effective yields and returns

Financial calculations: Applications
- Time value of money:
  - Present value (PV) and net present value (NPV)
  - Internal rate of return (IRR) and multiple IRR (MIRR)
  - Using XNPV and XIRR
- Amortization of loan schedule
- Effective yields and returns

Corporate financial analysis
- Profit and loss versus balance sheet analysis
- Comparable company analysis
- Building block analysis
- Vertical, trend, and horizontal analysis
- Liquidity
  - Current, quick, and cash ratios
- Asset management and activity
  - AR and AP Turnover
  - Cash conversion cycle
  - Asset turnover
- Solvency, leverage and gearing
  - Debt, equity, and times interest earned ratios
- Assessing profitability management
  - Profit margin, gross margin, return on assets, return on equity
- Market and valuation
  - Price-earnings and earnings per share ratios
- Modeling the DuPont identity
  - The three-step models

Calculating cost of capital and capital structure
- The Gordon dividend model
- Supernormal growth
- Calculating cost of equity and cost of debt
- Computing the expected return on the market
- Computing weighted average cost of capital (WACC)

Financial statement modeling
- How financial models work
- Modeling income statement
- Modeling balance sheet
- Free cash flow measurement (FCF)
- Using FCF to value the firm and its equity
- Sensitivity analysis
- Discounted cash flow analysis
- Developing an integrated financial model

Model construction techniques
- Data tables design
- Assumptions and input variable rules
- Array functions and formulas
- Spinner data modeling
- List box data modeling
- Option box data modeling
- Acquiring and updating data from the text, access database, SQL, and the web

This course is worth (25) NASBA CPEs.

This is a hands-on training course using laptops which will be provided by Meirc for the duration of the course. For courses outside the UAE, participants need to bring their own laptops equipped with a fully functioning version of MS Excel 2010/2013.

For sessions and venues, please visit: www.meirc.com/c56
Why Attend
Cash flow is critical for the success and sustainability of a business. In this course you will learn cash flow and working capital management to maximize the use of cash. You will also learn how to prepare cash flow statements under direct and indirect methods in addition to accurate cash flow forecasting and analysis techniques.

Target Audience
Financial controllers, working capital managers, financial analysts, business development managers, financial managers, management accountants, business analysts, treasury professionals.

Target Competencies
- Accounting for cash
- Cash flow statement
- Constructing the cash flow statement
- Analyzing historic cash flow statements – The drivers of cash
- Cash flow ratios
- In-depth analysis of understanding the priority of cash flows
- Identifying cash flow problems
- Working capital impact on cash flow
- Cash budgets

Course Methodology
This course uses hands-on applications of cash flow analysis in Excel in addition to demonstrating theoretical core topics. The course also features real-life case studies and presentations by participants.

Course Objectives
By the end of the course, participants will be able to:
- Interpret relationships between cash flow statement, income statement and balance sheet
- Recognize importance and elements of an organization’s cash flow
- Apply cash flow forecasting techniques
- Analyze liquidity and cash flow position of organizations including free cash flow
- Prepare cash flow statements under direct and indirect methods
- Apply ratio analysis related to cash flow
- Describe impact of working capital management on cash flow

Course Outline

Relationships between financial statements
- Income statement
- Balance sheet
- Cash flow statement
- Why cash flow differs from profits

Presentation of cash flow
- Presentation fundamentals
- Cash and cash equivalents
- Operating cash flow
- Investing cash flow
- Financing cash flow
- Methods in calculating operating cash flow
- Direct versus indirect methods
- Reporting non cash transactions

Cash flow and working capital management
- Trade-off between liquidity and profitability
- Conservative working capital management
- Aggressive working capital management
- Sources of cash
- Cost of funds
- Use of short term and long term debt
- Working capital optimization
- Cash conversion cycle
- Accounts receivable factoring, pledging and assignment
- Suppliers early payment discount

Insights of cash flow statement
- Liquidity and financial flexibility
- Restricted cash and cash equivalent
- Gross versus net cash flow reporting
- Healthy cash flow

Presentation issues
- Interest income and dividends from debt and equity investments
- Interest expense and taxes paid
- Receivables and bad debts

Cash Flow and Liquidity Analysis
- External Users of Cash Flow Information
- Ratios and Bankruptcy
- Internal Users of Cash Flow Information
- Capital Expenditure Evaluation
- Cash Flow Related Ratios

Forecasting cash flow
- Why to forecast cash flow
- Cash management
- Who is involved
- Investing and financing decisions
- Free cash flow

Cash flow ratios
- External financing index ratio
- Cash sources component percentages ratio
- Financing policies ratio
- Operating cash index ratio
- Operating cash inflow ratio
- Operating cash outflow ratio
- Long-term debt payment ratio
- Productivity of assets ratio
- Cash flow adequacy ratio
- Reinvestment ratio
- Dividends payout

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c280
Fundamentals of Oil and Gas Accounting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
A topic of global importance and of particular sensitivity in the Middle East is that of oil and gas. This course is designed to assist accountants in oil and gas organizations in understanding the accounting complexities particular to this industry. Accounting in the oil and gas industry is mostly about ‘expensing’ or capitalizing the billions of dollars paid in assets. The ‘expensing’ or capitalizing of these billions is decided using the successful efforts method or the full cost method which are both accounting essentials in the oil and gas industry. In this course these subjects are thoroughly discussed and explained.

The course starts with the history of this industry and explains the accounting methods discussed above. It goes on to discuss details of these methods such as treatment of unproved property and drilling or non drilling costs. The courses then tackles how the proper allocation of these costs affects company financials, as well as the depletion and depreciation of the capitalized assets. The course ends with the treatment of costs of support equipment and facilities.

Course Methodology
The course includes presentations, explanations and examples by the instructor. Participants will asked to calculate the proper amounts to capitalize or expense under the two methods. The course includes exercises, group workshops, presentations and a conceptual case study.

Course Objectives
By the end of the course, participants will be able to:
- Generate accounts for oil and gas operations
- Compare between the accounting methods of successful efforts and full cost accounting
- Identify how to account for production activities
- Account for revenues received in the oil and gas industry
- Explain the accounts for joint interest operations
- Analyze the effect of costs under different methods on financial statements

Target Audience
Professionals in the field of finance and accounting, chief accountants, GL accountants, finance managers and supervisors, general management team, and finance staff who need to get specialized knowledge of oil and gas accounting.

Target Competencies
- Successful effort accounting methods
- Full cost accounting method
- Cost capitalization and depreciation
- Cost allocation
- Reporting of capitalized costs
- Reporting of expensed costs

Course Outline

Introduction to oil and gas accounting
- History of oil and gas industry
- On shore activities
- Off shore activities
- Natural gas activities
- Industry structure and terminology
- Historical cost accounting methods
- Successful efforts accounting
- Full cost accounting
- Forms of division of revenue from oil and gas

Successful efforts accounting
- Explaining oil and gas accounting terms
- Non drilling exploration costs
- Oil and gas cost types
- Acquisition costs of unproved property
- Drilling and development costs
- Proved property cost disposition
- Accounting entries under successful efforts method

Full cost accounting
- Full cost method
- Disposition of capitalized costs
- Accounting entries under full cost method

Acquisition costs of unproved property
- Purchase in fee

Internal costs accounting
- Options to purchase or lease
- Disposition of capitalized costs
- Impairment of unproved property
- Post balance sheet events
- Reclassification of property

Non drilling exploration costs
- Identification of exploration costs
- Geological and geophysical costs
- Carrying and retaining costs
- Test well contributions

Drilling and development costs
- Intangible drilling and development costs
- Exploratory drilling costs
- Development drilling costs
- Accounting entries to record drilling and development costs

Support equipment and facilities
- Costs and accounting issues of property, plant and equipment
- Applying different depreciation methods
- Revenue and capital expenditure
- Discarding and scrapping plant assets

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c246
Internal Control: Compliance, Operational and Financial

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Internal Controls are an interesting topic in the corporate environment. They are part of the Governance, Risk and Compliance (GRC) system which relies on these controls to make sure that risks are under check. This course starts with an introduction to corporate governance and Enterprise Risk Management (ERM) and goes into the details of risk responses available to management. The course then tackles controls at board and senior management level and into the business and reporting cycles. It also covers controls in the purchase and payment cycle, HR and payroll cycle, inventory and production cycle, long term assets life cycle and at last sales and collection cycle. In addition, the course discusses, information systems control, administrative and safety controls, financial reporting controls, physical controls and at last external reporting controls. Of course, they are all listed as examples and participants are encouraged to share with management the proper measures and controls for the risks at hand.

Target Audience
Professionals in the field of finance and accounting, accountants at all levels seeking to enhance practical finance and accounting knowledge, certified financial and accounting personnel especially accounting managers and controllers.

Target Competencies
- Risk assessment
- Risk control
- Governance
- Compliance
- Business processes and business cycles
- Planning and analysis

Course Methodology
The course is based on presentations and examples by the instructor. Participants will also be required to present the results of case studies and exercises.

Course Objectives
By the end of the course, participants will be able to:
- Apply controls in the accounting processes
- Appraise functions and roles within the accounting department to maximize controls while optimizing performance
- Design corporate business cycles to achieve better controls
- Implement segregation of duties and internal controls in the accounting department and related functions
- Describe how to decrease the likelihood of fraud through the organization based on the reliability of the processes
- Comply with external reporting requirements by governmental and semi governmental authorities
- Develop operational policies and procedures in accordance with internal control requirement
- Design and maintain financial controls

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c247

Course Outline

Introduction to corporate control environment
- Introduction to GRC: governance, risk and compliance
- Introduction to ‘ERM’
- GRC system: governance, risk and controls
- Risk response and related internal controls

Purpose of internal controls
- Compliance requirements through internal controls
- Compliance requirements for oversight boards
- Examples of compliance requirements
- Other considerations: fraud prevention and customer satisfaction

Implementing controls in business cycles
- Controls in purchase and payment cycle
- Controls in inventory and costing cycle
- Controls in HR and payroll cycle
- Controls in sales and collection cycle
- Controls in fixed assets life cycle
- The human element role in controls
- Technology role in implementing controls
- Segregation of duties in business cycles
- Required reporting in business cycles
- Approvals and authorization in business cycles
- Risks to corporation in lack of control in the cycle
- Costs of controls and controlling costs in business cycles
- Controlling assets and inventory movements within the company
- Preventing fraud through proper controls

Information system controls
- Safeguarding data
- Access to communication systems
- Security reports

Financial controls
- Controlling access to financial assets
- Controls on financial reporting
- Controls through budgets
- Controls through management reporting
- Implementing financial controls through policies and procedures

Administrative controls
- Controlling access to building
- Controls on maintenance and repairs
- Safety and security controls
- Legal implications on some safety measures
- Required reporting in administration

External reporting
- Financial reporting requirements
- Reporting to labor related authorities
- Social security administration reporting requirements
International Financial Reporting Standards (IFRS) and 2016 Updates

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Our International Financial Reporting Standards (IFRS) and 2016 updates will help build the knowledge you need in IFRS for success in today’s global business world. Like you, we believe those who understand and apply IFRS will enjoy expanded career opportunities as its use is spreading around the world. Developed with input from subject matter experts from across the region, this course is designed to provide accounting and finance professionals with the training, knowledge and practical guidance needed to use IFRS and stay up to date with its newest standards and changes.

Target Audience
Professionals in the fields of finance and accounting, and professionals seeking to enhance international accounting knowledge from companies implementing IFRS as the standard of reporting.

Target Competencies
- Financial statements
- Financial reporting
- IFRS
- Accounting for current non assets and liabilities

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

Course Objectives
By the end of the course, participants will be able to:
- Describe the setting process in International Financial Reporting Standards (IFRS) and list the currently available standards
- Explain the most recent updates on existing IFRS and evaluate the effect of newly issued standards on their organization
- Determine the correct presentation and minimum disclosure for components of statement of financial position, statement of comprehensive income, statement of owners’ equity and statement of cash flows in accordance with IFRS
- Appraise and properly account for transactions affecting current assets and liabilities, non current assets and liabilities, revenues and expenses in accordance with IFRS
- Apply professional judgment in applying IFRS for matters relating to non recurrent business transactions

Course Outline

Introduction to international financial reporting standards (IFRS)
- Setting and developing IFRSs
- IFRS standard setting process
- Defining the term “IFRS”
- List of currently available IFRSs
- Current year and prior year’s updates on IFRSs
- Newest standards published by IASB

Statement of financial position and equity components
(International Accounting Standard - IAS 1)
- Financial position presentation format as per IAS1, presentation of financial statements
- Elements of statement of financial position
- Components and classification of current and non current assets and liabilities
- Offsetting assets and liabilities
- Components and classification of stockholders’ equity
- Supplemental disclosures

Statement of comprehensive income (IAS 1)
- Income statement minimum presentation requirements as per IAS1, presentation of financial statements
- Presentation of revenues and expenses by nature or by function
- Other comprehensive income: Nature of its components
- Operating segments reporting (IFRS 8):
  > When to report financial information by operating segments?
  > Criteria for a segment to be considered a reportable segment
  > Information required to be reported

Statement of cash flows (IAS 7)
- Distinguishing operating, investing and financing activities
- Flexibility matrix for reporting certain components
- Treatment of non-cash activities
- Direct versus indirect methods

IFRS rules for current assets and liabilities
- Cash and cash equivalents (IAS 39)
- Accounts receivable (IAS 39):
  > Estimating allowance for doubtful and bad debts
  > Pledging, assigning and factoring of receivables
- Accounts payable and accruals (IAS 39)
- Inventory (IAS 2):
  > Ownership: when to include inventory in your books
  > Measurement at initial recognition: what to include in cost?
  > Inventory cost-flow assumptions
  > Subsequent measurement: lower of cost or net realizable value

IFRS rules for non current assets and liabilities
- Property, plant and equipment (IAS 16):
  > Initial recognition and subsequent measurement
  > Cost model versus revaluation model
  > Assets held-for-sale (IFRS 5)
  > Treatment of decommissioning costs (IAS 37)
  > Impairment of property, plant and equipment (IAS 36)
- Intangible assets (IAS 38)
  > Situations where some intangible assets are not reported on financial statements
  > Cost model versus revaluation model
- Investment property (IAS 40):
  > Distinguishing investment property from other assets
  > Cost model versus fair value model
- Provisions, contingent liabilities and contingent assets (IAS 37)
- Bonds and long term obligations

Investment securities (IAS 39 and IFRS 9)
- Classification of instruments: Fair Value Through Profit or Loss (FVTPL), trading, Held-To-Maturity (HTM) and Available-For-Sale (AFS)
- Briefing on classification of instruments under the new IFRS 9
- Initial recognition and subsequent measurement
- Transfer between categories
- De-recognition of financial instruments

Revenue recognition (IAS 18)
- Revenue recognition criteria
- Measurement of revenue
- Briefing on the new IFRS 15, revenue from contracts with customers

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c209
International Public Sector Accounting Standards (IPSAS)

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
In a world of increasing transparency, there is a growing pressure being placed upon the public sector to standardize financial accounting. Standards adopted are the basis for the ‘new world’ of public reporting – creating greater confidence that public money is being handled effectively.

The aim of this course is for participants to understand IPSAS and the framework for public sector accounting. This course provides an overview of the most important requirements for preparing financial statements and disclosures under IPSAS.

Target Audience
Public and private sector finance and accounting professionals, or managers seeking to develop their understanding of the public sector accounting methods including: professionals who have a responsibility for auditing or working with public sector organizations; corporate governance directors; internal auditors; corporate compliance officials; and board level members who wish to develop their understanding of IPSAS.

Target Competencies
- Implementing IPSAS standards
- Producing financial statements
- IPSAS Strategies
- International Accounting Standards (IAS)
- Generally Accepted Accounting Principles (GAAP)

Course Methodology
Training sessions will actively and frequently involve delegates in practical exercises, case study analysis and discussions, assisted by carefully selected multi-media contributions from field leading experts. This will facilitate the development of analytical, evaluation, communication, team and leadership skills through self-directed discovery, peer assisted education and reflective learning.

Course Objectives
By the end of the course, participants will be able to:
- Identify how IPSAS will fit with their organization
- Comprehend the core IPSAS values
- Explain the key differences in the new standards
- Recognize what compliant statements will look like
- Deploy key strategies for migration to IPSAS standards
- Set clear steps towards implementation
- Adopt IPSAS disclosure requirements, including accounting policies

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: [www.meirc.com/c309](http://www.meirc.com/c309)

Course Outline

Introduction, principles and development
- Background into financial accounting
- Importance of standards
- Economic drivers
- Key principles of Global Accounting Standards
- The development of Global Accounting Standards
- Underlying financial principles
- Disclosure and transparency aspects

Other general Standards
- International Accounting Standards (IAS)
- Generally Accepted Accounting Principles (GAAP)
- The current global adoption of Global Accounting Standards

Key organizational benefits
- Domestic best practice
- Global best practice

Effective implementation strategy
- The strategic planning process roadmap
- Mapping regional standards to Global Accounting Standards
- Resource planning

Migration to IPSAS
- Scoping dual reporting
- Financial function migration
  - Phasing and specific functional challenges
- Strategy sense checks

The IPSAS Standards
- Review of current IPSAS Standards
- The correct application of individual IPSAS Standards
- Overcoming key challenges
- Obtaining guidance and support from International Federation of Accountants

IPSAS compliant financial statements
- Key IPSAS requirements within financial statements
- Producing the statement of financial position
- Producing the statement of financial performance
- Producing the cash flow statement
- Reporting changes in net asset position
- Producing compliant notes to the accounts
Inventory Accounting and Costing

Why Attend
Whether you are a merchandiser, manufacturer, contractor or a service provider, inventory has a major impact on your net income and on the balance sheet. In this course, participants are guided step by step through best practices for the purchasing process, the allocation of direct costs, indirect costs and production costs and comparisons between the different cost flow assumptions such as FIFO, LIFO and weighted average cost along with their impact on the financials and the physical counting of goods. We will discuss the importance of having accurate inventory figures reflecting their net realizable value, use Excel and pivot tables to analyze inventory balances, calculate values of obsolete inventory and simulate calculations of weighted average cost.

Target Audience
Inventory professionals, including supervisors, account managers, purchasing and facility supervisors and coordinators, financial controllers, new employees handling inventory, internal auditors, warehouse assistants and managers, and operations managers.

Target Competencies
- Accounting
- Financial reporting
- Analysis
- Excel and pivot tables

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

Course Objectives
By the end of the course, participants will be able to:
- List different types and reasons to hold inventory and construct the overall inventory cycle from purchase to sales
- Justify difference between perpetual and periodic inventory methods and evaluate inventory cost allocation techniques
- Recognize and correctly measure inventory under International Financial Reporting Standards (IFRS) and Generally Accepted Accounting Principles (GAAP)
- Account properly for write downs, write backs and impact of change in inventory accounting policies on financial statements
- Apply professional judgment in accounting for inventory not on hand
- Categorize different inventory cost-flow assumptions and how they affect the company’s financial position and income statement
- Outline the various approaches for cost accounting
- Employ Excel and pivot table tools and techniques to analyze inventory and calculate weighted average costs

Course Outline

Introduction to inventory
- Current assets and inventory management
- The four reasons for keeping inventory
- Inventory cycle from purchases to sales:
  - Ordering and receiving
  - Sales and delivery
  - Best practices in count process
- Inventory industry types: merchandise, manufacturing, construction and real estate
- Differences between inventory, fixed assets and investment properties
- Understanding and analyzing inventory ratios

Accounting for inventory
- Perpetual versus periodic inventory methods
- Cost accounting versus financial accounting
  - Cost allocation techniques:
    - Direct material, direct labor and manufacturing overhead
    - Initial recognition
    - Cost of purchase, cost of conversion and treatment of discounts and rebates received
- Measurement after recognition
  - Calculating ‘net realizable value’ (IFRS)
  - Calculating market price under the Lower of Cost or Market (LCM) method (GAAP)
  - Estimating and booking write downs for slow moving and obsolete inventory
  - Accounting for write backs of impairment under IFRS and GAAP
- Accounting for errors identified on physical count

Accounting for inventory: special topics
- Accounting for inventory not on hand
- On consignment
- Goods in-transit: defining incoterms

Inventory estimation techniques
- Sold with right of return
- Sold subject to installation and inspection
- Sold on a ‘bill and hold’ basis
- The concept of ‘inventory credit’: inventory used as collateral to raise finance
- Impact of accounting policies changes on financial statements
- Inventory required disclosures

Inventory cost flow assumptions
- First-in First-out (FIFO) and Last-in First-out (LIFO)
- Weighted average and moving average
- Specific identification

Inventory estimation and cost accounting approaches
- Inventory estimation techniques
  - Gross profit method
  - Retail method
- Cost accounting approaches
  - Traditional costing versus activity based costing
  - Target costing versus cost plus pricing method
  - Standard cost accounting
  - Throughput accounting
- Using Excel for efficient analysis of inventory
  - Consolidating your inventory data
  - Validating data for accuracy
  - Analyzing slow moving and obsolete inventory
  - Tests of recalculating weighted average and moving average costs
  - Using pivot tables to efficiently analyze and report on inventory issues

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c210
Mastering Excel 2013 Pivot Tables/PowerPivot

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Working with “big data” has always been a challenging task. In the information age, the availability of data is not the question but rather how this data can be sliced and diced to generate meaningful reports and analysis and take a different view of the data to assist management in making proper and informed decisions. Luckily, Excel 2013 came and gave us the ability to work with millions of rows of data using Pivot Tables and PowerPivots. This course will enable you to upgrade your skills in Pivot Tables as well as understand and apply the add-in feature of PowerPivots for better reporting.

Course Methodology
This is a hands-on course with practical application and use of MS Excel 2013 throughout the five days. All examples, exercises and cases are practiced in Excel.

Course Objectives
By the end of the course, participants will be able to:
- Apply the key Excel functions to prepare data for analysis using Pivot tables
- Create and customize pivot tables to reconcile and analyze accounts efficiently
- Utilize pivot tables functions and calculations to generate a set of management and business analysis reports
- Run macros to speed up their work and utilize other advanced techniques in data analysis and reporting
- Report and analyze big data tables using the Excel 2013 feature of Data Model and PowerPivot

Target Audience
Accountants, senior and junior accountants, business analysts, accounting and finance professionals, business analysts, research professionals and staff from any function who need to master and upgrade their skills in Excel Pivot Tables and work with big data analysis.

Target Competencies
- Excel 2013
- Pivot tables
- PowerPivot
- Reporting
- Analyzing business data
- Macros

Course Outline

Key functions to prepare data for pivot table reporting
- Table format
- Lookup functions
- Text functions
- Naming cells

Creating pivot tables
- Adding fields to reports
- Adding layers to pivot table
- Rearranging pivot tables

Customizing pivot tables
- Number and cell format
- Report layout
- Calculation in value field
- Grouping and ungrouping fields
- Default and customized Sorting and filtering
- Sorting using custom list
- Filtering using slicers and timelines
- Connecting multiple pivot tables to one set of slicers

Performing calculations within pivot tables
- Creating calculated field
- Creating calculated item
- Using cell references and name ranges
- Managing pivot table calculations

Advanced techniques
- Using Macros to enhance pivot table reports

- Transposing a data set with a pivot table
- Utilizing pivot table wizard
- Auto filtering with pivot tables
- Creating multiple reports in different workbooks
- Making use of GetPivotData option
- Sharing pivot tables with others

Analyzing disparate data sources with pivot tables
- Using multiple consolidation ranges
- Using internal data model
- Building pivot tables using external data sources

The new world of PowerPivot
- Benefits and drawbacks of PowerPivot
- Merging data from multiple tables without using vlookup
- Creating better calculations using the DAX Formula language
- Working with data model in regular Excel 2013
- Using DAX to create calculated fields
- Calculate and Related functions
- Using Key Performance Indicator (KPI) in PowerPivot
  - Compared to an absolute value
  - Compared to a calculated target value
- Dashboarding with Power View in Excel Pro Plus

This course is worth (25) NASBA CPEs.
This is a hands-on training course using laptops, which will be made available by Meirc for the duration of the training.
For sessions and venues, please visit: www.meirc.com/c303
Modern Management Reporting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
In this era when floods of information are available at our fingertips, it is essential for senior management and board members to have fast access to relevant and reliable information! Retrieving this information from different locations in the organization is inefficient. The solution is the Intelligent Management Report (IMR) which brings together all the information necessary for decisions by the board and senior management. While this report may be put together by the CFO or controller’s office, still, it is made of data generated and then aggregated everywhere in the organization. This course shows participants what information is needed for high level decision making and how to put everything together neatly.

We start by looking at the overall corporate status and environment. We explain why and how the report uses a modified balanced scorecard model which integrates corporate governance elements related to investors, regulators and creditors to the other balanced scorecard elements. The course also covers Enterprise Risk Management (ERM) as per COSO. The IMR report will include information on new and old risks that may have a strong impact on the organization. And, more than simply presenting financial statements, participants will be provided with practical tools they can use to present managerial accounting topics such as margins, ratios and breakeven analysis for new projects, clearly and simply to non-accountants such as top management or board members.

Finally, we will cover essential financial analysis regarding budgets, variances and other financial KPIs. By the end of the course, participants will be able to:

- Prepare an overview of company performance and inform decision makers accordingly.
- Appraise important Key Performance Indicators (KPIs) from different departments to measure efficiency.
- Analyze situations in different areas of the organization and show how changes affect other areas.
- Identify which ‘risk reports’ to report urgently to the board and to senior management and what they should include.
- Provide to the board valuable information from management accounting that is not available in regular financial reports.
- Generate financial analysis beyond the budget variance report so that it includes other financial KPIs.

Course Outlines

Brief on Corporate Performance
- Executive summary
- External environment analysis
- Internal environment analysis

Departmental Performance: KPIs
- Operations department
  > Sales department
- Production department
- Support Services
  > General services department
- HR department
- Accounting and finance department

5 Layers ‘Balanced Scorecard’: Linking Performance to Strategic Objectives
- Laying the foundation with stakeholders and corporate governance
  > Investors
  > Regulators
  > Creditors
- Learning and growth
  > Employees
- Organization
  > Processes, assets and products
- Client satisfaction and retention
- Performance measurement: profits and other

Enterprise Risk Management
- High risks monitoring report

Financial Statements and Managerial Accounting
- Income statement
- Shareholders’ equity
- Balance sheet
- Cash flow
- Notes to the financial statements
- Managerial accounting
- Income statement ‘CM’ approach
- Classification and explanation of costs (ex: cost drivers)
- Margins, ratios and breakeven analysis

Financial Analysis on Budget and Financial KPIs
- Variance report
- Variance analysis
- Budget forecast
- Financial KPIs
  > Liquidity
  > Debt
  > Profitability

Course Methodology
The course includes explanations with PowerPoint presentations and examples by the consultant. Participants will be presenting and discussing cases, engaging in workshops and preparing an actual sample report for a company of their choice, their actual company or a fictitious one they create for this course.

Target Audience
CFOs, group controllers, financial controllers, controllers from any level, senior accountants and accounting supervisors who work in reporting, management accountants, managers from different departments who work with risk management or balanced scorecard or financial analysis of budgeting or other financial areas, and managers, executives or independent directors interested in corporate governance.

Target Competencies
- Financial and management reporting
- Report writing reports and data analysis
- Data interpretation and presentation
- Performance measurement and reporting
- New risks identified and responses chosen and controls implemented
- Risks materialized
  > External risks materialized, effect and response
  > Internal risks materialized, effect and response

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c298
Why Attend
It is a fact, Excel is the accountant’s, finance and business professional’s best friend! You and I know how overwhelmed we are with the abundance of unstructured data. Monthly, quarterly and annual closing are immensely data driven and require moving and exporting data from ‘ERPs’ and databases to Excel. This hands-on course will advance your data massaging, modeling, integration and automation skills to new levels. You will also master normalization and reconciliation of noisy data, preparation of reports, analysis and consolidation. By the end of the course, participants will be able to:

- Apply Excel reporting expertise in business, finance, and accounting by enhancing data slicing and dicing, data massaging, and data aggregation skills
- Use pivot tables and pivot charts to perform automated report writing, analysis and reconciliation most efficiently
- Develop dynamic business dashboards and scorecards by linking-up excel with access, web, text, SQL, and other databases
- Repeat tasks and generate reports efficiently by recording, running and editing macros
- Acquire numerous tips and tricks that will improve their working efficiency

Course Methodology
20% of the course is design and structure focused. 80% uses MS Excel as a powerful tool to perform daily, monthly and periodic tasks. This is a hands-on training course using laptops, which will be made available by Meirc for the duration of the course.

Target Audience
Business, finance and accounting professionals, senior and junior accountants, business analysts, research professionals, marketing and sales, administrative staff, supervisors, general business professionals and staff from any function who need to learn and apply state-of-the-art techniques to their daily business reporting, reconciliations, and analysis.

Target Competencies
- Massaging of unstructured and noisy data
- Reporting, analysis, and reconciliation
- Data modeling
- Integration with external data sources
- Automation and macros
- Linking pivot tables and pivot graphs with PowerPoint
- Conditional formatting with pivot tables
- Extracting data using the ‘GetPivotData’
- Option box data modeling with ‘if’ function
- List box data modeling with ‘CHOOSE’ function
- Linking Excel with text files
- Linking Excel with databases (Access)
- Linking Excel with multiple Excel files and SQL
- Linking Excel with internet
- Scenario manager
- Macro basics
- Planning a macro
- Designing your control board
- Recording macro
- Testing macro
- Editing macro
- Macro workshops
- Advanced filter with macro

Tips and tricks in Excel
- Data entry form
- Custom list
- Camera tool
- Text to speech
- Protecting worksheets and workbooks

Course Outline

Data massaging: tools and techniques
- Consolidating data from separate files and sheets
- Advanced data validation using lists, dates and custom validation
- Powerful array functions
- Cell management tools: left, right, mid, concatenate, value
- Naming, editing, and managing cells and ranges
- Subtotal, sumif, sumifs, sumproduct, count, countif, countifs
- Looking-up data, texts, and values using vlookup
- The incredible table tools technique
- Slicing dates into day names, weeks, week numbers, month names, years and quarters
- Text to columns and dynamic trimming using trim, len
- Managing texts and numbers using replace, find, and substitute
- Text change functions

Reporting, analysis and reconciliations using pivot tables
- The 19 must learn rules
- Creating pivot tables
- Number formatting techniques
- Designing report layout
- Sorting in ascending, descending and more sort options
- Filtering labels and values
- Expanding and collapsing reports
- Summarize data by sum, average, minimum, maximum, count
- Show values as % of total and % of
- Pivot table options
- Inserting formulas
- Date analysis
- Copying pivot tables
- Creating pivot charts
- Dynamic chart labeling
- Mastering the slicer
- Showing report filter pages

Introduction to learning the ultimate tool in Excel: ‘MACROS’
- Automated and macros efficiently by recording, running and editing macros
- Acquire numerous tips and tricks that will improve their working efficiency

For sessions and venues, please visit: www.meirc.com/c57
Payroll: Preparation, Analysis and Management

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Employee costs from payroll and other benefits are among the largest costs in any company other than the Cost of Goods Sold (COGS), rent and depreciation. If you are in a goods producing organization and this cost is part of your COGS or part of your operating costs it means the effect on you will be doubled. Having these costs processed and reported properly is key for analysis and decision making. This course starts with introductions to the departments of HR and ‘accounting and finance’ and then focuses on the payroll function. The course goes through the process of preparing and calculating payroll which includes the controls needed and the pre-checks necessary to make sure correct data is used. The course enforces the knowledge of controls and proper processes in the work flow to achieve better efficiency in the department. The course then discusses employee benefits and their effect on the corporation and explains how to conduct analysis on payroll and benefits using Excel. In addition, the course highlights the topics of accounting, internal and external audit relations with HR and payroll specifically, and what data could be required by them. The course then stresses the need for confidentiality in the payroll department and the importance of sharing data with others on a need to know basis or as per corporate policies. The course ends with a how to prepare a budget for the department and a bigger budget for payroll and benefit costs in the corporation.

Target Audience
Payroll staff, payroll accountants, account assistants, payroll supervisors and managers, HR professionals and team members who handle payroll and any employees interested in understanding and applying payroll best practices.

Target Competencies
- Planning, budgeting and cost control
- Payroll preparation and production
- Payroll analysis and reporting
- Payroll accounting and account reconciliation

Course Methodology
The course relies on presentations and examples by the consultant. Participants will be expected to do Excel exercises for payroll and benefits, group workshops and presentations.

Course Objectives
By the end of the course, participants will be able to:
- Describe the needed documentation in completing a payroll cycle
- Prepare and reconcile the monthly payroll
- Calculate contributions based on different assumptions for employer and employee
- Perform ‘what if’ analysis related to employee benefits
- Develop monthly and annual payroll budgets
- Design periodic payroll management reports and analysis
- Assess the accounting department in controlling and auditing payroll payments

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c248

Course Outline
Payroll: the important link between human resources and accounting
- Introduction to the HR function
- Introduction to accounting function
- Introduction to finance function
- Payroll as a link between HR and accounting and finance
- Understanding the hiring process documentation
- Managing payroll process for:
  > Contract professionals
  > Full time employees
  > Temporary help
  > Outsourcing
Preparing and calculating payroll
- Looking for the right controls before starting
- Determining the right calculation basis for payroll
- Elements of risk leading to payroll mistakes
- Managing increments and deductions
- Payroll approvals
- Preparing payroll schedules
Employee loans and benefits
- Access to employee benefits
- Controlling access to loans
- Reporting on loans status
- Calculating end of service benefits for company and employees
- Reporting on benefit plans

Accounting and auditors roles in payroll process
- Recording payroll expense and liabilities
- Recording payroll and benefits costs to assets or inventory
- Recording payroll related contributions and liabilities
- Reconciling receivables from and payables to employees with payroll department
- Reconciling liabilities with social security and other governmental agencies
- Reconciling payments with bank accounts transactions
- Introduction to internal audit and external audit
- Auditing the payroll

Payroll budgeting
- Budgeting for payroll department expenses
- Preparing the yearly budget for payroll and contributions for the company
- Budgeting for employee loans and other benefits

Reporting payroll and contributions
- Determining contribution expense for individuals
- Determining corporate contributions
- Reporting results to the accounting department
- Coordinating with accounting department regarding payment process and control
- Reporting to ministry of labor
- Reporting to social security authorities
- Reporting to other regulatory agencies
Preparing Financial Statements and the Annual Report
5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Financial statements and the annual report are key communication channels between companies and their different stakeholders. By attending this course you will be able to prepare financial statements as per the International Financial Reporting Standards (IFRS) hence maintaining your company’s financial reporting transparency and credibility.

Target Audience
Accountants, senior and junior accountants, accounting and finance professionals, chief accountants, accounting managers and supervisors, financial controllers and any accounting and finance professionals interested in learning and updating their knowledge in preparation of financial statements and notes.

Target Competencies
- Accounting cycle
- Design chart of accounts
- Accounting adjusting entries
- Income statement
- Balance sheet
- Cash flow
- Financial statements notes

Course Methodology
This course covers theoretical core topics in addition to introducing Excel for the preparation of financial statements. It features study of real life cases and presentations by participants.

Course Objectives
By the end of the course, participants will be able to:
- Apply each part of the accounting cycle on the job
- Perform accounting adjustments including deferrals and accruals
- Create trial balance and adjusted trial balance
- Describe and map chart of accounts to the financial statements
- Prepare and present income statements, balance sheets, and cash flow statements
- Formulate notes to the financial statements

This course is worth (25) NASBA CPEs.
This is a hands-on training course using laptops, which will be made available by Meirc for the duration of the course.

For sessions and venues, please visit: www.meirc.com/c82

Course Outline

The accounting cycle
- Understanding the accounting cycle
- Supporting documents
- Analyzing transactions and recording in the system
- Preparing ledgers and General Ledgers (GL)
- Converting the GL to Trial Balance (TB)
- Types of adjusting entries
- The Adjusted Trial Balance (ATB)
- Mapping ATB to the financial statements
- Preparing financial statements
- Closing the books
- Preparing the Post-Closing Trial Balance (PCTB)

Chart of accounts and design techniques
- Designing chart of accounts
- Maintenance of chart of accounts
- Analyzing chart of accounts
- Reconciliations and important issues
- Creating the trial balance

Accounting adjusting entries
- Understanding deferrals
- Deferred revenues and entries
- Deferred expenses entries
- Working with accruals
  - Adjusting for accrued revenues
  - Accrued expenses entries
- Other adjustments and corrections
- Preparing the adjusted trial balance

Preparing financial statements and notes
- Mapping the adjusted trial balance to the financial statements
- Preparing income statement
- Preparing balance sheet
- Preparing cash flow statement
- Preparing the owners equity statements
- Objectives of external audit
- External audit versus internal audit
- Reading and interpreting the audit opinion
- Management Discussion and Analysis (MD&A)

Notes to the financial statements
- Understanding the requirements for the notes
- Organization and activities of notes
- Basis for preparation
- Summary of significant accounting policies
- Accounting convention
- Use of estimates
- Completing the financial statements and the notes
This course teaches participants about different depreciation methods for different types of assets. It also includes costs capitalization rules and impairment rules for assets. In addition, the course covers interesting and sometimes controversial topics like ‘leases’ and correcting errors, which engage participants in conceptual thinking and discussions.

### Target Audience

Accountants, senior accountants, chief accountants, accounting managers, general ledger accountants, corporate accountants, and professionals interested in upgrading, enhancing, and refreshing their accounting skills.

### Target Competencies

- Accounting recording and reporting
- Asset capitalization costs
- Expenses costs
- Classification of assets and liabilities (IFRS)
- Calculating doubtful debts and inventory loss of value
- Reporting current assets

### Course Methodology

The course relies on presentations and explanations supported by examples from the consultant. Participants will solve exercises, participate in workshops and will have to go through an exam to earn their certificate.

### Course Objectives

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

- Enhance their accounting knowledge by learning how to account for income measurement and recognition
- Demonstrate knowledge of accounting for assets, including long-term assets and intangibles
- Explain current liabilities, contingencies, long term liabilities and bonds
- Identify equity stock transactions, including dividends and long-term liabilities
- Apply accounting for operating and capital leases and how it will affect income statement and balance sheet
- Demonstrate knowledge of the rules of accounting changes and errors

### Course Outline

**Accounting: the language of business**
- The environment of financial reporting
- The balance sheet
- The statement of changes in stockholders’ equity
- The income statement
- The statement of cash flow

**Cash and receivables**
- Accounting for cash and receivables
- Allowances, bad debts, and life cycle of accounts receivable

**Inventory life cycle**
- Accounting for inventory, costing, and measurement
- Computation of cost of goods sold using inventory costing methods
- Inventory valuations

**Property, plant, equipment and intangibles**
- Accounting for purchased assets
- Asset capitalization rules
- Depreciation of assets using different depreciation methods
  - Straight line depreciation
  - Sum of the year digits
  - Double declining
- Maintenance and repairs of operating and capital assets
- Accounting for retired, sold, and written-off assets
- Asset impairment calculation and recording

**Current liabilities and contingencies**
- Accounts payable and accruals
- Advances and refundable deposits
- Warranty obligations and contingencies

**Investments reporting and classification**
- Reporting shares under trading or available-for-sale
- Reporting bonds under trading or held-to-maturity securities
- Accounting for investments, impairments and disclosures
- Cost versus equity method

**Shareholders equity**
- Paid in capital and retained earnings
- Stock subscriptions and stock splits
- Treasury stock method and dividends
- Comprehensive income and loss

**Accounting for leases**
- Operating lease
- Capital lease
- Disclosure requirements

**Accounting changes and errors**
- Restatements and prior period adjustments
- Accounting for a change in an estimate, principle and reporting entity
- Accounting for a correction of an error
Professional Skills for Finance and Accounting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
• Interpreting financial statements
• Delegation
• Communication
• Organization
• Time management

Course Methodology
This course relies on a variety of exercises supported with role plays, individual and group presentations and Excel workshops.

Course Objectives
By the end of the course, participants will be able to:
• Identify the relationship between the various financial statements
• Explain the characteristics of ‘delegation’ and apply various personal organization management techniques
• Evaluate skills and attitudes of finance staff and identify their communication personality styles
• Practice some of the essential Excel skills to increase efficiency and productivity
• Apply finance policies and procedures to add value and communicate effectively with other departments

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c231

Course Outline
The macro finance picture
• Understanding the accounting cycle
• The income statement
• The balance sheet
• Changes in owners’ equity statements
• Cash flow statements
• The relationship of financial statements
• Functions of management
• Three elements of a vision for finance and accounting department
• Effectiveness versus efficiency
• Supporting the operating departments
• Purpose of the finance and accounting function

Personal organization and time management
• The new skills set
• Delegation and priorities
• Delegation characteristics
• Handling meetings effectively
• The need for review and authorization procedures
• Maintaining clean desk policy
• Managing your in-box
• Peak performance time

Staffing the finance function
• Hiring the best people
• Identifying recruitment criteria
• Developing interviewing skills
• Interpersonal communication
• Fundamentals of communication skills

• Personality communication styles
• The attitude and skills matrix
• Delegation rules and levels
• Delegation and micromanagement
• Evaluating finance staff performance
• Motivation tools, compensation and perks

Key Excel functions and tools to enhance staff efficiency
• Consolidating different set of data
• Applying control at the data entry through data validation
• Reconciling accounts by using ‘vlookup’

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

Policies and procedures
• Purposes of the policies and procedures manual
• Communicating financial policies
• Staff involvement and responsibilities
• Enhancing personal efficiency
Saudi GAAP Transition to International Financial Reporting Standards (IFRS): Compliance with SOCPA

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Do you want to prepare your accounting and finance team to accomplish a successful transition from Saudi GAAP to International Financial Reporting Standards (IFRS)? With this course you will recognize the key differences between the two standards, identity the steps in applying IFRS for the first time and the effect on your financial statements, along with the latest updates. This course will help you remain in compliance with requirements of the Saudi Organization of Certified Public Accountants (SOCPAs) while furthering your understanding of the transition requirements. It will give you the knowledge and skills to prepare for such a transition while you exchange knowledge with other participants attending from various organizations operating in Saudi Arabia.

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

Course Objectives
By the end of the course, participants will be able to:
- List major differences in financial accounting and reporting between International Financial Reporting Standards (IFRS) and accounting standards generally accepted in the Kingdom of Saudi Arabia (Saudi GAAP)
- Recognize the effect of the transition from Saudi GAAP to IFRS on their company’s financial statements and identify mandatory exceptions and optional exemptions from this transition
- Prepare financial statements for entities adopting International Financial Reporting Standards for the first time
- Properly account for assets, liabilities, equity, revenues and expenses under both IFRS and Saudi GAAP
- Apply the different accounting methods allowed under IFRS and Saudi GAAP to multiple situations

Target Competencies
- Financial accounting and reporting
- Comparison of financial standards
- IFRS and Saudi GAAP
- Transition management
- Transition control

Introduction and key financial statements
- Financial reporting standards setters:
  - Role of International Accounting Standards Board (IASB)
  - Saudi Organization for Certified Public Accountants (SOCPA)
- Update on future milestones on road to transition
- Comparison of presentation and classification of financial statements:
  - Statement of financial position
  - Statement of income and comprehensive income
  - Statement of cash flows
  - Statement of changes in owners’ equity

IFRS 1: First time adoption of international financial reporting standards
- Entities subject to IFRS 1
- Opening IFRS statement of financial position
- Mandatory exceptions from retrospective application
- Optional exemptions from retrospective application

Comparison of current assets
- Cash and cash equivalents
- Inventory costing methods
  - Valuation at initial recognition
  - Subsequent measurement
- Inventory cost flow assumptions

Comparison of long lived assets
- Property, plant and equipment
  - Cost model versus revaluation model
  - Component depreciation
  - Treatment of idle assets
- Assets received as part of a grant
- Intangible assets
  - Cost model versus revaluation model
  - Incorporation and start-up costs
  - Research and development costs
- Investment property
  - Cost model versus fair value
  - Subsequent depreciation

Comparison of financial instruments
- Classification of debt and equity investments
  - Held-To-Maturity debt securities (H/HTM)
  - Available-For-Sale securities (AFS)
  - Trading securities (TS)
- Fair Value Through Profit and Loss option (FVTPL)
  - Initial and subsequent measurement
- Transfer between categories
  - IFRS 9: financial instruments to replace IAS 39

Comparison of liabilities and equities
- Criteria of recognition and disclosures: provisions, contingent liabilities, and contingent assets
- Treatment of convertible debt
- Other comprehensive income components

Accounting changes and discontinued operations
- Treatment of changes in accounting policies
- Changes in estimates
- Correction of prior period errors
- Initial recognition for discontinued operations
- Subsequent measurement for discontinued operations

Fair value measurement
- Updated definition of IFRS 13: fair value
- Importance of fair value under IFRS
- Fair value measurement process

This course is worth (25) NASBA CPEs.

For sessions and venues, please visit: www.meirc.com/c211
Meirc’s experience in training is enlightening!

Your development. Our passion. meirc.com

LiveChat
Due to the rapid changes impacting organizations, administrators, office managers and office professionals are facing increasing challenges to boost their capabilities and increase their value to their managers. Our Administration and Secretarial programs provide you with cutting-edge competencies which will propel you to succeed as 21st century professionals. Participants who took advantage of these programs in the past learned how to perform demonstrably better than average administrators.

Our practical programs cover proven key success areas such as applying best practices in running an effective office, optimising technology, planning and organizing as well as hands-on human, conceptual and technical competencies. The programs in the Administration and Secretarial category are meant for those who want to make an impact, move forward and excel in their career. For a list of these programs, refer to the schedule below. For more information about the programs or the category, contact us and we will be glad to assist.
Why Attend
Administrative assistants are invaluable members of the office team. They are charged with overseeing and coordinating the day to day operations of a business. Thanks to the advent of communication technology, the skills these assistant require have become diversified and the ability to multitask and juggle several different instructions at once have become essential. Other qualities needed by these members include excellent communication skills, a polished appearance, and good interpersonal instincts. This course tackles all these behavioral skills while focusing on areas related to the use of technology to get things done effectively and successfully.

Target Audience
This course is targeted at people who have graduated from an office administration program, or those who have several years of documented work experience in the secretarial or office administration fields. It is also designed for those who are interested in qualifying for entry level supervisory or managerial office positions, as well as for those who are currently in related positions and are seeking to improve their professional knowledge and skills in order to succeed in today’s high technology offices.

Target Competencies
- Administration of computer applications
- Time management
- Telephone, email and office etiquette
- Motivation and productivity
- Writing skills
- Dealing with diversity
- Indexing and archiving
- Meetings and events management

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

Course Objectives
By the end of the course, participants will be able to:
- Define and apply the new roles of executive assistants and administrators to meet modern challenges
- Use technology to get more done and to stay connected with the office and their boss
- File, document, sort, index and retrieve corporate documents, records, and reports to organize work flow effectively
- Create quality standards for a motivating and productive office environment
- Demonstrate a better command of the English language including the meaning and spelling of words, grammar, and rules of writing
- Identify and improve the competencies they require to keep generating added value services

Course Outline

New roles for new times
- The changing organization
- The role of management in the workplace
- The main tasks of office managers
- New roles for new times
  - Optimizing communication and influence
  - Fostering a professional attitude
  - Producing results from various activities
  - Use of technology to get things done

Mastering data management, indexing and archiving
- Mastering filing systems
  - Five secrets to better file organizing
  - Electronic archiving
- Records management
  - The records and information cycle
  - Common problems in records management
  - Rules for indexing personal and business names
  - Cross referencing personal names
- Creating a motivating and productive office environment
  - Design and productivity
  - Feng shui office design: the art of working (tips and basic steps)
- Dealing with and managing diversity
- Communication across cultures
- Six steps to great time management

Advanced communication skills for administrators
- Creating powerful short presentations
- Tips for powerful presentations
- Key characteristics for dynamic speakers
- The audience analysis
- Business writing skills
- Managing the reader’s expectations
- Using positive and courteous language
- Preparing meeting agendas and minutes

The executive assistant success tool box
- Basic modern office etiquette
  - Telephone etiquette
  - Email etiquette
- Event planning and execution
- Handling office petty cash
- Team and leadership skills
  - Team formation stages
  - Situational leadership
Certified Administration and Office Management Professional

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
What differentiates exceptional administrators from the rest of the crowd? What does it take to be a star administrator? This course gives essential and in-depth practical techniques that will enable you to excel at your workplace. During this course, you will learn multi-disciplined best practices such as how to be a better business writer and a master communicator. This course also focuses on the importance of providing exceptional internal and external customer service and the impact of doing this. Moreover, you will thoroughly have the chance to discuss the effects of stress at the workplace and ways to turn them to an advantage. You will also learn how mastering your effective usage of time will inevitably enhance your productivity and lower your stress level. Another topic you will delve into is how you can organize and run an effective and professional meeting. Finally, you will learn in detail, how you can improve your phone handling capabilities.

Course Methodology
This course uses interactive group and individual exercises, role plays and discussions. Inter-group discussions to share working experiences are also an important ingredient in the process. Skills are introduced and revisited at regular intervals throughout the course to facilitate reinforcement and to help participants remember them. The course also uses several self assessments to pin point areas of strengths and improvements as well as action planning to ensure practical implementation of the learning objectives.

Course Objectives
By the end of the course, participants will be able to:
• Define and understand the role of the office manager and administrator
• Implement verbal and written communication strategies needed for carrying out responsibilities in an effective manner
• Develop a service attitude and mindset aimed at the internal and external customer
• List the main causes of stress and apply the techniques needed to control them
• Apply time management techniques required for better office productivity
• Organize meetings effectively
• Handle telephone calls properly and professionally

Target Audience
Administrators, assistants, executive secretaries, existing or prospective office managers, senior administrators and supervisors of junior level employees.

Target Competencies
- Self development
- Interpersonal communication
- Business writing
- Customer focus
- Self management
- Time management
- Meeting management
- Telephone handling

Course Outline

The role of the office manager and administrator
• Perception versus reality
• The 3Ds of successful administrators: dramatically and demonstrably different
• Competencies required for success
• What it takes to be a ‘star’ at work
• Identifying your role

Effective verbal and written communication skills
• Improving credibility and gaining recognition
• Importance of having positive attitude
• Being assertive
• Selling your ideas to the boss, colleagues, subordinates and clients
• Preparing a professional presentation
• What constitutes professional business writing
• Style and layout
• Obtaining your objective with the reader
• Readers’ expectations

Serving the internal and external customer
• Understanding the needs of internal and external customers
• Removing services barriers
• Providing excellent service
• Breaking down the silo mentality
• Handling complaints

Stress management techniques
• Causes and symptoms

Identifying your stressors
• How stress affects performance
• Formulating a comprehensive stress management plan

Managing time
• Identifying and eliminating time wasters
• Setting goals and priorities
• Using measures to control and improve your effectiveness
• Planning and managing time for self and others
• Preparing time logs and learning from them

Organizing meetings
• Elements of an effective meeting
• Preparing the agenda
• Meeting common time wasters
• Taking minutes of meetings
• Responsibilities of meeting leaders and participants

Using the telephone properly
• Professional telephone behavior
• Rules for good listening
• Steps in professional handling of an incoming call
• Dealing with difficult callers
• Identifying common phone problems and formulating solutions

Successfully candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is accredited by the Chartered Management Institute (CMI).

For sessions and venues, please visit: www.meirc.com/c182
### Why Attend
Many people have the misconception that the sole function of MS Outlook is to be used for sending and receiving e-mails. On this course, you will discover how MS Outlook can be optimized by administrators to improve office productivity and manage time. The course will specifically focus on the main competencies needed by administrators to run a successful office, organize time, manage relationships and organize meetings. Practical learned techniques will then be applied using MS Outlook. In addition, the course will reveal office administration secrets and little known features that will enable you to enhance your daily productivity and save you highly needed time.

### Target Audience
Office professionals, office administrators, supervisors of clerical and administrative staff, and executive and personal assistants.

### Target Competencies
- MS Outlook
- Office communication
- Time management
- Relationship building
- Organization
- Writing skills

### Course Methodology
This hands-on course will alternate management and administration techniques with practice of MS Outlook using laptops which will be provided by Meirc. Individual and group interactive activities will enable you to exchange experiences and learn from other participants. During this course you will also prepare several practical action plans to ensure implementation of the course’s learning objectives. You will also uncover simple “secrets” of MS Outlook which will enable you to immediately enhance your productivity at the workplace. Finally, you will learn best practices in successfully running an administrative function and how to apply such practices using MS Outlook.

### Course Objectives
By the end of the course, participants will be able to:
- Define the competencies needed to run present and future offices
- Apply business writing skills and organize emails using MS Outlook 2013
- Organize the office time using the MS Outlook 2013 calendar
- Manage and coordinate relationships with managers using soft skills and computer based methods
- Develop and apply document management strategies

### Developing Outline

#### Developing the modern administrator's competencies
- Identifying competencies needed for success
- Being an ‘action’ person
- Setting up and achieving your objectives
- Importance of setting key performance indicators
- Interacting with others and networking for success
- Personal productivity
- Efficiency versus effectiveness
- How MS Outlook 2013 can aid productivity
- Overview of MS Outlook 2013 ribbon, toolbar and navigation pane

#### Office communication
- Choosing the right communication medium
- Essentials of business writing and form design
- Using MS Outlook 2013 to write e-mails and manage contacts
- Organizing and categorizing e-mail folders and creating rules
- Eliminating e-mail overload
- Applying design themes to e-mails
- Creating professional signatures
- Working with personal stationery
- Creating address books and organization of contacts

#### Time organization
- Proactive versus reactive styles
- Organizational concepts, to-do lists and reminders
- Using MS Outlook 2013 calendars for scheduling
- Appointments, events, meetings, etc
- Prioritizing concepts and how to apply them electronically
- Creating and working with notes
- Creating and organizing tasks through MS Outlook 2013
- Organizing professional meetings
- Overcoming meeting time wasters
- Writing agendas for effective meetings
- Preparing professional minutes of meetings

#### Managing your relationship with your manager
- Knowing your manager and organizing the relationship
- Knowing your manager's expectations
- Communicating with your manager
- Planning and scheduling tasks
- Delegation concepts and applications using MS Outlook 2013 tasks
- Sharing the MS Outlook 2013 calendar with your manager

#### E-filing and document management
- Organizing computer files
- Essentials of a good filing system
- E-filing versus paper filing
- Office organization strategies
- Data file management

---

This is a hands-on training course using laptops, which will be made available by Meirc.

For sessions and venues, please visit: [www.meirc.com/c183](http://www.meirc.com/c183)
Efficient Administration Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course aims to help you raise your efficiency levels and develop competencies that will help you move up your career. You will understand the importance of being a team player and will give you insights of what, you as team member, can do to enhance team work. You will also understand that the rapid changes around us necessitates a change in attitude and a need to develop highly needed abilities to succeed in the modern world of administration. You will develop confident verbal and written communication skills which will enable you to proactively contribute to the successful achievement of the organisation's goals. You will also be able to design action plans enabling you to transfer the learning of this course to your work place. It will also create opportunities for your personal development and for accepting challenges when they arise. Moreover, this course will show you ways to manage your time, plan for results, professionally handle the telephone and enhance your memory.

Target Audience
Administrators, assistant administrators and secretaries. Also, those with the potential of becoming administrators can benefit from this course.

Target Competencies
- Team work
- Proactive thinking
- Building bonds
- Assertiveness
- Writing e-mails
- Adaptability
- Prioritization

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

Course Objectives
By the end of the course, participants will be able to:
- Employ a proactive role in handling job responsibilities within a team environment
- Demonstrate an understanding of the modern administrator's highly needed abilities
- Develop interpersonal and communication skills in order to carry out administrative functions with confidence and efficiency
- Apply professional business writing techniques in writing e-mails
- Handle telephone calls properly and professionally
- Develop self management and deal with time wasters
- Practice memory enhancement techniques with several reinforcement methods and exercises

Course Outline

The Administrator as Part of the Support Team
- Understanding your role within your team
- Building an excellent professional image
- Strategies for an outstanding team player
- Understanding your team player style
- Having the right attitude to excel

The Modern Administrator’s Highly Needed Abilities
- Building information expertise
- Seeing through obstacles and building on talents and strengths
- Maturity and political skills
- Adaptability to a changing office environment
- Gaining credibility
- Taking the initiative

Verbal Communication
- Why we misunderstand other people?
- Choosing the right communication medium
- Building excellent relations with your manager and colleagues
- Overcoming communication barriers
- Communicating with assertiveness and self-confidence
- Understanding cultural differences
- Strategies for greater visibility and influence

Effective Written Communication
- Ingredients of a professional written document
- Key techniques for effective e-mails
- Dos and don’ts of business writing
- Email writing principles and etiquette
- Building rapport and writing with credibility

Telephone Handling Best Practices
- Professional telephone behavior
- Key competencies for success
- The can-do service driven approach
- Handling difficult callers

Effective Time Planning
- Identifying and controlling your time wasters
- Setting your priorities and working standards
- Maximizing your efficiency
- Planning and organizing a productive work day

Memory Reinforcement Techniques
- Your memory as a business tool
- Why do we forget?
- Daily memory practice and training
- Techniques to increase concentration
- Remembering ‘by association’ and linking
- Using acronyms and the method of loci
- Strategies to remembering names

For sessions and venues, please visit: www.meirc.com/c184
The Certified Executive Assistant Program

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Executive assistants nowadays hold a very important position of influence and build a powerful partnership with the senior management team. This course will enable you to have the right competence to work in partnership with your manager. After all, your success will have a direct effect on your manager's success. You already hold this position because of your current capability. This program seeks to supplement your current set of capabilities and competence by adding highly needed competencies that will lead to excellence in your position. During this program you will discover ways to enhance your self-empowerment, confidence and forward thinking, allowing you to become a true business partner with the executive team. You will learn and practice powerful emotional intelligence strategies which you can immediately apply at the workplace. Moreover, you will participate in in-depth discussions on the importance of building systems and having a systematic thinking approach, leading you to create several systems at the workplace. You will also be involved in real negotiations with other participants which will enable you to gain the competence to plan and lead negotiations with suppliers. Furthermore, you will be able to plan and execute any event your company deems necessary. Finally, you will develop action plans which will enhance your professional image and the image of your department and company.

Target Audience
Senior administrators, office managers, executive assistants and supervisors of junior staff who already possess the essential administration skills and seek to move their career further up.

Target Competencies
- Forward thinking
- Emotional control
- Presenting ideas
- Building and maintaining systems
- Negotiation
- Event planning
- Image building

Course Outline
Partnering strategically 'with' your leader
- Understanding the strategic role of today's executive assistant
- Working 'with' versus working 'for' your leader
- Achieving higher engagement and involvement in your leader's scope
- Self-empowerment: creating your own mission statement
- Increasing your share in decision making
- Developing forward thinking: being a proactive thinker

The power of Emotional Intelligence (EI)
- Understanding the four dimensions of EI:
  - Awareness of own role
  - Management of own responsibilities
  - Awareness of office politics and environment
  - Management of stakeholders
- Recognizing how stress and feelings affect performance
- Applying EI in building relations and dealing with difficult situations

Presenting your ideas with passion and credibility
- Planning for a convincing presentation
- Developing and organizing objectives and content
- Delivering the presentation and fielding questions
- Using visual aids to support the presentation

Building and maintaining systems
- What is a system?
- The why and how of systems
- Filing systems: controlling documents, e-filing and cloud storage
- Time management systems: planning, organizing and controlling
- Idea generating systems: spotting and implementing improvements
- Self-management systems: setting your own targets and exceeding them
- Using discipline to maintain and ensure system continuity

Negotiating with suppliers (internal and external)
- Principles of successful negotiations with internal and external suppliers
- Negotiation planning
- Negotiations tactics
- Aiming at win-win outcomes
- Negotiating for the long term

Event and conference organization
- Planning for events: a project management approach
- Promoting events and ensuring maximum turn-out
- Managing and controlling events
- Preparing a check list for any event

Protocol and business etiquette
- Principles of business etiquette
- Phone, e-mail and meeting etiquette
- Understanding values, beliefs and perceptions
- Dealing with different personalities and cultures
- Creating a personal brand within the organization

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c185
The Executive/Personal Assistant Masterclass

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

You will come up with key strategies for broadening your role and expanding yourself to go beyond expectations. You will also develop a professional approach for optimizing your relationship with your manager and building excellent relationships with all stakeholders at the workplace.

You will be able to construct professional e-mails which will reflect a professional image of your department and company. This course will also give you vital insights on ways to increase your tolerance to stress and be in control of your time. Organizing professional meetings, including writing effective agendas and minutes of meetings, is also an important element of this course. The last segment of this course provides the know-how of professional dealing with visitors, internal and external customers and how to make your department and company more customer friendly.

Target Audience
Executive and personal secretaries, personal assistants, senior clerks, senior administrators and others with the potential to become office managers.

Target Competencies
- Personal drive
- Building relationships
- Interpersonal communication
- Business writing
- Handling stress
- Organizing meetings
- Service orientation

Course Outline

Progressive role of the executive or personal assistant
- Changes and challenges impacting 21st Century administrators
- Developing and broadening your role
- Expanding yourself: going beyond expectations
- Increasing your visibility at the office
- Widening the managerial aspects of your role
- Competencies of the modern personal assistant
- Better management of your work flow

Optimizing the relationship with the boss
- Establishing common objectives and priorities
- Knowing and synchronizing expectations
- Building and managing the relationship
- Managers’ types and ways to manage each type
- Maximizing your value relative to the boss
- Partnering with the boss

Effective interpersonal communication
- Building excellent relationships with colleagues
- Dealing with difficult personalities
- Developing self-confidence and assertiveness
- Presenting your ideas and influencing others
- Negotiating win-win outcomes
- Perceptions, attitudes and beliefs

Professional business writing
- Crucial elements for excellent writing
- The AIDA model of business writing
- Writing professional e-mails
- E-mail etiquette

Controlling stress
- Understanding stress
- What happens when you are under stress: the symptoms
- Identifying actual causes of stress
- Action planning to keep stress under control
- Time management preventive measures

Organizing professional meetings
- Planning for the meeting
- Preparing the agenda
- Techniques for writing the minutes
- Improving the effectiveness of your meetings
- Actions to take after your meetings

Dealing with visitors and improving customer service
- Importance of internal customer service
- What customers pay attention to
- Servicing internal and external customers
- Handling complaints professionally
- Making your department customer friendly

Course Methodology
This highly engaging course uses a combination of individual inputs and group workshops which will enable participants to share their experiences in a professional and safe environment. Being packed with real life challenges, it will also enable participants to test their learning and retain all the skills obtained. Moreover, it will equip participants with several realistic action plans which can be immediately implemented at the workplace.

Most importantly, this course will change the way participants view their current situation by challenging their existing beliefs and putting them to the test.

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

For sessions and venues, please visit: www.meirc.com/c186
The Highly Productive and Effective Administrator

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

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

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

Target Competencies
- Self-management
- Attention to details
- Creativity
- Building bonds
- Emotional intelligence
- Organizing
- Planning
- Uses of attitude
- Perceptions, beliefs and their effect on attitude
- Going beyond a positive attitude
- Being proactive versus reactive
- Making things happen: the ‘can-do’ attitude
- Using your attitude for professional excellence

Course Outline

Productivity and effectiveness: gateways to the 21st century administrator
- What is productivity?
- Efficiency versus effectiveness: differences and practical uses
- Optimizing quality and quantity of production through streamlining
- Signs of inefficiencies at your office
- Simplification of work processes
- Work breakdown structures

Effective self-leadership
- Principles of self-leadership
- Self-leadership as a prerequisite for leading others
- Understanding what makes people ‘tick’: personal values
- Performing a personal SWOT analysis
- Building on your talents
- Becoming more proactive

The thinking administrator
- Using different thinking techniques to boost your professionalism
- Using creativity as a business tool
- Mental blocks and ways to overcome them
- Brainstorming your best options
- Solving office problems (and turning them into opportunities)
- Kaizen: focusing on continuous improvements
- Learning venues for professional development

The power of your attitude
- What is attitude?
- Perceptions, beliefs and their effect on attitude
- Going beyond a positive attitude
- Being proactive versus reactive
- Making things happen: the ‘can-do’ attitude
- Using your attitude for professional excellence

Developing your work relationships
- Building rapport with your manager, colleagues and clients
- Adapting to different working styles
- Wearing the right ‘hat’
- Navigating through people problems and problem people
- Resolving conflict with a win-win outcome
- Applying the principles of emotional intelligence
- Best practices in dealing with your manager

Organizing and planning for best performance
- Setting challenging performance goals
- Putting Key Performance Indicators (KPIs) to work
- Utilizing planning strategies and forward thinking
- Prioritizing your objectives
- Personal action planning
- The planning cycle

For sessions and venues, please visit: www.meirc.com/c187
Communication is the quintessential competency that empowers professionals to function effectively. It provides a solid foundation for every modern management skill, including the ability to lead, motivate, organize, control and manage conflict. Communication also provides the groundwork for every personal improvement theory, from Emotional Intelligence, to Neuro-Linguistic Programming (NLP) to Win-Win negotiations. Academically, the subject of communication branches out into several disciplines. Meirc’s programs in the category of Communication Skills cover the entire spectrum.

From business writing and powerful presentation skills to interpersonal communication and effective report writing, our programs are tailored to meet the requirements of today’s fast-paced workplace. Participants who take advantage of these programs will emerge with new insight and practical techniques that will improve their overall effectiveness and that of their respective organizations. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Advanced Business Writing

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Course Methodology
This course leverages a variety of learning tools, including writing activities, story-boarding, controlled experiments and videos. The course also provides the participants with complex situations which require a written intervention.

Course Objectives
By the end of the course, participants will be able to:
- Write effective emails, memos and letters
- Apply rules for organizing content in a clear and concise manner
- Match writing complexity to the modern business environment
- Apply advanced structuring techniques in writing that yield a desirable response
- Identify and talk to their reader’s interests

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

Target Competencies
- Written communication
- Business writing etiquette
- Structured thinking
- Assertiveness
- Ability to address complex situations
- Reading between the lines

Course Outline

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

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

Writing style
- Adding a personal touch to business writing
- Organizing paragraphs effectively
- Using varied sentences
- The 6 Cs of effective writing
- Recognizing clichés and jargon

- Applying the gunning fox index for writing complexity
- Using visual aids to support text
- Going the last inch: proof reading your work

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

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

It is essential that participants on this course have a good command of the English language.

For sessions and venues, please visit: www.meirc.com/c46
Advanced Communication Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Whether you communicate under pressure, manage challenges in interpersonal relationships or look to build lasting rapport, your communication style and competence are the cornerstones for improving your chances of achieving your objectives.
The aim of this course is to assist you in becoming a more effective communicator by learning how to identify people’s thinking patterns and preferred learning methods and by tailoring your communication accordingly. Getting a better understanding of how you communicate with others as well as how others communicate with you will result in improved business and personal relationships. Moreover, this course will help you fine-tune the way you interact with others which can be the key to your workplace and overall success.

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

Target Competencies
- Verbal and non-verbal communication
- Building rapport
- Influencing others
- Inspiring and persuading others
- Providing and receiving feedback
- Assertiveness

Course Methodology
The workshop is designed to be interactive and participatory. It includes various pedagogical tools to enable participants to function effectively and efficiently in a multilateral environment. The course will be built on four pedagogical pillars: concept learning (presentations by the consultant), role playing (group exercises), experience sharing (roundtable discussions) and exposure to case studies and scenarios.

Course Objectives
By the end of the course, participants will be able to:
- Use advanced communication tools and skills to deliver various types of messages
- Discover the different personal listening styles and identify their own
- Apply meta programs to improve understanding of people
- Describe and harness the power of body language
- Practice and use assertiveness skills in different situations
- Demonstrate the use of the secrets of influence for effective communication

For sessions and venues, please visit: www.meirc.com/c144

Course Outline

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

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

Internal listening filters
- Understanding the filter system
- Sensory input channels
- Internal filter systems: the 6 layers
- The 6 listening meta programs

Overcoming the 6 filters when communicating
- Avoiding the loss of information

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

Advanced assertiveness skills
- Understanding assertiveness: definition and values
- Components of passive, assertive and aggressive styles
- Assertiveness rights and responsibilities
- Activities for practicing assertive behavior
- Managing criticism assertively

The power of influence and persuasion
- Definition and characteristics of influence
- The 6 principles of persuasion: how to apply them
- Bases and sources of power
- Dealing with difficult people using persuasion
Business Writing Skills

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

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

Target Competencies
- Written communication
- Business writing etiquette
- Structured thinking
- Assertiveness
- Ability to address complex situations
- Reading between the lines

Course Methodology
This course leverages a variety of learning tools, including writing activities, story-boarding, controlled experiments and videos.

Course Objectives
By the end of the course, participants will be able to:
- Apply fundamental pillars of business writing for achieving better results
- Practice basic techniques for writing effective emails, letters and memos
- Portray professionalism by writing in a clear, specific and positive manner
- Deliver solid conclusions through organized structure and flow
- Use practical and modern methods for powerful business writing

For sessions and venues, please visit: www.meirc.com/c47

Course Outline

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

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

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

Big tips on writing
- Applying george orwell’s 5 rules for effective writing
- Promoting clarity in writing
- Avoiding miscommunication
- Managing and delivering expectations
- Responding to different email scenarios
- Understanding different reader personalities

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

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

Target Audience
All those who are required to prepare technical reports (engineers, safety officers, technicians, accountants, managers etc.).

Target Competencies
- Written communication
- Report writing and structuring
- Structured thinking
- Ability to address complex situations
- Analytical skills
- Ability to generate sound recommendations

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

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

It is essential that participants have a good command of the English language.

For sessions and venues, please visit: www.meirc.com/c48

Course Outline

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

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

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

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

Reports that win
- Elements of winning reports
- Using writing tone effectively
- Applying scientific tools and methodologies
- Mastering the ‘so what?’
- Building rapport
- Mastering editing techniques
Interpersonal Communication Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

Organizational success depends upon the ability of team members to communicate with each other using multiple means and channels. Our interactions with others will determine how we are being perceived and each of these interactions is an opportunity to accomplish our planned purpose. Communicating effectively is one of the most powerful skills for achieving objectives, be it on a personal or an organizational level. This training course will help you develop the skills you need to focus on your purpose, profile your audience and develop your message with clarity for an ideal impact and outcome. The ability to create an environment for open discussion and ongoing dialogue is crucial for communication success. The communication skills covered in this training course will help increase your ability to become better in active listening, receive and give effective feedback, deal with different and diverse cultures, and manage conflicts in order to improve quality of relationships and productivity.

Course Methodology

This course relies on self-analysis questionnaires so participants can find out and realize their preferred method of communicating with others. Moreover, case studies, round table discussions as well as role plays will be used to make sure the contents of the course are clear and ready for implementation.

Course Objectives

By the end of the course, participants will be able to:
- Apply the skills necessary for communicating in an effective manner
- Demonstrate their ability to communicate across cultures
- Employ techniques for listening actively and empathically
- Manage interpersonal conflict
- Handle feedback and criticism constructively

Target Audience

Employees, supervisors, managers and others seeking to improve their communication skills both on and off the job.

Target Competencies

- Verbal and non-verbal communication
- Influencing others
- Assertiveness
- Active listening
- Building rapport
- Networking and feedback
- Conflict management

Course Outline

Effective communication
- Introduction to communication
- Communication levels and definitions
- Communication functions
- The 4 principles of interpersonal communication
- Elements of the communication process
- Communication delivery aspects
- Non verbal communication
- Building rapport
- Where can miscommunication occur?
- Barriers to effective communication
- Overcoming communication barriers
- The communication funnel

Communication across cultures
- Improving cross-cultural communication: guidelines
- ‘DISC’ personal development profile
- Stages of team development
- The arts of persuasion
- Areas of growing your sphere of influence
- Communicating within multi-cultural teams
- Stages of team growth
- Universal laws of persuasion: process

Active listening
- Hearing versus listening
- Active versus passive listening
- Tips to improve active listening skills
- 3 aspects of active listening
- Active listening skills inventory
- Using different questioning techniques
- Closed and open questions
- Probing types questions
- Pitfalls of leading questions

Communication behavior and conflict management
- Assertive, passive and aggressive behaviors
- Verbal and non-verbal components of communication behaviors
- Conflict management
- Types of conflicts
- Sources of conflicts
- Conflict management styles
- Essential conflict management skills
- Learning to say no
- ‘Guidelines for applying ‘no’

Constructive feedback and criticism
- The value of feedback
- Positive versus negative feedback
- Giving constructive criticism
- Receiving criticism
Why Attend
Communication is a critical organizational function that can help a company stay efficient and productive. One of the more important forms of organizational communication is interdepartmental communication. This course helps attendees develop the skills necessary to implement policies that strengthen interdepartmental communication and maintain an efficient flow of information.

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

Target Competencies
- Relating to others
- Gaining commitment
- Teamwork
- Collaboration
- Role awareness
- Understanding motivational needs

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

Course Objectives
By the end of the course, participants will be able to:
- Identify effective frameworks for constructive interdepartmental communication
- Demonstrate excellent internal customer service skills
- Use proactive approaches to simplify work processes between departments
- Apply different team building models to create alignment within the organization
- Solve interdepartmental conflict by identifying and removing communication barriers
- Develop a plan for enhancing overall organizational communication

Course Outline

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

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

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

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

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

Efficient and effective organizational communication
- Effective organizational communication
- Choosing the right communication medium
- Information richness of different channels
- Eliminating communication overload
- Signs of inefficient communication
Presentation Design and Delivery

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Presentation design and delivery
- Rapport building
- Public speaking
- Influencing and inspiring
- Verbal and non-verbal communication
- Feedback
- PowerPoint

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

Course Objectives
By the end of the course, participants will be able to:
- List the main causes for boring and ineffective presentations and ways for overcoming them
- Prepare for a presentation using a systematic and easy-to-follow approach
- Build a presentation using the triple S rule
- Project the right verbal and non-verbal characteristics essential in powerful presentations
- Pinpoint the main reasons that lead to Public Speaking Anxiety (PSA) and ways for eliminating them prior to presenting
- Use the most commonly available visual aids to support their presentation and make it visually appealing

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

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

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

Body language in a presentation
- The hands, legs and the eyes
- To move or to stay put?
- Tips for effective body positioning
- Guidelines for animating the legs and hands
- Characteristics of captivating verbal delivery
- Avoiding clichés and euphemisms
- The dangers of smart casual
- Dress and appearance: what are the rules?

Public Speaking Anxiety (PSA)
- Reasons why most people get nervous
- Adrenalin and its effect on presentations
- Dealing with PSA: short and long term solutions
- What do great presenters do?

Visual aids
- Use of objects and props for visual impact
- Hand-outs: when and how to circulate them
- Secrets and techniques for using flip charts
- Pictures and images: the trends today
- PowerPoint: what every presenter should know

For sessions and venues, please visit: www.meirc.com/c239
Construction is a complex industry in which each successful organization must carefully manage its processes/procedures, suppliers, customers, staff/workforce, materials, machinery and assets, public and government relationships, etc. Strong construction management is at the heart of this and essential to the durability of any organization in this sector. It is especially critical in a region with tremendous growth in infrastructure needs, building demands, and, as a result, increasing competition.

Faced with complexity and challenging demands, any advantage that can be gained through process/know-how, materials, or relationships, will enable a construction organization to thrive ahead of its peers.
Sustainable Buildings: Standards and Best Practice

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The sustainable construction movement has gained significant strength and momentum over recent years. It is now international in scope with almost 60 national Green Building Councils (including in the UAE) establishing ambitious performance goals for the built environment in their respective countries.

In this course, participants will gain a clear understanding of sustainable construction and its implications within the GCC and will take into consideration the region’s legal framework and Green Building Guidelines. The course covers key things to consider at the design and planning stages of a project in order to incorporate sustainable construction principles, including choice of materials. Additionally, the course will introduce delegates to Environmental Management Systems (EMS) and review their effectiveness in the construction context, as well as Green Building Certification schemes and their role in achieving elevated environmental standards and performance.

Participants will examine a range of methodologies to help them develop their skills as a ‘Sustainability Champion’ at a project level. A Sustainability Action Plan will be developed by each participant and form the basis of an effective sustainable agenda to be implemented in their organization.

Target Audience
This course is designed for anyone seeking to discover ways of creating a more sustainably built environment. This could include construction project managers, civil engineers, architects, landscape architects, contract managers, site managers/agents and environmental professionals. Anyone involved with designing, creating, operating, renovating and/or demolishing structures in the built environment will also highly benefit from this course.

Target Competencies
- Sustainable construction principles and delivery
- Leadership in Energy and Environmental Design (LEED)
- Environmental management systems

Course Methodology
This highly interactive course will include several International/GCC/UAE sustainability guidelines and case studies allowing participants to truly observe and reflect on the difference they can make to their own construction projects.

All participants will develop and present their own Sustainable Action Plan which can then be implemented in their organization after the course.

Course Objectives
By the end of the course, participants will be able to:
- Define sustainable construction and address sustainability challenges at key stages of a project lifecycle
- Implement an effective Environmental Management System (EMS) and assess environmental risks, thereby improving environmental performance at the project level
- Comply with the region’s legal framework and Green Building Guidelines to protect, and where possible, enhance the physical environment
- Elevate environmental standards and performance across various structures in the built environment by following Green Building Certification schemes such as the Leadership in Energy and Environmental Design (LEED) Certification
- Develop and implement a Sustainability Action Plan (SAP) for existing and future construction projects, and identify the tangible benefits for their organization

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c333

The case for sustainability in construction
- Defining sustainability and its benefits
- Origins of sustainability
- Sustainable development
- Current hot topics
  - Climate change
  - IPCC reports
  - Water resources
  - Soil erosion
  - Raw materials
  - Energy demand

Legal framework
- Department of Planning and Development
- Emirates Green Building Council
- Environmental/social governance
- Green growth knowledge platform
- Key focus areas (compliance)
  - Air environment
  - Water environment
- Hazardous materials
- Waste management
- Noise control
- Environmental reporting
- Administration
- Permitting (54 areas)
- Site visits/inspections

Environmental Management Systems (EMS) in the construction industry
- Effective EMS and site controls
- EMS requirements - ISO 14001: 2004/15
- Background and context
- Key ISO elements
  - Environmental aspects
  - Policy
  - Objectives and targets
  - Programs
  - Audits
  - External validation

Green Building Guidelines – focus on UAE
- Dubai Strategic Plan 2015 (2007)
- Aims, objectives, aspirations
- 5 focus areas
  - Envelope efficiency
  - Cooling systems
  - Energy efficiency
  - Water use and efficiency
  - Indoor environmental quality

Leadership in Energy and Environmental Design (LEED)
- LEED applicability
- Examples of LEED projects
- Core LEED elements
  - Site selection
  - Water efficiency
  - Energy and atmosphere
  - Materials/resources
  - Indoor environment
  - Innovation
- Building Research Establishment Environmental Assessment Methodology (BREEAM)
- Civil engineering
- Environmental Quality Assessment and Award Scheme (CEQUAL)

Sustainable building design and procurement
- Challenges
  - Physical environment
  - Fundamental design features
  - Procurement
  - Sourcing materials
  - Sustainable suppliers
  - Life cycle analysis
  - Product selection
- Green Building Council (GBC)

Championing sustainability at project level
- Sustainability Action Plan (SAP)
- The implementation challenge
- What will you do differently tomorrow?
Understanding Claims Under FIDIC Contracts

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Individuals involved in construction or other large projects are often unclear as to the obligations of parties regarding claims and how to correctly perform these obligations. Unfortunately, if claims are not managed effectively, there is a probability that issues will escalate into costly and time-consuming disputes. A correct understanding and the proper management of claims can significantly improve the bottom line of construction projects whilst maintaining goodwill between the parties.

This course provides an in-depth examination of the FIDIC Red, Yellow, Silver and Gold books to provide a full understanding of the circumstances under which claims may be made, what may be claimed, the claim procedures and the requirements for engineers’ responses and determinations.

Participants will examine each clause within FIDIC contracts for the case of the employer’s, contractor’s and engineer’s personnel, and gain a clear understanding of what the parties must do to comply with the requirements. They will also learn how to prepare and respond to claims and resolve matters at the project level in a timely manner, whilst maintaining good relations with the other party.

Target Audience
Anyone involved with projects carried out under the FIDIC forms of contract will benefit from attending this course. This includes, but is not limited to, project managers, engineers, quantity surveyors, contract managers, contract administrators, planners, project controls and claims consultants.

Target Competencies
- FIDIC contracts, procedures and requirements
- Claims management in construction projects
- Conflict resolution

Course Methodology
The course will be delivered in an interactive format where participants will be encouraged to ask questions and debate issues. Group assignments will be completed and presented to the rest of the group followed by open discussions.

Course Objectives
By the end of the course, participants will be able to:
- Explain the meaning of each clause within FIDIC contracts
- Identify the risks within each form of contract
- Apply proper management of claims to construction projects from the perspective of employer’s, contractor’s or engineer’s personnel
- Prepare and respond to claims professionally following FIDIC procedures and requirements
- Resolve matters at the project level in a timely manner, whilst maintaining good relations with the other party

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c336

Course Outline

Introduction to the FIDIC forms of contracts and claims
- FIDIC terminology
- FIDIC books
  - Red book
  - Yellow book
  - Silver book
  - Gold book
- Books differences
- Books usages
- Definition of a claim
- What may be claimed?
- Risks within each form of contract

Employer’s claims
- Clauses that allow the employer to claim from the contractor
- Procedures to follow
- What may be claimed under different circumstances
- Principles for making a claim

Contractor’s claims
- Clauses that provide entitlement to the contractor to make a claim
- Procedures to follow
- What may be claimed under different circumstances
- Principles for making a claim

Quantum
- Definition

- Calculating quantum
- Extensions of time
- Cost
- Profit

Notices
- Requirements for various notices
- What a notice should contain
- How notices should be submitted
- When notices should be submitted
- Consequences of not giving notice

Procedure and presentation of contractor’s claims
- FIDIC procedure
- FIDIC requirements for a claim submission
- Presenting a claim professionally
- Reaching resolution in a timely manner

The engineer’s responses and determinations
- The purpose of an engineer’s response
- What should be included within the response
- Procedure for dealing with claims
- Meeting the engineer’s obligations
- Avoiding disputes
In today’s harsh business environment and ruthless global economy, organizations are finding it imperative to focus on their core businesses in order to shed weight, become lean and stay competitive. This trend requires these organizations to develop outsourcing strategies for all non-core activities. Contracting is at the center of all outsourcing and contracting processes. The programs in Meirc’s Contracts Management category give you a solid understanding of all contracting methodologies. The content provided in these programs will help you understand the entire procurement process while ensuring your skills stay effective, current and on target.

All phases in the contracting process are covered, starting with contract preparation, tendering and negotiation to contract award, administration and management. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Certified Contract Manager

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

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

Target Audience
All those involved in any aspect of preparing, implementing, managing or administering contracts who are committed to prove their dedication to their professional growth. Successful candidates on this course will be awarded Meirc Professional Certificate (MPC). Meirc is assigned as a Registered Educational Provider (REP) with the Project Management Institute (PMI®). This program is worth 30 PDUs.

Target Competencies
- Contract preparation
- Contract administration
- Tendering
- Drafting scope of work
- Planning
- Dispute resolution
- Managing contractors

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

Course Objectives
By the end of the course, participants will be able to:
- Identify principles, definitions and major steps involved in contracting process
- Outline all contract preparation activities including planning, developing scope of work and identifying sourcing options
- Recognize different types of contracts and the effect of each type on the risk allocation strategy
- Develop criteria to invite, receive and evaluate tenders
- Acquire administration tools and roles of the contract manager or administrator to minimize confrontations and avoid disputes during implementation
- Discuss alternative dispute resolution techniques and avoid causes of breach and damages

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). Meirc is assigned as a Registered Educational Provider (REP) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c59

Course Outline

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

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

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

The tendering stage
- Objectives of tendering
- Alternative to tendering
- Tendering procedures
- Evaluation of bidders
- Pre-qualification criteria
- Invitation to tender
- Receipt and opening of bids
- Tender evaluation
- Contract award
- Different pricing methods
  › Whole life cost
  › Value for money
  › Most Economically Advantageous Tender (MEAT)
  › Online reverse auction

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

Claims and variation orders
- Breach of contract
- Money damages
- Equitable remedies
- Changes and modifications
- Alternative dispute resolutions (negotiation, mediation, arbitration)
Train & Consulting

Contract Administration:
Understanding and Implementing Contractual Obligations

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Contract administration
- Change management
- Managing contractors
- Claims and disputes
- Dispute resolution
- Partnership with contractors
- Negotiation with contractors

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

Course Objectives
By the end of the course, participants will be able to:
- Outline the major activities and steps of contract administration
- Identify administration tools that are used during the implementation as well as the role of the contract administrator
- Create a system to evaluate contractors and determine their strengths and weaknesses
- Explain the different types of variation orders, claims and damages
- Demonstrate the importance of partnership and negotiation in contract administration
- Prepare for negotiating the scope of work and terms and conditions of the contract

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c60

Course Outline

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

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

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

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

Partnership with contractor
- Partnering definition
- Features of partnership
- Strategic alliance
- Elements of partnership
- Partnering issues

Negotiation
- Negotiation preparation
- Negotiation objectives

Negotiation guidelines

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

Target Audience
Personnel involved in drafting scope of work and negotiating contract terms in order to ensure contract requirements are properly captured. The course will also help participants build successful contractual relationships and to ensure the best interests of their organizations are met.

Target Competencies
- Contract preparation
- Writing scope of work
- Drafting contracts
- Planning
- Negotiating scope of work
- Technical writing

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

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

Course Outline

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

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

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

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

Contract drafting fundamentals
- Drafting with or without precedent
- Drafting contract parts:
  - Introductory provisions
  - Definitions and defined terms
  - Action sections
  - Other substantive business provisions
  - Endgame provisions
  - General provisions
  - Signature lines

Negotiation and drafting
- Contract development and negotiation
- Price versus risk
- Negotiation process
Effective Contract Preparation

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

The overall aim of this course is to provide participants with the knowledge, concepts and skills needed to perform all the tasks required in the pre-award phase of a contract. The course covers different contract types, multiple contracting methods including bidding, competitive proposals and sourcing. Participants in this interactive course will learn all the processes and activities required for the contract preparation stage and use them as enablers to develop an effective and comprehensive contracts.

Target Audience

All those involved in any step of contracting; also those involved in managing or administering contracts who need to have a full understanding of the contractual provisions they will be managing.

Target Competencies

• Contract preparation
• Writing scope of work
• Planning
• Tendering
• Technical terms and conditions
• Negotiating scope of work

Course Methodology

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

Course Objectives

By the end of the course, participants will be able to:
• Outline the basic elements of contracting
• Identify the major steps involved in contract preparation procedures including developing an effective scope of work
• Recognize different types of contracts and discuss several contracting strategies including pricing
• Develop scope of work negotiation strategy
• Use evaluation criteria to select contractors efficiently

Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c62

Course Outline

Overview of contracts

• Objectives of contract management
• Elements of a contract
• Classical contract framework
• Problems in preparing and managing contracts
• Requirements of an offer
• Capacity and genuine assent
• Types of authority

Contract preparation

• Business case
• Acquisition planning
• Contracting methods, bidding, negotiation
• Drafting of scope of work
• Decision analysis worksheet
• Implications of poor scope of work
• Terms and conditions
• Determining sourcing strategy

Contract types and strategies

• One versus several contracts
• Fixed price (lump sum) contracts
  > Firm fixed contracts
  > Economic price adjustment
  > Incentive contracts
• Cost reimbursable (cost plus) contracts
  > Percentage of cost
  > Fixed fee
  > Award fee
  > Incentive fee
• Time and material contracts
• Intellectual properties
• Special forms of contracting
  > Research & development
  > Construction projects
  > Information technology
• Payments terms
• Pricing strategies
• Risk analysis

Negotiation

• Negotiation preparation
• Negotiation objectives
• Negotiation guidelines
• Techniques used in negotiation

Contract award

• Evaluation criteria
• Pre-award meeting
• Recommendation report
• Methods of awarding a contract
• Contract file
• Post award conference
• Contract administration
• Sub-contract administration
• Contract closeout
Managing Contractual Claims

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge, concepts and skills needed to deal with claims, conflicts and disputes between the principals and the contractors. Participants in this interactive course will learn how to analyze contractual issues, identify techniques that are helpful in handling difficult situations and recognize the best practices in resolving disputes amicably in order to reach a final settlement.

Target Audience
All those involved in implementing contracts and handling claims and change orders; also those involved in any step of contract preparation and administration in order for them to appreciate the importance of a well prepared contract.

Target Competencies
- Contract preparation
- Handling claims
- Change management
- Technical terms and conditions
- Negotiation
- Conflict management
- Contract administration

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

Course Objectives
By the end of the course, participants will be able to:
- Identify and avoid causes for contractual claims and change orders
- Outline the major elements of a contract and the basic concepts of contract interpretation
- Recognize the different types of owners’ claims and contractors’ claims and how to prevent and deal with each type
- Demonstrate, through actual situations, the different approaches to claims handling including Alternative Dispute Resolution (ADR) and litigation
- Apply negotiation as a main concept in resolving disputes and conflicts

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c63

Course Outline

Overview
- Objectives of principals and contractors
- Stages in contracting
- Change management
- Variation orders
- Definitions of claims and disputes
- Why do claims occur: the red flags
- Sources of claims and change orders

Knowing your contract
- Components of a contract
- Scope of work
- Contract terms and conditions
  › Force majeure
  › Notices: the neglected clause
  › Breach of contract
  › Right to remedy
  › Indemnifications and liabilities
  › Contract termination
- Payment terms
- Common types of mistakes
- Contract interpretation

Claims nature and types
- Performance of contractors
- Changes and modifications
- Types of changes and variations
  › Directed changes
  › Constructive changes
  › Cardinal changes
- Claims: time versus cost
- Owner’s claims
  › Defective work
  › Warranty claims
- Contractor’s claims
  › Changed conditions
  › Constructive changes
  › Delays and suspensions
  › Deficiencies in plans and specifications
  › Program extensions
- Claim process and procedures
- Cost calculations

Resolving claims and disputes
- Monetary damages
- Disputes and settlement of disputes
- Alternative dispute resolution:
  › Negotiation: common practices
  › Mediation: neutral third party
  › Arbitration: binding and non-binding
- Resolution through legal means

Negotiation
- Negotiating Service Level Agreements (SLAs)
- Partnering with suppliers
- Negotiation objectives
Negotiating Contracts Successfully

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

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

Target Competencies
- Negotiation
- Contract preparation
- Handling claims
- Change management
- Technical terms and conditions
- Negotiation
- Contract administration

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

Course Objectives
By the end of the course, participants will be able to:
- Recognize the importance of developing a solid scope of work and the implications of failing to do so
- Identify fundamental concepts in negotiation and use communication and planning skills that will allow reaching a win-win outcome
- Plan and conduct several contract related negotiations in a formal structured way
- Outline critical provisions in the scope of work and explore collaborative approaches to secure agreements on these provisions
- Negotiate contractual claims and change orders in order to avoid disputes and legal issues
- Discover some of the tactics that are used during negotiations

Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c64

Course Outline

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

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

The contract negotiation process
- Approaches for contract negotiation
- Negotiation structured approach
- Planning the negotiation
- Conducting the negotiation
- Post negotiation actions

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

Post award negotiation
- Contract award
- Contract administration
- Variation orders and change management
- Claims and disputes
- Sources of disputes
- Methods in lieu of formal proceedings

Negotiation strategies and tactics
- Tactics and counter tactics
  - Arbitrary deadlines
  - Limited availability
  - Stonewall tactic
- Breakthrough negotiation: the five steps
### Project Management for Contract Professionals

**5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)**

**Why Attend**
The overall aim of this course is to provide participants with the knowledge and the skills needed to successfully manage a project executed by a contractor throughout its life cycle from the initial concept to delivery. Participants in this interactive course will learn all the critical tools required to perform project plans and develop project budget as well as techniques needed to communicate and manage contractors during the implementation phase.

**Target Audience**
Personnel who are seeking in-depth knowledge on managing their contractual partners who are executing their projects. The course is designed to provide concepts, provisions and tools that will enable managing contractors.

**Target Competencies**
- Project management
- Contract management
- Scheduling
- Planning
- Project budgeting
- Project control
- Contract preparation
- Contract administration

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

**Course Objectives**
By the end of the course, participants will be able to:
- List the major processes in project management and the framework for contract management
- Identify the major activities, steps and tools needed to manage a contracting partner who is executing the project
- Devise the contracting strategy for the project and recognize the main contractual provisions that can affect projects
- Develop detailed project plans to manage contracts and deviations efficiently
- State different types of contracts and their impacts on the relationship with the contractors
- Describe the post award main processes, project control, change management, and contract administration

---

**Course Outline**

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

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

**Pre-award phase**
- Developing business case
- Project charter
- Project scope statement
- Contracting plan
- Locating contractors
- Contractors pre-qualification
- Developing project plan

**Project planning**
- Work breakdown structure
- Duration and resources estimation
- Relationships between activities
- Network diagram
- Critical path analysis
- Developing ‘Gantt’ chart
- Milestone chart
- Resource allocation
- Project budgeting
- Project and contract risk management

**Award phase**
- Evaluation plan
- Terms and conditions
- Fixed price contracts
- Cost reimbursable contracts
- Time and material contracts

**Post award phase**
- Contract administration
- Project status reporting
- Managing deviations
- Tools used to manage projects and contracts
- Variation orders
- Claims
- Disputes
- Breach of contract

---

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

For sessions and venues, please visit: [www.meirc.com/c65](http://www.meirc.com/c65)
Tendering Procedures and Bid Evaluation

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge, concepts and skills needed to perform all tendering process tasks and activities. The course covers each step of the tendering process and procedures as well as the different techniques and approaches used in evaluating the bids. Participants in this interactive course will learn essential tools and techniques used in analyzing submitted bids, including establishing scoring protocol, preliminary examination, technical evaluation and commercial evaluation.

Target Audience
All those involved in the early stages of contracting in order for them to review and have a full understanding of the tendering process as well as the different approaches to tender evaluation and assessment.

Target Competencies
- Contract preparation
- Writing scope of work
- Planning
- Tendering
- Technical terms and conditions
- Bid evaluation

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

Course Objectives
By the end of the course, participants will be able to:
- Identify the contracting stages from setting the scope of work to awarding the contract
- Outline the main objectives for the tendering process and recognize other alternative contracting methods
- Prepare the scope of work and specifications as well as plan the evaluation process
- Evaluate in-depth the process of preparing tenders and selecting potential suppliers
- Apply several approaches to bid evaluation using criteria, weights and scoring measures

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

Course Outline

Overview of contracting and tendering
- Definition of a contract
- Stages in contracting
  - Preparation and tendering
  - Award and administration
- Defining tendering
- Purpose of tendering
- Alternatives of tendering

Objectives of tendering
- Tendering process
- Contracting methods
  - Competitive bidding
  - Competitive proposals
  - Reverse auction

Tendering preparation
- Identifying requirements
- Setting scope of work
- Planning the evaluation process
- Identifying suppliers
- Developing tender documents
- Invitation to tender
- Terms and conditions
- Tender briefing
- Receiving and opening bids

Commercial and financial consideration
- Contract pricing, fixed price, cost plus, unit price and measured work
- Special forms of contracting
- Payment terms
- Value for money
- Whole life costing
- Most Economically Advantageous Tender (MEAT)
- Contractor’s strategy
- Bid and no-bid decision

Tender evaluation and award
- Evaluation process
- Preliminary examination of bids
- Detailed examination of bids
- Rating scale
- Scoring protocol
- Compliance matrix
- Technical bid scoring
- Evaluation report
- Awarding of contract
- Post award conference
- Debriefing unsuccessful bidders
- Documentation
- Mistakes and protests

For sessions and venues, please visit: www.meirc.com/c66
Scan > Follow > Interact

Your development. Our passion.

meirc.com
Many organizations claim "The Customer is King" while referring to their employees as internal customers ultimately creating a conundrum regarding who the real customer is. The programs in our category on Customer Service are designed to help you appreciate why external and internal customers are both kings and queens and how without them – both – the organization will not endure. Our subject matter experts spent years researching to find out the latest in this regards. The essence of their research has been compiled into a suite of programs on the topic.

Starting with the latest definitions of customer service, wading through what exceptional service looks like and ending with how to differentiate between real service and lip service, our programs are designed to help you create a sustainable customer value proposition. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Certified Customer Service Professional

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Every front-line employee needs a solid grounding in ‘customer service’ skills. As can be expected in this five days course, the subjects covered tackle most of what is needed by anyone interacting directly with internal or external customers. In addition, this course offers participants the opportunity to demonstrate what they learned by presenting a project that will earn them the coveted ‘Meirc Professional Certification’ (MPC) certificate in addition to the regular certificate of attendance.

Target Audience
Managers, supervisors and customer service staff as well as staff in departments whose job is to support other entities or employees in the organization.

Target Competencies
- Customer orientation
- Emotional control
- Empathic outlook
- Flexibility
- People reading
- Self confidence

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

Course Objectives
By the end of the course, participants will be able to:
- Explain the importance of a customer service culture in a competitive environment
- Analyze basic behavioral patterns of different customer personalities and the best way to deal with them
- Apply strategies for service recovery aimed at regaining customer loyalty
- Define the process of managing a customer complaint system
- Discuss and practice the techniques of effective communication skills with customers

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c109

Course Outline

Customer service
- Introduction to customer service
- Definition of customer service
- Service dimensions
- Addressing customer needs

Attaining customer satisfaction through quality measures
- Customer service excellence

Components of quality service:
- Service quality
  › Service quality gaps
  › The ‘RATER’ model
  › What customers pay attention to
  › Dimensions of the ‘RATER’ model
  › Flying over customer expectations
  › Establishing service quality performance standards
- Customer complaint system
  › Definition of ‘complaint’
  › Types of complainants
  › Sources of complaints
  › Why most customers won’t complain
  › Types of complaints
  › Handling complaints: the ‘PEPSI’ model
- Inspiring staff
  › Principles of inspiring people (‘AEPA’ philosophy)
  › Arousing interest

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c109

Course Outline

Customer service
- Introduction to customer service
- Definition of customer service
- Service dimensions
- Addressing customer needs

Attaining customer satisfaction through quality measures
- Customer service excellence

Components of quality service:
- Service quality
  › Service quality gaps
  › The ‘RATER’ model
  › What customers pay attention to
  › Dimensions of the ‘RATER’ model
  › Flying over customer expectations
  › Establishing service quality performance standards
- Customer complaint system
  › Definition of ‘complaint’
  › Types of complainants
  › Sources of complaints
  › Why most customers won’t complain
  › Types of complaints
  › Handling complaints: the ‘PEPSI’ model
- Inspiring staff
  › Principles of inspiring people (‘AEPA’ philosophy)
  › Arousing interest

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c109
Customer Satisfaction and Loyalty

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course fits comfortably between two categories: customer service and marketing. Covering concepts such as customer satisfaction and loyalty justify its belonging to the ‘customer service’ category. However, looking in detail at concepts such as customer segmentation, customer profitability, customer surveys, the customer value proposition and loyalty schemes makes it also extremely valuable for the marketing functions of an organization.

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

Target Competencies
- Customer orientation
- Balanced decision making
- Results orientation
- Understanding prospect’s motivation
- Integrative ability
- Problem and situation analysis

Course Methodology
In addition to the presentation by the consultant followed by written or oral questions the course relies on case studies, analysis of real industry examples, application exercises to practice the concepts acquired and the development by participants of scenarios, survey questionnaires and other group exercises.

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

For sessions and venues, please visit: www.meirc.com/c110

Course Outline

Key definitions
- Customer satisfaction, retention, loyalty and delight
- Levels of loyalty
- Customer satisfaction and loyalty
- Customer delight

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

Loyalty and profits
- The cost of loyalty
- Generally Accepted Accounting Principles (GAAP) shortfall
- Activity Based Costing (ABC)
- Customer profitability and the whale curve
- Customer profitability at best practice companies
- The strategy quadrant

Survey design
- Surveys and questionnaires
  - Objective of the survey
  - Population of interest
  - Writing the questions
  - Sampling methods
  - Administration and analysis

Customer satisfaction surveys
- Customer surveys guidelines
- Different survey metrics
- Types of satisfaction surveys: transactional versus image-based satisfaction surveys
- Who and what to measure
- How to ask
- Loyalty components
- The importance of demographics

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

Key to loyalty: A ‘customer value proposition’ that works
- The value proposition: definitions
- Why a value proposition
- Building the value proposition
- Articulating the value proposition
- The strong value proposition: conclusion

Building customer loyalty
- Loyalty re-visited: what is loyalty
- How to foster loyalty
- The 6 Ps of customer loyalty
- The two tier approach
- The laws of customer loyalty

Loyalty schemes
- Loyalty schemes: background and justification
- Loyalty schemes: what to avoid
- Types of loyalty programs
- Reasons to join
- Different loyalty schemes
- Rewards and perceived value
- Customer data
- Maximizing the results
Customer Service Management

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Customer orientation
- Conceptual thinking
- Balanced decision making

- Quality orientation
- Understanding of prospects’ motivation

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

Course Objectives
By the end of the course, participants will be able to:
- Create objectives and programs to maximize customer satisfaction
- Evaluate the design, implementation and analysis of customer satisfaction surveys
- Prepare customer segmentation exercises and create relevant strategies
- Write Service Level Agreements (SLAs) to ensure clarity and conformance
- Assess the service aspect of the organization or department through well chosen Key Performance Indicators (KPIs)
- Use customer complaints as a springboard for service improvement

For sessions and venues, please visit: www.meirc.com/c111

Course Outline

Defining and appreciating the customer
- Definition of customer
- Definition of customer service
- The internal and external customer

Importance of the internal customer
- The need for motivated employees
- The need for qualified employees
- Silo mentality
- Destroying the silos

The customer loyalty ladder
- From ‘suspect’ to ‘partner’
- Going up the ladder
- The ‘KANO’ model
  - ‘Basic’ attributes
  - ‘Performance’ attributes
  - ‘Delight’ attributes

Customer service as a strategic imperative
- The customer centric organization
- Customer service as a strategic imperative
- The 7 practices of Customer-centric organization

Customer satisfaction surveys and other vital tools
- Understanding your customers
- Importance of segmentation
- Principles of customer segmentation
- Focus groups
- Customer satisfaction surveys
  - Key terms
  - Major survey methods
  - Questionnaire examples
  - Customer survey guidelines
  - Types of satisfaction surveys
  - Basics of sampling
  - Attributes to measure
  - Customer satisfaction index
  - ‘RATER’ in depth
  - Service quality (servqual) gaps model
  - Customer complaints
    - Facts and their implications
    - Symptom versus cause
    - Root cause analysis

Customer service recovery
- Failures do happen
- The recovery paradox
- The strategic initiative
- Tactical activities
- The ‘WOW!’ factor

Service Level Agreements (SLAs)
- SLA definition
- Characteristics of effective SLAs
- Key elements of an SLA
- Steps in SLA development
- Quality versus cost
- SLA metrics

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

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Customer orientation
- Emotional control
- Empathetic outlook
- Flexibility
- People reading
- Self management
- Role awareness

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

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

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c112

Course Outline

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

Some customer service models
- The ‘PRIDE’ model
- The ‘RATER’ model
- The ‘kano’ model

Customer service and emotional intelligence
- Definition of emotional intelligence
- Emotional intelligence for customer service
- Building your emotional intelligence

Customer service, behavior and communication
- Behavior is communication
- Body language
- Listen before you speak
- Expressing yourself
- Appropriate behavior and communication according to situation

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

Customer service situations
- Scenarios, analysis and role-plays
  - Easy, regular situations
  - Common but sensitive situations
  - Complaints, problems and other difficult scenarios
Why Attend
In this course we cover all the most important elements of service any person involved in direct interactions with customers should know and apply. From the necessary behavioral and communication skills to the right attitude, and including specific methods to analyze and improve the service provided, we cover it all in a straightforward and effective manner to help participants ensure customer satisfaction and delight in the most challenging situations.

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

Target Competencies
- Customer orientation
- Self confidence
- Personal accountability
- Persuading others
- Empathic outlook
- Emotional control

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

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

Course Outline
Customer Service
- Quotations on customer service
- Service definitions and concepts
- Quality service requirements
- Some interesting numbers
- Cost of bad customer service
- Customer care foundations
- Learning from the best

Internal Customer Service
- Identifying internal and external customers
- Customer requirements
- Foundation of great service people
- The service profit chain

Managing Customer Expectations
- What to say and what not to say
- Calming upset customers
- Comments you should avoid
- Managing customer expectations
- ‘RATER’ and the service quality (SQ) factors
- Flying over customer expectations
- Role-plays and exercises on dealing with different personality styles

Effective Communication Skills for Handling Customers
- Active listening
- Effective listening skills
- Phone etiquette

Professional Behavior with Customers
- The power of behavior
- Principles of effective behavior
- How to behave professionally with the customer
- History of communication
- Interesting study
- Interpreting non verbal behavior
- The right behavior with the customer
- The wrong behavior with the customer
- Assertive, passive and aggressive behavior
- Verbal and non verbal components of communication styles

Dealing with Difficult Customers
- Dealing with different personality types
- Service recovery
- Conclusion
The Customer Complaint System: A Tool for Customer Service Improvement

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

Target Audience
Customer complaint system managers and staff, customer service managers and staff, as well as managers and staff of support departments such as HR and IT, that provide services to other departments (internal customers) in the organization.

Target Competencies
- Customer orientation
- Empathic outlook
- Emotional control
- Meeting standards
- Systems judgement
- Organized workplace
- Quality orientation

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

Course Objectives
By the end of the course, participants will be able to:
- Defend the vital role of a customer complaints management system in enhancing organizational performance
- Implement a customer feedback system that will maximize customer satisfaction and retention
- Manage every phase of the complaint handling process from preparation to closing including receipt, analysis, escalation, tracking, and all internal and external communication
- Formulate relevant key performance indicators to assess and audit complaint systems
- Evaluate existing systems and benchmark against world’s top complaints handling standards

Course Outline

Introduction to understanding your customers
- Interesting facts and figures
- Customer retention
- The principal foundation of retaining and developing our customer base
- The ‘PRIDE’ model for understanding customer needs
- Service mix elements
- The service quality model and service gaps
- Managing customer expectations

Introduction to complaints management
- ‘Customer complaint’ definition
- The importance of complaints
- Customer satisfaction and customer loyalty
- The ‘Kano’ model
- The danger of ignoring complaints
- Levels of complaints
- Complaints handling: process and behavior
- Sources of customer complaints
- Dealing with customer complaints

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

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

For sessions and venues, please visit: www.meirc.com/c114
Meirc...helps you rise and takes your career higher!
Each year, the role of electrical engineering in our daily lives rises and its criticality to the effective operation of every major economic sector increases. With that, electrical engineering has become an integral component within many industries and functions, including aircraft and automobiles, broadcasting, computers, lighting/wiring, machinery, power generation/transmission, navigation and telecommunications. Due to the variety of electrical engineering-related industries, and the electrical equipment used, the knowledge requirements for an electrical engineer have become vast and variable.

By offering this portfolio of courses, our objective is to train engineers, managers, and contractors to create, operate, control, test, maintain and troubleshoot electrical equipment and systems, effectively and safely.
Why Attend
This course covers the theory and practical operation of the most common electrical and electronic components and provides participants with the necessary knowledge and skills to perform electrical maintenance and troubleshooting. Participants will gain an understanding of the relationship between voltage and current to work on and troubleshoot electrical systems. The course will also cover Direct Current (DC) and Alternating Current (AC) circuit concepts, transformers’ types of uses and their interaction in an electrical circuit, as well as the necessary knowledge to work on and troubleshoot a motor control circuit.

Target Audience
This course covers the fundamental building blocks necessary for electrical maintenance personnel including electrical managers and supervisors, electrical professionals, electrical engineers, controls technicians as well as professionals responsible for the operation and maintenance functions. It will also be beneficial for anyone working with electrical contractors.

Target Competencies
- Electrical equipment
- Electrical maintenance
- Motor control circuit
- Troubleshooting of electrical equipment

Course Methodology
This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to demonstrate their skills in troubleshooting electrical problems, and apply it to their work scenarios.

Course Objectives
By the end of the course, participants will be able to:
- Apply tools and techniques to perform electrical maintenance and troubleshooting on various pieces of electrical equipment
- Demonstrate a basic current, voltage and resistance relationships in electrical systems
- Explain the theory of a generator and how a sine wave is produced
- Describe how inductors and capacitors work and interact with electrical circuits
- Operate the different types of transformers and understand their interaction in an electrical circuit
- Use semi-conductors in power supplies, rectifiers, voltage regulators and voltage multipliers
- Operate Direct Current (DC) and Alternating Current (AC) motors and demonstrate how basic motor control circuits function
- Use limit switches, proximity switches, load cells, and photo eyes effectively

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c320

Course Outline

Electrical concepts
- Basic atomic structure
- Voltage
- Current
- Resistance
- Inductance
- Magnetism
- Capacitance
- Direct Current (DC)
- Alternating Current (AC)

Electrical terminology
- Volts
- Amperes
- Ohms
- Henry
- Farads
- Ohm’s Law
- Kirchhoff’s Law

Direct Current (DC) and Alternating Current (AC) circuits
- Series circuit
- Parallel circuit
- Series-parallel circuit
- Resistor-Capacitor (RC) circuits
- Resistor-Inductor (RL) circuits
- Resistor-Capacitor-Inductor (RCL) circuits
- Tank circuits

Transformers
- Turns ratios
- Power transformers
- Step-up and step-down transformers
- Isolation transformers

P/N junction semi-conductors
- Diodes
- Diacs
- Triacs
- SCRs
- Zener Diodes
- Light Emitting Diodes (LEDs)

Rectifiers
- Half wave rectifiers
- Full wave rectifiers
- Bridge rectifiers
- Three phase bridge rectifiers

Transistors
- PNP transistors
- NPN transistors
- Common emitter circuits
- Common collector circuits
- Common base circuits

Motor fundamentals
- Terminology
- Direct current motors
- Alternating current motors
- Types of controllers
- Control devices and symbols
- Magnetic contactors
- Overloads
- Control circuits

Test equipment
- Multi-meters
- Oscilloscopes
- Transistor testers
- Capacitance testers
- Cable testers
Electrical Safety: Hazards and Protective Measures

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Electrical hazards can result in serious injuries or death for personnel that work on or around electrical equipment. In Fact, electrocutions rank fourth in causes of industrial fatalities. In order to ensure a safe workplace, personnel must understand electrical safety regulations, electrical hazards, and the use of safe work procedures and protective equipment. This course focuses on international safety requirements, including OSHA standards, and provides information on the steps needed for the prevention of electrical injuries to individuals tasked with the operation and maintenance of electrical equipment.

Target Audience
This course is designed for professionals managing and supervising personnel involved in the maintenance and repair of electrical equipment, such as field supervisors, safety professionals, site managers, lead technicians, maintenance engineers and maintenance supervisors.

Target Competencies
- Electrical safety regulations
- Electrical inspection requirements
- Electrical hazards assessment
- Electrical protective measures

Course Methodology
This course will be highly interactive and include group discussions, case studies and syndicate work. Participants will have the opportunity to use reported accidents as workshop material to determine what went wrong and identify the steps that could have been taken in order to prevent the incident.

Course Objectives
By the end of the course, participants will be able to:
- Minimize risks by identifying the hazards associated with electrical energy and by complying to safety guidelines
- Enhance safety by understanding the difference between low, medium, and high voltage and by adopting the relevant safety rules accordingly
- Apply the inspection requirements when working with or on electrical equipment to avoid equipment damage and possible injuries to personnel
- Follow inspection requirements for Personal Protective Equipment (PPE) and reduce injuries by identifying defective PPE
- Describe and apply the requirements in EN 500110, the most widely used standard for the protection of individuals from the effects of electrical hazards

Offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c322

Course Outline

Electrical hazards
- Electrical terminology
  - Resistance
  - Voltage
  - Current
  - Conductor
  - Insulator
  - Grounding
  - Protective earthing
  - Bonding
- Electric shock
  - Electric shock defined
  - How it occurs
  - Effect on the human
  - Rescue methods
- Arc flash
  - Arc flash defined
  - How it occurs
  - Effect on the human
  - Rescue methods

Equipment hazards associated with electric shock
- Equipment hazards
  - Inadequate wiring hazards
  - Overload hazards
  - Flexible cords
  - Inadequate protective earthing
- Protective devices
  - Fuses
  - Circuit breakers
  - Ground fault circuit interrupters

Electric shock protective measures
- Equipment engineering for shock protection
- Boundaries for shock protection
- Personal Protective Equipment for shock protection

Arc flash protective measures
- Equipment engineering for arc flash protection
- Arc flash boundaries
- Personal Protective Equipment (PPE) for arc flash protection

Hazard assessment concerns for live electrical work
- Determining what hazards are involved
- Identifying the risks involved
- Developing measures to reduce the risks
- Implementing the measures
- Documenting the process
- Reviewing process
Meirc’s experience in training is enlightening!
The healthcare sector continues to grow throughout the region as the annual healthcare spend rises at ~7% per annum. The leading healthcare sectors around the world understand that with rapid growth, it becomes increasingly challenging to control and maintain a high standard level of care and safety, monitor performance, and conduct overall management of departments, facilities and systems. Continuous and up-to-date training is needed to ensure that managers and staff operate at a sustainable and consistent level, are familiar with the latest techniques and technologies, and stay at the forefront of their field.

Please join our courses in this category where our experts share the latest in theory and practice within healthcare management.
Why Attend
In today’s ever-changing healthcare industry, top priorities include patient safety, healthcare quality and continuous quality improvement. Both the World Health Organization (WHO) and the Institute of Medicine (IOM) emphasize the global need to implement better patient safety and healthcare quality management throughout healthcare’s culture and organizational climates. In this course, participants will gain a full understanding of patient safety and healthcare quality best practice, which will allow them to deliver impact within their healthcare systems. They will return to their organizations equipped with up-to-date and innovative quality measures to prevent errors and potential litigation, elevating their healthcare organization to a higher level of performance and enhanced reputation.

Target Audience
This course is designed specifically for clinicians and healthcare managers who have particular interest in the areas of patient safety and quality within the healthcare environment. This could include surgeons, physicians, clinical professionals, heads of nursing and any high-potential managers with significant patient safety and quality management responsibilities.

Target Competencies
- Healthcare quality
- Patient safety
- Leading change
- Quality measurement

Course Outline
The urgent need for patient safety and healthcare quality
- Defining patient safety and healthcare quality
- The scope of medical errors and preventable harm to patients
- The prevalence of errors in healthcare
- Poorly designed systems: primary cause of errors
- The impact of human factors

Patient safety and healthcare quality - concepts and applications
- Definitions of “process” and “outcome”
- Quality of care attributes:
  - Technical performance
  - Patient centeredness
  - Amenities
- Access
- Equity
- Efficiency
- Cost effectiveness
- Impact of “To Err is Human” (Institute of Medicine’s article)
- Healthcare quality measurement
- Relationship between quality and cost (Donabedian):
  - Quality costs money
  - Money does not necessarily buy quality
  - Some improvements in quality are not worth the added cost

Medical practice and implications on patient safety and quality
- Evidence-based care and practice variation (Dr. Wennberg’s studies)
- Types of variation:
  - Process
  - Outcome
  - Performance
  - Effective care
  - Preference-sensitive care

Course Objectives
By the end of the course, participants will be able to:
- Make impactful decisions concerning both patient safety and healthcare quality in their healthcare organization
- Identify and rectify the variations in medical practice and their implications on patient safety and quality
- Use statistical tools to measure patient safety and quality in their department and at an organizational level
- Implement quality and patient safety as a core organizational strategy
- Create a culture of patient safety and healthcare quality by implementing fundamental concepts and international best practice

Course Methodology
This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that will allow all participants to improve their skills in implementing effective healthcare quality measures that ensure patient safety.

Statistical tools to measure patient safety and quality
- Joint commission characteristics critical to performance measurement
- Assumptions on the type of measure: proportion, ratio and continuous variable
- The elements of a statistical outlier: impact on patient safety and quality decisions
- Consequences associated with the use of poor-quality data or analytical skills
- Using data to understand the costs within the pharmaceutical and medical industries

Implementing quality and patient safety as a core organizational strategy
- Eight-step process for managing a change in quality (Kotter)
- Porter’s focus on strategy to include
  - Resource allocation
  - Action plan
  - Communication plan
- Six approaches to empowering employees (Bill George)
- Innovation (Rogers)
  - Relative advantage
  - Compatibility
  - Complexity
  - Trial-ability
  - Observability
- Key steps in clinical change initiatives implementation

For sessions and venues, please visit: www.meirc.com/c330

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.
Why Attend
Continuous performance improvement and risk management are critical concepts that should be regularly promoted and practiced throughout the healthcare system.
In this course, participants will learn how to measure performance in their healthcare organization while taking into account complex operating dynamics, ever-changing policies and competitive forces driving the reimbursement structure of care.
Participants will gain robust tools and techniques to identify performance variation and minimize risk while rewarding ideal performance standards. They will return to their healthcare organization equipped with the critical elements of an integrated quality and risk management system that ensures continuous quality improvement.

Course Methodology
This course is highly interactive and includes group discussions, case studies and syndicate work. It also includes practical exercises that will allow all participants to demonstrate their skills in implementing effective healthcare process improvement strategies to reduce risks and reach optimum performance.

Course Objectives
By the end of the course, participants will be able to:
- Define performance and risk management as it applies to health systems management
- Measure healthcare efficiency, effectiveness and their value-based intersection
- Develop process improvement strategies while considering capacity management, demand forecasting and resource allocation
- Align financial concepts with decision-making and risk management in healthcare
- Follow the steps of an effective risk management process within their healthcare organization

Target Audience
This course is designed specifically for both clinicians and healthcare managers who have particular interest in the areas of performance and risk management within the healthcare sector. This could include surgeons, physicians, clinical professionals, heads of nursing and any high-potential managers with significant performance and risk management responsibilities.

Target Competencies
- Healthcare performance management
- Healthcare quality management
- Healthcare risk management
- Process flow and process improvement

Course Outline

Performance and risk management in health systems
- Elements within a complex health system and its variations
- Operational performance
- Strategic performance
- Risk management
- Strengths and weaknesses within the public health sectors
- Strengths and weaknesses within the private health sectors
- Regulatory affairs and their impact on performance

Healthcare efficiency, effectiveness and Value
- The difference between efficiency, effectiveness
- Value-based intersection
- The consumer-driven healthcare model
- Accountable Care Organizations (ACOs)
- Public and/or private insurance models
- The Define, Measure, Analyze, Improve and Control (DMAIC) model
- Lean
- Six Sigma

Process flow and process improvement in healthcare
- Capacity management
- Demand forecasting
- Resource allocation:
  - Impact on process flow
  - Process improvement strategies
- Service line prioritization
- Process improvement inventory management
- Variations in process flow
- Process improvement concepts
- Revenue cycle management
- Operations planning
- Strategic planning

Aligning financial concepts with decision making and risk management
- Financial models in healthcare
- Health risk management techniques
- Decision-making strategies
- Characteristics of demand management
- Predictive forecasting
- Constructing physical hospitals
- Technology

Risk management process and objectives
- Risk management process/steps
- Purpose and projected outcome of risk management
- Impact of poor public risk management concerns
- Outcome of a consumer-driven healthcare system
- Policies to mitigate risk
- Policy management
A company will thrive and excel only when the quality of its human capital is best-in-class. The Human Resources and Training programs offered by Meirc Training & Consulting are designed to help you acquire pragmatic up-to-date human capital solutions using an engaging, hands-on approach. Participants who attend any of these programs will emerge with the confidence and competence required to add value to their organizations – in their respective HR functions.

From the latest techniques in attracting and selecting employees to best practices in managing performance, and developing and retaining talent, Meirc’s HR and Training category comprises programs in every internationally recognized HR discipline. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Advanced Interviewing Skills:
Why you should trust Google but not their search engine

3-day course in English. Fees: US$ 3,500 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Despite the various advancements in human psychology and assessment of talent and competence, such as psychometrics and multi-rater evaluation, interviews remain the most preferred method for ‘getting to know’ a candidate. Having said that, most interviews fail to achieve their intended level of reliability due to poor pre-interview preparation, improper questioning or the infamous reliance on first impressions and gut feelings. This course is designed to mitigate all the common mistakes untrained interviewers commit when meeting with job candidates. The workshop aims at highlighting why interviews have a high impact on hiring decisions and what steps can be put in place to increase their reliability while ensuring legally defensible levels of fairness and consistency.

Target Audience
This course is targeted at anyone involved in assessing candidates prior to hiring. It is of particular benefit to line managers involved in interviewing candidates for vacancies in their respective functions. The course is ideal for professionals in Human Resources, especially those working within the functions of recruitment, selection and workforce planning.

Target Competencies
The course targets the functional competencies of recruitment, assessment and selection. The course also addresses the competencies of questioning, note taking, report writing and decision making.

Course Outline

The Interview as a Method of Selection
- Prevalence of Interview as a Selection Method
- Reliability and Validity of Interviews
- Problems with Typical Interviews: Before, During and After
- Tips and Recommendations for Improving Reliability of Interviews
- The Need for a Job Profile
- The Use of Tangibles and Intangibles for Filtering Purposes

Types of Selection Interviews
- Screening and Biographical Interviews
- Panel Interviews: Why More than Two is an Overkill
- Competency-based Interviews: Facts versus Fiction

Pre-Interview Steps
- Preparing an Interview Guide
- Using Competencies and Values for Building the Guide
- Standardizing the Questions
- Organizing Venue and Material

Structure of an Interview
- Introduction Techniques
- The Need for “Introducing the Introduction”
- Opening Statements
- The Importance of the Background Review

Course Methodology
The course is workshop-based, a small percentage of the time is used to debunk some of the common myths related to interviewing and the rest is dedicated to activities and exercises aimed at ‘test-driving’ the skill of competency-based interviewing. The workshop relies on the use of role-plays and scenario interviews to ensure the translation of knowledge to skill is at maximum levels.

Course Objectives
By the end of the course, participants will be able to:
- Define importance of interviewing as a method of selection
- Brainstorm common mistakes untrained interviewers commit and define ways to overcome them
- List main types of selection interviews and when and how to use each
- Design an interview guide using competencies and values and use it to collect ‘code-able’ data from interviewees
- Use probing techniques designed to uncover behavioral characteristics of applicants
- Use data collected from interview to complete a gap analysis and decide on the most suitable candidate

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (18) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 15 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c305
Auditing HR Processes

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

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

This course is designed to help participants identify the critical areas in Human Resources that must be audited. It also helps them in deciding what questions to ask and in determining the minimum requirements to run HR processes effectively.

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

Target Competencies
- Deciding and initiating action
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

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

Course Methodology
The course is workshop based; it consists of brief presentations by the subject matter expert followed by numerous case studies and team based activities. Role plays are also incorporated in the course in addition to a number of presentations by participants.

Course Outline

Human Resources Management (HRM)
- Definitions and objectives of HRM
- The main functions in HR
- Examples of HR organization charts
- Recruitment and selection cycle
- Performance management cycle
- Compensation and benefits cycle

The audit process
- History, origin of auditing
- How to conduct a good audit
- Creating a plan to conduct an HR audit

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

Recruitment and selection process audit
- Analyzing the current workforce plan and budget
- Modifying the workforce plan and budget to include the important elements
- Reviewing the current recruitment and hiring process as per the company’s HR policy
- Describing the recruitment and selection cycle
- Reviewing the current recruitment and selection cycle
- Conducting a proper analysis of recruitment and selection cycle
  ‣ Identifying areas of improvement
  ‣ Developing possible actions
  ‣ Creating a plan for implementing improvements

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

Computer based data management system audit
- Evaluating current methodology for maintaining electronic employee data
- Ensuring electronic data matches employee personnel files
- Identifying best approaches for maintaining e-records for employee

Statutory compliance audit
- Ensuring pension records for national employees are in order and properly coordinating with pension fund authority
- Verifying employee records and compliance of HR processes with the labor law
- Checking for compliance with visa and local sponsorship processes

For sessions and venues, please visit: www.meirc.com/c154
Career Development and Succession Planning

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Deciding and initiating action
- Working with people
- Relating and networking
- Persuading and influencing
- Presenting and communicating
- Analytical thinking
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives
- Applying expertise and technology
- Formulating concepts and strategies
- Organizational readiness for change
- Promoting a development culture
- Characteristics of a development culture
- Career development as a change agent
- Roles and responsibilities in a development culture
- Role of human resources
- Role of line managers
- Role of top management
- Role of developers

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

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

Course Outline

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

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

Organizational readiness for change
- Promoting a development culture
- Characteristics of a development culture
- Career development as a change agent
- Roles and responsibilities in a development culture
- Role of human resources
- Role of line managers

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

Career development: tools and methodologies
- Competencies: the foundation for career development
- Competencies framework
- Coaching: an essential managerial function
- Mentoring: a must have system for career development
- Career counseling services

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

For sessions and venues, please visit: www.meirc.com/c117

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.
Why Attend
Compensation and Benefits is the one part of human resources that works behind the scene. It is usually the one specialization in human resources that professionals in the field typically avoid for its seemingly complex nature and dependency on mathematics. By attending this course, you will change your mind about this HR specialty. You will see an easy to understand approach which explains the specifics of compensation and benefits and help you apply its principles practically at work. Being a certified course, it will include 'after course' work to ensure higher learning, higher retention of knowledge and a better transfer of that knowledge to the work place.

Target Audience
Professionals with at least 2 to 3 years experience in the compensation and benefits field and HR administrators, officers, specialists, team leaders, managers and business partners who wish to enhance their knowledge and skills in this important area of human resources.

Target Competencies
- Deciding and initiating action
- Working with people
- Relating and networking
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Formulating concepts and strategies
- Following instructions and procedures
- Critical thinking
- Decision making
- Managing your compensation programs
- Internal consistency
- External consistency
- The hierarchy of needs and compensation

Course Outline
Managing compensation: an overview
- Compensation objectives
- Total compensation
- Direct and indirect compensation
- Balancing compensation components
- Equitable, value adding, competitive and motivating compensation
- Internal consistency
- External consistency
- The hierarchy of needs and compensation

Job analysis and job descriptions
- Uses of job descriptions
- Job analysis explained
- Carrying out the job analysis process
- Conducting a proper job analysis interview
- A typical job description explained
- Job analysis: a summary

Job evaluation
- Definition of job evaluation
- Job evaluation systems
- Introduction to the Meirc system
- The Meirc job evaluation system explained
- Introduction to the hay system
- Job grading
- Sources of error in the job evaluation process

Compensation systems
- Objectives of compensation
- Decisions to be taken
- Designing base salary structures
- Allowances to be offered
- Structuring of benefits’ programs
- Important considerations in compensation
- Managing your compensation programs

Competitive compensation
- Staying competitive
- Designing and carrying out compensation surveys
- Four basic survey methods
- Data requirements
- Issues related to the implementation of change

Performance based rewards
- The definition of Performance Management (PM)
- Objectives of performance management
- Current and prevailing PM systems
- Rewarding performance
- Rewarding the right behaviors and results
- Key Performance Indicators (KPIs)

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

Course Objectives
By the end of the course, participants will be able to:
- Define and clearly understand the importance of compensation to the overall aims of human resources management
- Design a comprehensive compensation system
- Examine and comment on the benefits of job evaluation and choose an appropriate system
- Assess and provide advice on regional compensation practice
- List the principal steps in a compensation survey and answer questions relating to the criticality of job matching to the success of any compensation survey

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c155
Certified Employee Relations Professional

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend

Company expectations from Employee Relations (ER) staff are increasing and the pressure to deliver more with less implies they should be more knowledgeable than other HR administration and operations functions. Taking this into consideration, the course was designed to shed light onto activities that are formally and informally expected form the ER units. This course is a functional journey that will assist participants in exploring the accountabilities that contribute to success.

Target Audience

Employees in the function of employee relations, human resources or personnel and administration who are directly or indirectly responsible for providing support services to employees and other functions in the organization.

Target Competencies

- Administration
- Employee welfare
- Coaching and counseling
- Performance management
- Labor law
- Analytical skills

Course Outline

Employee relations
- Definition of employee relations function
- Main duties and responsibilities
- Administration versus operations versus welfare
- Employee relations versus human resources
- Employee relations versus personnel and administration
- Employee relations versus performance management
- Employee relations versus training and development

National labor laws
- Main sections of the labor law
- Labor law and administration
- Code of conduct
- Disciplinary matrixes
- Disputes resolution: employee, company and law
- Code of conduct and legality of disciplinary framework
- Role of employee relations in communicating labor law

From workforce reporting to impactful analytics
- Employee relations main key performance indicators
- More data does not equal useful data
- The importance of analytics on critical business direction
- Providing implications not HR directives

Employee morale
- Organizational culture versus organizational climate
- Influencing organizational climate
- Definition of employee morale
- Main principles for development of employee satisfaction surveys
- Employee morale versus organizational health
- Tangible and intangible measures of employee morale
- The morale index

Coaching and counseling roles of employee relations
- Appropriateness of coaching and counseling
- Common mistakes done by employee relations
- Coaching methodologies and tools

Performance management and career development
- Understanding your workforce culture, capabilities and needs
- Performance management systems
- The tangibles and intangibles in performance management
- Role of employee relations in performance management and career planning
- Talent management grids
- Succession planning

Exit interviews
- The importance of exit interviews
- Exit interview form
- Conducting exit interviews
- Reporting exit interview results

Course Methodology

The course is associated with an assessment on the last day to obtain the certification. To increase the probability of success, the activities of the course include role plays, videos, assessment exercises and questionnaires. Moreover, participants will take away templates and frameworks they can use within the already existing systems at the workplace.

Course Objectives

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

- Define role of employee relations within the organization and HR function
- Operate in line with the relevant sections of the national labor laws
- Create and use HR analytics and Key Performance Indicators (KPIs) to devise operational employee relations strategies
- Conduct employee satisfaction surveys and interpret their results
- Differentiate between coaching and counseling and apply both within work environment
- Analyze performance management data to report and advise on performance and productivity
- Prepare exit interviews and analyze results to reduce turnover

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

This course is accredited by the HR Certification Institute (HRCI).

This course is worth (30) HRCI credit hours.

Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.

This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c198
Certified Human Resources Professional:
From Traditional HR Role to Business Partner

5-day course in English or Arabic. Fees: US$ 5,200 (one extra fee seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

**Why Attend**

Human resources has to transform itself in order to earn a seat at the decision making table. The door is wide open for human resources to become the business partner it always wanted to be rather than being simply perceived as just another service function.

Now, more than ever, HR professionals need new strategies and a whole new set of competencies to be able to deliver crucial and tangible results.

This course will enable you to transform yourself and your HR department into a business partner capable of delivering results and adding value to your organization.

**Target Audience**

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

**Target Competencies**

- Deciding and initiating action
- Relating and networking
- Analytical thinking
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives
- Applying expertise and technology

**Course Outline**

- Human resources management
  - Towards a modern definition
  - The main functions in HR management
  - Competency based HR management
  - HR deliverables: A model for multiple roles
  - HR as business partner
  - HR's strategic challenges
  - HR competencies: moving from traditional HR to strategic HR
- Strategic planning
  - Pre-strategy analysis: “SWOT” analysis
  - Visions and missions
  - Critical success factors
  - Key result areas and key performance indicators
  - Turning key performance indicators into “SMART” targets
  - Force field analysis as a strategic tool
- Competency based HR management
  - Competency definition
  - Types of competencies
  - The different competency components
  - Competency based recruitment and selection
  - Competency based training and development
  - Competency based performance management
  - Benefits of a competency based HR
- Linking HR’s strategy to the organization strategy
  - Approaches for linking HR to the organization
  - Writing HR strategies
  - HR visions and missions
  - HR key result areas
  - HR key performance indicators
  - Core competencies for HR professionals
  - Assessing the effectiveness of human resources
    - Effectiveness versus efficiency
    - Recruitment and selection
    - Training and development
    - Performance management
    - Compensation and benefits
    - The overall effectiveness and efficiency of HR
  - HR reports
    - Reporting HR to top management
    - The HR scorecard
    - Linking HR to organizational strategy
    - Components of the balanced scorecard
    - Components of the HR balanced scorecard
    - HR balanced results and key performance indicators
    - Reporting HR to top management

**Course Methodology**

This course is based on the latest research and best practices related to human resources management. It brings new experiences and examples to participants, as well as insights and understanding into what makes a successful HR business partner.

The course uses an integrated mix of training approached including lectures, case studies, group activities and sharing experience. Participants will go through various HR strategies, design key performance indicators and identify all the competencies necessary for success in the role of HR as business partner.

The course will end with an assessment that participants will have to go through in order to prove their understanding of program material. Passing the assessment will give them the right to earn their certificates of completion.

**Course Objectives**

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

- Demonstrate thorough understanding of the nature of HR as a managerial function
- List all HR functions and responsibilities and identify their contributions to organizational success
- Create an HR strategy that is aligned with the overall organizational strategy
- Measure the contribution of HR to the bottom line in both profit and non-profit organizations
- Assess the effectiveness of the human resources function through the use of ‘SMART’ Key Performance Indicators (KPIs) and indices
- Demonstrate how a competency framework can increase the effectiveness of the HR function
- List the core competencies for an HR professional.

**Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).**

This course is accredited by the Society of Human Resources Management (SHRM) as a Recertification Provider.

Certiﬁed Human Resources Professional: From Traditional HR Role to Business Partner

This course is worth (30) HRCI credit hours.

Meirc is recognized by the Society of Human Resources Management (SHRM) as a Preferred Training Provider.

This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c118

Meirc
Training & Consulting
Certified Master Trainer

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend

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

Course Methodology

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

Course Objectives

By the end of the course, participants will be able to:
- Define the role of a master trainer at various intervals of training
- Assess personal type and participant type and develop proper training style
- Define and implement the steps of the ‘ADDIE’ model in training
- Create engaging training material
- Deliver effective and interactive training sessions
- Examine and plan for adequate skill transfer on the job
- Conduct a comprehensive training session

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c172

Target Audience

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

Target Competencies

- Working with people
- Relating and networking
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Applying adult learning principles
- Accelerated learning principles

Course Outline

Your role as a master trainer
- Facilitating the learning experience
- Before, during and after your training sessions
- Understanding learners’ memory
- Ensuring learning results
- Applying adult learning principles
- Accelerated learning principles

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

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

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

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

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

Delivery and critique of training
- Delivering the session
- Exchanging constructive feedback
- Completing your personal development plan
Why Attend

The function of recruitment and selection represents the entry point for employees to any organization. As such, it can make or break the successful achievement of organizational objectives. This course will take you from the basics to the advanced and strategic aspects of this important HR function. It will show you the logical and correct steps you must take to structure and implement recruitment and selection practices in your organization. Being certified, the course will include ‘after course’ work to ensure a higher learning, higher retention of knowledge as well as better transfer of that knowledge to the work place.

Target Audience

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

Target Competencies

- Deciding and initiating action
- Working with people
- Persuading and influencing
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

Course Outline

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

Recruitment plans and defining requirements
- Defining needs
- Planning the various stages
- Roles of line managers
- Roles of recruitment personnel
- Capturing and tabulating information
- Producing recruitment reports
- Building a job profile
  - The use of essentials and desirables

Attracting candidates
- Various sources for attracting candidates:
  - Employee referrals
  - Internal candidates
  - Advertising: pros and cons
  - Internet and websites
  - Recruitment agencies and head hunters
  - Career fairs and universities

Screening candidates and short listing
- Tangible versus intangible criteria
- The use of CVs, résumés and applications for shortlisting
- Verifying on line applications

Interviewing candidates
- Screening and biographical interviews
- Hypothetical interviews
- Panel interviews: pros and cons
- Competency based interviews

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

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

Course Objectives

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

Course Methodology

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

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours.

Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.

This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.
Why Attend
Training and development professionals are under continuous demand to offer exceptional training services. Such demands can only be served through extensive knowledge of topics within the training profession. This course will equip participants with practical knowledge on marketing training within their organization, linking training to organizational objectives, analyzing training needs, and selecting internal trainers and external consultants. In addition, the course focuses on evaluating training at all levels and the competencies required by training professionals.

Target Audience
Training and development professionals involved in the process of training needs analysis, coordinating and organizing training courses, and evaluating the results of training.

Target Competencies
- Working with people
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

Course Methodology
Participants will learn by doing. A number of practical group exercises are used to assist participants in applying theoretical knowledge to organizational settings.

Course Objectives
By the end of the course, participants will be able to:
- Identify the strategic significance of training through particular emphasis on aligning training with strategy, marketing training within the organization and partnering with managers and supervisors
- Develop appropriate methods to conduct a Training Needs Assessment (TNA)
- Examine ways to select internal trainers and to hire external consultants
- Demonstrate the success of training at all evaluation levels, from reaction to Return On Investment (ROI)
- List the strategic, tactical and administrative competencies of the training professional

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours. Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider. This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c173

Course Outline

The strategic framework of training: an overview
- The role of a training department
- Approaches aligning training with strategy
  - From top down to pulse taking
- Marketing training within the organization
  - Training preparations
  - Guidelines for promotional material
  - Your training announcement template
- Partnering with managers and supervisors
  - The style inventory
  - Planning, preparation, presentation and follow up with managers and supervisors
  - Roles and responsibilities

The role of the training professional in TNA
- Why identify needs?
- The training needs assessment process
- Data collection methods: quantitative and qualitative
- Advantages and disadvantages of quantitative and qualitative methods
- Approaches to identifying needs
- Workshop: applying training needs assessment

Selecting Subject Matter Experts (SMEs)
- Qualifications for internal trainers
- Internal trainer selection process
- Train the trainer boot camp
- Feedback and coaching template for internal trainers

Hiring a consultant or external trainer
- Screening consultants criteria worksheet
- Proposal evaluation
- Review of a training proposal
- Consultant interview evaluation questions
- Monitoring consultant performance: beginning, during, closing

Demonstrating the success of training
- Lessons on how to evaluate training
- The four levels of evaluation
- Linking evaluation levels with TNA
- Linking evaluation levels with Instructional Learning Objectives (ILOs)
  - Components of a complete ILO
  - The ROI process model
  - Tabulating program costs
  - Calculating ROI

Competencies of the training professional
- Competency defined: the iceberg metaphor
- Competency: components and types
- Strategic and tactical competencies
- Planning and administrative competencies
- Your personal development plan
Certified Training Manager

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Training departments carry a major responsibility in organizations which focus on developing employees’ knowledge and skills for current and future business needs. Becoming in charge of a training department poses some challenges that require an understanding of a number of concepts ranging from management, strategy, policies, budget, evaluation and technology. The ‘Certified Training Manager’ course covers such important topics and provides participants with the knowledge and tools to survive the ever growing demands placed on the training function.

Course Methodology
To apply theory, the course incorporates in its design an experiential learning approach that allows participants to individually and collectively develop solutions to case studies, drafts of budgets, training policies, evaluation surveys and business requirements for training systems.

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

Target Audience
The course targets existing or aspiring training managers. Specialists, team leaders, training managers and line managers who have a direct interest to pursue a career as a training manager.

Target Competencies
• Leading and supervising
• Deciding and initiating action
• Working with people
• Relating and networking
• Persuading and influencing
• Presenting and communicating
• Analytical thinking
• Formulating concepts and strategies
• Planning and organizing
• Achieving goals and objectives

Course Outline
Managing a training department
• Defining management
• Key management functions
• Personal assessment and development plan
• Role of the training department in an organization
  › Conducting a ‘PESTLE’ and ‘SWOT’ analysis
  › Devising a training strategy
  › Training department mission statement
  › Identifying key result areas
  › Marketing the training function within your organization
• Training and development roles
• Structure of a training department

Mapping training policies, procedures and training plans
• Importance of training policies
• A look at common training policies
• Drafting training policies
• Components of a training plan
• Partnering with training providers

Establishing a training budget
• Whose responsibility is it?
• Budget types and techniques
• Measurement, metrics and budget data
• Eight steps to creating your budget

• Tips for defending your budget
• Examples of training budgets

Evaluating the training function
• Reasons for evaluating the training function
• Accomplishing key performance indicators
  › Deciding on indicators
  › Monitoring and reporting
• Measuring employees’ satisfaction of training function
  › Methods for evaluating
  › Developing the training function’s satisfaction survey
• Evaluating transfer of behavior
  › Conducting a cost/benefit analysis
  › Reporting return on investment
  › Presenting your findings

Selecting and implementing an LMS
• Purpose and importance of LMS
• Existing types and technology
• Common features
• Business requirements
• Defining the selection process
• Examples and comparison of LMS

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c285
Compensation and Benefits

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Compensation and benefits is the one part of human resources that works behind the scene. It is usually the one specialization of human resources that professionals in the field typically avoid for its seemingly complex nature and dependency on mathematics. By attending this course, you will change your mind about this HR specialty. You will see an easy to understand approach in explaining the specifics of compensation and benefits that will help you apply its principles practically at work.

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

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

- Explain the basic principles and major elements of compensation
- Apply the various processes in compensation: job analysis, job descriptions and job evaluation
- Identify and explain what constitutes a sound and effective compensation and benefits program
- Design a salary structure and related policies
- Describe the basic compensation survey process

Target Audience
Professionals working in the function who wish to acquire relevant knowledge and skills, and those working in other areas of human resources as administrators, officers, specialists, team leaders, managers and business partners who wish to broaden their understanding of this important function.

Target Competencies
- Deciding and initiating action
- Working with people
- Relating and networking
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Formulating concepts and strategies
- Following instructions and procedures

Course Outline

Managing compensation: an overview
- Compensation objectives
- Components and factors affecting compensation
- Effective compensation management system

Job analysis and job descriptions
- The need for job descriptions
- Principal approaches to job analysis
- Carrying out the job analysis process
- Conducting a proper job analysis interview
- The main components of a Meirc job description
- Job description writing
  - Practical applications

Job evaluation
- Job evaluation defined
- Job evaluation methods
- The Meirc system explained
- The Hay system: an overview
- Job evaluation guidelines
- Sources of error
- Practical job evaluation applications

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

Allowances as part of total pay
- Purpose of allowances
- Nature of work allowances
- Non nature of work allowances
- Regional practices

Understanding benefits
- Definition and purpose of benefits
- Categories of benefits
- Regional practices
- Managing an effective benefits program
- Main features of a long term benefit plan
- Conducting a benefits package assessment

Introduction to compensation surveys
- Purpose of surveys
- Designing and carrying out a compensation survey
- Compensation survey reports

Accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c157
Competencies:
Design, Development and Implementation

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Elevating the human resources practice in any organization and turning it into a systematic approach based on factual observations and numbers is how we will take the HR profession to the next level. Providing the line managers and the organization with HR solutions based on competencies will help HR professionals play a strategic partnership role in their organizations. Join us and learn about competencies and how you can implement this wonderful concept in your HR department and in all of your HR practices. This course will teach you about competencies in an easy and rational approach that will make you feel confident about this important topic.

Target Audience
Managers, supervisors, administrators, specialists, team leaders, business partners and officers in the functions of human resources and training and development. The course is also very useful for line managers whose organization is currently, or about to start, using competencies as a framework for recruiting, selecting and training employees.

Target Competencies
- Relating and networking
- Persuading and influencing
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

Course Methodology
Presenting, analyzing and developing modules are some of the methods used in this course. Without discounting the importance of the small daily lecture, a lot more focus is given to practical applications and game based activities.

Course Objectives
By the end of the course, participants will be able to:
- Define competencies, their history and the important role they play in human resources and the organization
- Analyze the main components of a competency and the differences between each
- Design and produce a competency framework and model by extracting competencies from business plans
- Apply competencies in the recruitment and selection processes
- Use competencies to assess training needs, identify talent pools and produce succession plans
- Utilize competencies and behavioral indicators in performance appraisal systems

Target Competencies
- Relating and networking
- Persuading and influencing
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

Course Outline
Human Resources Management (HRM)
- Definitions and objectives of HRM
- The main functions in HR
- Examples of HR organization charts
- Recruitment and selection cycle
- Training and development cycle
- Performance management cycle
- Compensation and benefits cycle

Competencies: history and definitions
- History of competencies
- Origins and definitions
- Components of competencies
- Differences between knowledge, skills and competencies
- The iceberg model
- Competence versus competency

Competency frameworks and models
- Types of competencies
- Standard levels of competence
- The use of behavioral indicators
- Behavioral versus performance indicators
- Level customization
- Competency job profiles versus job descriptions
- Competency job profiles and personal profiles
- Competency gap analysis

Competency analysis
- Extracting competencies from strategic plans
- Introduction to HR strategies
  - Vision and mission statements
  - Critical success factors
  - Key result areas
  - Core competencies
  - Core values

Competency based selection
- Defining job requirements
- Designing competency based interviews
- Conducting competency based interviews
- Competency based selection

Competencies in training and development
- Classical Training Needs Analysis (TNA)
- Competency based TNAs
- Competencies in succession planning

Competency based appraisal systems
- Advantages and disadvantages
- Translating personal competence to an appraisal rating
- The main formula used

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c158
Designing and Implementing a Performance Management System

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend

An increasing number of organizations are jumping on the bandwagon and rolling out new or modified performance management systems. This course offers participants in depth explanation of a number of systems, their components and building blocks. The course also tackles an important consideration, namely the proper launch, follow up and training of managers and employees responsible for successfully implementing such systems.

Course Methodology

Participants are requested at various intervals in the course to develop a number of components related to performance management systems. The culmination of such efforts will result in a sample performance management system that can be adopted in various organizations.

Course Objectives

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

- List the phases of a performance management cycle and describe the role of HR in each phase
- Distinguish between the different types and components of performance management systems
- Design and develop a comprehensive performance management system
- Organize and plan a successful implementation of a performance management system
- Identify business requirements for performance management operating systems
- Develop coaching and training sessions for managers and employees

Target Audience

Human resources officers, specialists, team leaders, HR managers, business partners and line managers who are responsible for the design and implementation of performance management systems.

Target Competencies

- Deciding and initiating action
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Achieving goals and objectives
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Achieving goals and objectives

Course Outline

The role of human resources in performance management

- Definition and purpose of performance management
- The performance management cycle
- Role of HR in different phases
- Strategic and administrative role
- Tangible and intangible responsibilities

An overview of performance management systems

- Types of performance management systems
  - Graphic rating scales
  - Behaviorally anchored rating scales
  - Management by objectives
  - Competency based
  - 360 degree feedback
- Advantages and disadvantages
- Components and building blocks
- Trends in organizations
- Uses and applications of performance management systems

Defining intangibles

- Competencies
- Values
- Behavioral indicators
- Determining weights and percentage score ranges
- Developing performance appraisal templates
- Workshop: a draft of your performance management system

Ensuring a successful implementation

- Performance management operating systems
- Drafting business requirements
- Pilot implementation
- Potential pitfalls and improvements
- Marketing and introducing the system internally
- System support and evaluation

Coaching managers and employees

- Comprehensive training on new system
- System and software training
- Coaching managers and supervisors
- Developing objectives
- Structure of a coaching session
- Structure of appraisal meetings

For sessions and venues, please visit: www.meirc.com/c174
Employee Engagement and Retention

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Employee engagement is not just an HR issue; it is primarily a business challenge that modern organizations are increasingly facing. According to Gallup International, 29% of employees are engaged in their work, 55% are not, and 16% are actively disengaged. The cost of employee disengagement is enormous: it costs US$ 57 billion per year for the US economy only. As such employee engagement and retention become a top priority for modern organizations. On this course you will learn what employee engagement is all about, design appropriate surveys to measure it, and most importantly, craft and implement successful engagement initiatives that impact overall business performance.

Target Audience
Managers who want to know how to engage and motivate their employees to go the extra mile. More specifically, the course is tailored to meet the needs of professional HR people as well as supervisors and managers whose primary responsibility is to engage and motivate their staff.

Target Competencies
- Employee engagement
- Survey design, administration and interpretation
- Rapport building
- Interpersonal communication
- Giving feedback
- Relating and networking
- Planning and organizing
- Analytical thinking

Course Methodology
The course uses a mix of interactive techniques such as lecturettes, case analysis and discussions, group activities, sharing experiences as well as short films about organizations that have managed to boost their employee engagement rates.

Course Objectives
By the end of the course, participants will be able to:
- Defend the value of employee engagement to an organization and explain it
- Derive learning lessons from the ABC (Antecedents, Behaviors, Consequences) model for engagement
- Design, build and implement the requirements for an engagement culture
- Evaluate and track the impact of engagement on business performance
- Craft specific HR practices aimed at increasing employee engagement
- Identify, develop and champion the required change initiatives
- Build comprehensive employee engagement surveys and interpret their results

The Case for Employee Engagement
- Today’s business reality
- Managing times of changing people
- What people want; employees versus employers wants
- Engagement defines
- Satisfaction versus engagement
- Gallup’s Q12 index of engagement
- The engagement business case; the return on investment (ROI) of engagement

The Antecedents, Behaviors, Consequences (ABC) Model of Engagement
- Why people do what they do
- Carrots or sticks
- The ABC model
  - Behavior modification
  - Antecedents at work
  - The top engagement antecedents - expectations
  - What makes consequences effective
  - Consequences that kill engagement
- Positive and negative reinforcement
- Organizational tools to communicate expectations

Engagement Culture
- Things important to employees
- The drivers of engagement
- The building blocks of engagement culture
- Spitzer’s eight desires of motivation and engagement
- An employee engagement model
  - Two way communication
  - Trust in leadership
  - Career development
  - Employees role in success
  - Shared decision making

The ROI of Employee Engagement
- Employee retention funnel
- Research data about engagement metrics
- On-Boarding breakeven point
- ROI of engagement calculations: A practical example

HR Practices for Engagement
- The talent war and the cost of losing it
- Building the employee brand; what an engaged employee looks like
- Factors that improve employee engagement
- Activities that organizations can follow to build engagement
- Building high performance teams. A powerful engagement tool

Employee Engagement Initiatives
- The CEO: Chief Engagement Officer
- Leadership that ignites passion
- The ‘VOICE’ framework
- Managing employee engaging events
- Checklist of employee engagement best practices
- Employee engagement ideas from A to Z

Employee Engagement Surveys
- Four surveys not one
- A suggested framework for designing an effective engagement survey
  - Fairness
  - Involvement
  - Wellbeing
  - Information
  - Degree of engagement

For sessions and venues, please visit: www.meirc.com/c119

This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours. Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.

This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.
Employee On-Boarding:  
Induction and Job Orientation Techniques

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
The first few days for new employees can have a great impact on their entire employment tenure. The tone for their working experience is set very early on in their minds. Therefore, it is very important to manage that early onset of emotional impact from the beginning to ensure a productive and gratifying work experience. In this course, you will learn how to manage the on-boarding process from A to Z. This course will help you build highly impactful on-boarding programs and processes that will set a very positive pace with your new hires.

Target Audience
HR professionals who work in recruitment or training whose job require inducting and orienting employees. The course is also very useful for all those outside Human Resources who might be assigned the task of orienting new employees to their departments.

Target Competencies
- Deciding and initiating action
- Working with people
- Relating and networking
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing

Course Outline

Definitions, Induction versus Job Orientation
- Does induction mean orientation or is there a difference
- Origin of words and differentiating between the two
- Benefits of induction and orientation program to employees and organization
- Roles and responsibilities
  - Of the new employee during induction and job orientation
  - Of the human resources department in organizing and facilitating the new employee first few days on the job
  - Of the new employee’s manager and colleagues during the first few weeks
- When does on-boarding start?
  - During the recruitment process
  - During the assessment process
  - During the job offer process
  - First day on the job
  - Administrative procedures

New Employee Information Package
- Contents of an induction package
  - Welcome letter
  - Welcome gift
  - Necessary forms
  - Required policies and procedures
  - Code of ethics
  - Employee handbook
  - Cultural awareness

Job Orientation
- Planning job orientations
  - Introduction to colleagues and department tour

Course Methodology
The course is workshop based consisting of a brief presentation by our consultant followed by numerous case studies and team based activities. Round table discussions and presentations of work completed to ensure learning and retention of knowledge.

Course Objectives
By the end of the course, participants will be able to:
- Explain the difference between induction and job orientation
- List the benefits of running induction and orientation programs, for employees as well as the organization
- Define the roles and responsibilities of all those involved in the early career stages of employees
- Compile a well-designed package of information for new employees
- Prepare and conduct an effective induction presentation
- Design and organize a complete on-boarding program for new comers

This course is accredited by the HR Certification Institute (HRCI). This course is worth 30 HRCI credit hours. Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider. This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c283

Meirc Training & Consulting

The Induction Presentation
- Information to include
  - Use of various multimedia tools
  - Presenting and delivering effective training
  - Fundamentals of effective speaking
  - Verbal and non-verbal components of communication
  - The passive, passive-aggressive and aggressive trainer
  - Assertiveness defined
  - The assertive trainer: characteristics and benefits
  - Ways to get attention and maintain interest: the main Tabascos
  - Elements of effective feedback
  - Delivery and critique of training sessions

Evaluating Effectiveness of On-boarding Programs
- Informal and formal feedback
  - Feedback forms
  - Turnover rates
  - Performance measures
**Employee Relations: Roles and Responsibilities**

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

**Why Attend**

Despite the evolution of the functions under human resources, employee relations is still considered to be a grey function. Employee relations staff are expected to administer, report on operational KPIs, handle grievances, enforce policies, manage performance, deal with internal communication, promote social functions, and the list goes on. This course is designed to shed light on all possible activities under this function. From administration to grievance resolution, the course material and resources ensure that attendants will be equipped with the needed knowledge to improve their awareness and hence engagement level within the employee relations functions of their organization.

**Target Audience**

Employees in the functions of employee relations, human resources or personnel and administration who are directly or indirectly responsible for providing support services to internal customers within the organization.

**Target Competencies**

- Administration
- Employee welfare
- HR operations
- Decision making
- Applying expertise and technology
- Deciding and initiating action
- Following instructions and procedures
- Achieving goals and objectives

**Course Methodology**

The course is divided into independent modules tapping on the function of the employee relations profession. Role plays, group activities and cases are included for each module to strengthen participants’ ability transfer the knowledge into the work environment when possible. A small percentage of the time is used to debunk some myths and trends related to the function. Awareness, skill building and reflection time is carefully designed to ensure impact.

**Course Objectives**

By the end of the course, participants will be able to:
- Define employee relations as a function and list its main role within human resources
- Manage employee files and records as per the local labor laws and regulations
- Use the right Key Performance Indicators (KPIs) to improve attendance and minimize absenteeism
- Apply objective means of morale measurement and enhancement to improve employee morale
- Differentiate between employee whining, complaints and grievances and decide when to treat an issue as a grievance and how to properly handle it

**Course Outline**

**Employee Relations (ER)**

- Defining the ER function
- Main duties and responsibilities of ER officers
- Employee relations (ER) versus Human Resources (HR)
- Employee relations versus personnel and administration
- Understanding the labor law
- The relationship between labor law and ER

**Managing Employee Files and Records**

- The bare essentials that should be kept on record at all times
- Organizing the files: the logical approach
- Organizing the files: the legal requirements
- Code of ethics and disciplinary measures
- Approaches to updating employee files
- Ad hoc updating versus periodic
- Automating employee files: advantages and disadvantages
- Human Resources Information Systems (HRIS)
- Analyzing what is best for you
- The global ranking of current HRIS

**Attendance Management**

- Organizational requirements and attendance management
- Punctuality and discipline: tips for improving performance in these two areas
- Flexi-Time: definition and uses
- Pros and cons of Flexi-Time cultures
- Absenteeism: the main KPIs for measuring absenteeism
- Cost of absenteeism
- Analyzing absenteeism in order to reduce it

**Employee Morale**

- The definition of employee morale
- Employee morale versus organizational health
- Assessing employee morale
- Objective versus subjective approaches for assessing morale
- Using the Dow Jones model to measure morale
- The various KPIs that are influenced by employee morale
- Organizational health surveys: the main criteria for designing a survey

**Employee Grievances**

- The definition of a grievance
- Grievances versus complaints versus whining
- The grievance handling procedures: recommended steps
- Grievance rate and grievance resolution rate
- The main KPIs for measuring your grievance resolution ratio

**Exit Interviews**

- When, how and by whom
- Format and content
- Analysis and findings
- Exit interview sample

---

This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours.

Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.

This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: [www.meirc.com/c199](http://www.meirc.com/c199)
Essential Skills for the HR Professional

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
As HR professionals you do a lot more than just technical HR work. Support must be provided to employees and line managers in a constant manner. This is why HR professionals find themselves having to capitalize on their human relations abilities or soft skills to deliver their work effectively. This is the beauty of this course. It is one of a kind in recognizing situations in organizations that demand special care and attention from HR professionals outside of their HR competences. This course addresses those situations and shows you how to develop the right soft skills to handle them.

Target Audience
Human resources professionals or those who are about to start a career in human resources such as administrators and specialists. The course is also beneficial for experienced officers and managers in human resources who wish to update their knowledge and skills about the latest techniques in the various human resources functions.

Target Competencies
- Working with people
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

Course Methodology
The course uses a discussion based approach in addressing the various topics covered combined with round table discussions, presentations and role plays.

Course Objectives
By the end of the course, participants will be able to:
- Define communication and explain its importance to the work of HR professionals
- Use the main principles of business and report writing
- Produce written HR correspondence and sample HR reports
- Apply the basic skills of conflict resolution including influencing
- Explain the importance of customer service in HR and the steps to build the required mindset
- Choose the most appropriate basic coaching and counseling techniques in HR specific situations

Course Outline

Human Resources and Communication
- Definition of communication
- Communication in HR
- Characteristics of an effective HR communicator
- Questioning techniques
- Listening and empathy
- Interviewing techniques:
  - The STAR technique
  - The FACT technique
  - The probing technique
  - The leading technique
- Basics of public speaking

HR Business Communication and HR Reports
- Basics of business writing
- Writing HR reports
- Common mistakes in writing HR correspondence and reports
- Examples of HR correspondence and reports

Conflict Resolution: A Required Skill for HR Professionals
- Definition of conflict
- Sources of conflict in HR
- Thomas Kilmann conflict model
- Influencing skills
- Practical applications in HR

Client-Centric HR Departments
- Definition of customer service
- Internal customers versus external customers
- The importance of customer service in HR
- Who are the HR customers
- Building a customer service mentality in the HR department

Coaching and Counseling Employees and Line Managers
- Coaching, counseling and mentoring
- Importance of coaching and counseling to HR professionals
- Differences between coaching, counseling and mentoring
- The 5 principles of coaching:
  - Principle 1: feedback
  - Principle 2: accountability
  - Principle 3: challenge
  - Principle 4: tension
  - Principle 5: systems
- The 'TGROW' model of a super coach:
  - Choosing a topic
  - Setting a goal
  - Checking reality
  - Identifying options
  - Gaining commitment through will

For sessions and venues, please visit: www.meirc.com/c159
HR Administration Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

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

Target Audience
HR administrators and officers who wish to develop their knowledge and improve their skills in relation to HR administration skills.

Target Competencies
- Deciding and initiating action
- Relating and networking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

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

Course Objectives
By the end of the course, participants will be able to:
- Identify the role of HR administrators within the HR structure of their organization
- List and develop competencies required for successful HR administrators
- Distinguish between various types of organizational structures and develop structures using Microsoft Visio
- Describe the core functions of HR systems and determine business requirements for their organization’s HR system
- Develop HR reports using different types of graphs and templates
- Select legal documents required to collect and maintain for employees.
- Create their organization’s employee handbook

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c175

Course Outline

The HR Administrator in Organizations
- Major roles and responsibilities of HR administrators
- A look at the HR administrator’s job description
- The HR administrator’s position within the HR department
- Professional qualifications as a competitive advantage
- Competencies of successful administrators
- Technical competencies
- Behavioral competencies
- Assessing and developing your competencies
- The evolving role of the HR administrator
- Certifications for administrators

Introduction to Organizational Structures
- Definition and purpose
- Types of organizational structures
- Advantages and disadvantages of various structures
- Examples of structures for a number of organizations
- Tools used to draw organizational structures
- Workshop: using Microsoft Visio in drawing organizational structures

Working with Human Resources Information Systems (HRIS)
- The evolution of HRIS
- Functions and features of HR systems
- Determining business requirements
- Developing assessment criteria to be used for evaluating different systems
- Assessing and evaluating existing HR systems
- Workshop: live demonstration and practice using an HRIS

HR Measurements and Reporting
- Research terms and techniques
- Frequently used HR metrics
- Calculating HR metrics
  › Recruitment metrics
  › Retention metrics
  › Compensation and Benefits metrics
  › Training and development metrics
- Reporting methods and examples: charts and graphs
- Workshop: developing HR reports using bar charts, pie charts and line charts

Employee Documentation and Record Keeping
- Purpose and objective of record keeping
- Employee files: legal documents to maintain
- Developing an orientation package: documents to provide to new hires
- Policies, procedures and work rules
- Developing an organization’s employee handbook
  › Purpose of handbook
  › Sections of the handbook
  › Process of developing handbook
- Workshop: draft of employee handbook
HR Planning and Budgeting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
This course focuses on the processes of planning the HR needs of an organization based on its vision, mission and strategic objectives and estimating the budget requirements to satisfy those needs. The course draws heavily on the managerial tools of strategic planning, forecasting, budgeting and cost control. Although many organizations face difficulties in planning and estimating their HR needs, yet HR planning and budgeting is an important corner stone of modern HR management. In this course participants will be exposed to the various tools of HR and budget forecasting techniques applying them through hands on activities.

Course Methodology
The course uses a combination of interactive training techniques such as lecturettes, group discussions and activities and numerical exercises.

Course Objectives
By the end of the course, participants will be able to:
• Distinguish between the various management functions and understand their roles in modern organizations
• Link HR planning to the overall strategic planning of the organization
• Apply the tools of HR planning using an operational HR planning and staffing model
• Choose the right forecasting techniques to estimated the future HR needs of their organizations
• Utilize budgeting techniques to estimate the HR budgetary needs of their organizations
• Develop the cost control attitude and techniques necessary for effective budgetary control

Target Audience
Human Resources professionals involved in HR or workforce planning and recruitment with at least three years experience in HR management. The course is also beneficial for experienced officers and specialists in compensation and benefits as well as for those working in general administration.

Target Competencies
• Planning
• Networking and communication
• Forecasting
• Analytical thinking
• Presenting and persuading

Course Outline
An overview of the traditional management functions
• The four functions of traditional management
• Planning
  › Vision and mission
  › Types of planning
  › Planning and the HR function
• Organizing
  › Departmentalization
  › Mechanistic versus organic organization and impact on HR planning
  › Impact of organization design on HR planning
• Leading
  › The 21st century definition of management
  › HR credibility
• Controlling
  › Monitoring ‘SMART’ objectives
  › Taking corrective action

Fundamentals of HR planning
• Planning to get, keep and grow
• HR planning defined: it is all a question of demand and supply
• From strategic planning to HR planning
• HR planning as part of recruitment and selection
• Aims and purposes of HR planning
• Benefits of HR planning
• Keys to HR planning success
• HR planning Key Performance Indicators (KPIs)

HR planning analysis
• Key questions to answer
• The HR planning model
• The HR planning process
• Static versus dynamic HR planning
• Demand analysis: forecasting HR needs
  › Trend analysis
  › Ratio analysis
  › Scatter plot
  › Regression analysis
  › Zero manning technique
• Supply analysis
  › Supply now
  › Supply then
• Gap analysis
  › Shortages and surpluses
  › Controllable staffing actions
  › Producing the staffing plan

Budgeting: process and approach
• Importance of budgeting
• Types of budgets
• Master budget components
• Approaches to budgeting
• Characteristics of effective operating budgeting
• Tools of budget estimation
• HR budgeting

Cost control
• Control systems
• The control process
• Variance analysis

This course is accredited by the HRCI and SHRM.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
For sessions and venues, please visit: www.meirc.com/c120

For more information, please visit:
www.meirc.com/c120
Why Attend
How can you manage what you do not or cannot measure? This course attempts to inspire HR professionals to stop just doing and start delivering. This, cannot be done unless they take the necessary step to measure the effectiveness and efficiency of their HR functions, benchmark the results internally and externally and consequently design initiatives for continuous improvement. In this course, you will learn what KPIs in general are, their characteristics and how they should be used and reported. This course will present and discuss over 50 HR KPIs that can be easily used in your job. The course will demonstrate that by measuring your HR results, benchmarking them and taking action to improve them, you will be playing the four fundamental roles of an HR business partner: strategic partner, administrative expert, employee champion and change agent.

Target Audience
This course is targeted at human resources professionals who have been working in any HR function for at least three years. HR professionals need to evaluate and report on the effectiveness of human resources to senior management. This course will help them to do that in addition to market their image as business partners. The course is also suitable for human resources managers and senior executives who are accountable for the overall contribution of the HR function.

Target Competencies
The targeted competencies in this course are:
- Leading and supervising
- Deciding and initiating action
- Persuading and influencing
- Presenting and communicating
- Analytical thinking
- Formulating concepts and strategies
- Planning and organizing
- Achieving goals and objectives

Course Outline

Key Result Areas (KRAs), KPIs and Targets
- Goals, objectives and targets
- The link between strategy and performance
- From KRAs to KPIs, targets and balanced scorecard
- The cascading of objectives
- ‘SMART’ objectives

Measures and KPIs
- The importance of measuring
- Measures, metrics and KPIs: the main differences
- Characteristics of 'SMART’ KPIs
- Types of KPIs
- Common mistakes when using KPIs

Organizational KPIs
- Organizational appeal and reputation
- Salary competitiveness
- Human value added
- Career growth
- Absenteeism rates and absenteeism cost
- Employee morale

Financial KPIs
- Return on human capital
- Labor cost
- Cost per hire
- Cost per trainee
- Opportunity cost
- Supervisory ratios
- Cost to supervise
- Compensation and benefits

Process KPIs
- Measuring efficiency of recruitment and selection
- Measuring effectiveness of hiring
- Using Hurdles Per Hire (HPH) to reduce the use of ‘wasta’ in selection
- Using aggregate yield ratios and selection rates
- Measuring effectiveness of appraisal systems

Employee Turnover
- Voluntary versus involuntary turnover
- Turnover versus attrition (gross and net turnover)
- Identifying turnover metrics
- Identifying turnover costs
- Analyzing and interpreting turnover data
- Healthy versus unhealthy turnover: when is turnover good for the organization?

Wrap up: Designing an HR Scorecard
- The balanced scorecard as a strategic tool
- Putting it all together
- Reporting HR to top management
**Why Attend**

Based on the fact that knowledge is the gateway to engagement, the ‘HR Management course’ is designed to build participants’ awareness and knowledge of the major functions that make up a modern HR department. Its modules are considered fundamental and include basic knowledge as well as latest trends and keys to effectiveness. If you are looking to strengthen your knowledge, venture into a specific HR function or embark on an HR business partner role then, this course would be the first to consider.

**Target Audience**

HR professionals or those who are about to start a career in HR. The course is also beneficial for experienced officers and managers in HR who wish to update their knowledge and skills about the latest techniques in the various human resources functions.

**Target Competencies**

- HR administration
- Recruitment and selection
- Performance management
- Training and development
- Compensation and benefits

**Course Methodology**

Each day will be dedicated to one topic that will be extensively explored. Evolutionary trend analysis, skill building exercises, role plays and videos are some of the training methodologies used. Moreover, everyday will have an allocated slot to explore additional topics of interest or unresolved challenges in the workplace.

**Course Objectives**

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

- List the main functions in Human Resources Management (HRM)
- Defend the new roles of modern HRM
- Apply the functions of recruitment and selection and follow the main steps in attracting and hiring qualified candidates
- Describe the different steps in the training and development cycle
- Explain the roles and responsibilities of HRM in designing and implementing a performance management system
- Demonstrate understanding of a complete compensation management system

**Course Outline**

**Human Resources Management (HRM)**

- Definitions and objectives of HRM
- The main functions in HR
- Characteristics of effective HR management
- HR new roles: HR as business partner
- Examples of HR organization charts

**Competency Based HRM**

- Overview of competency theory
- Types of competencies
- The importance of competencies
- Sample competency frameworks

**Recruitment and Selection**

- Recruitment versus selection
- Defining requirements and attracting qualified candidates
- Latest trends in sourcing channels
- Types of assessment
- Reliability of assessment methodologies
- Types of interviews
- Competency based interview structure
- The selection decision

**Training and Development**

- Identification of training needs
- Design and delivery of training
- Developing and evaluating relevant training objectives

- Training matrices
- Effectiveness of delivery methods: the international benchmarks
- Evaluation of training effectiveness

**Performance Management**

- The performance management cycle
- The main components of performance management
- Performance management versus performance appraisal
- Management by objectives
- Setting up a competency based performance management system
- Talent management and succession planning

**Compensation and Benefits**

- Job analysis
- Components of compensation and benefits
- A total compensation management system
- Job evaluation: guaranteeing ‘internal consistency’
- The Meirc factor points system for evaluating jobs
- Salary surveys: guaranteeing ‘external consistency’
- Forces impacting compensation and benefits

**Careers in HR**

- Generalist or specialist: advantages and disadvantages
- Academic qualification versus professional certification
Identifying Training Needs and Evaluating Training

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
A successful training function relies heavily on proper identification of training needs and evaluation of training. This course aims at converting subjective decisions for choosing training programs to more objective decisions based on proven training methodologies. Such a paradigm shift increases the value of the training department within an organization. In addition, the focus is to build an awareness for evaluation that spans the most common evaluation forms and assessments to include evaluations for skills transfer and return on investment.

Target Audience
Administrators, officers, specialists, team leaders, managers, business partners as well as line managers responsible for identifying training needs and or evaluating training within their organizations.

Target Competencies
- Training needs assessment and analysis
- Evaluation of training
- Deciding and initiating action
- Working with people
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Writing Instructional Learning Objectives (ILOs) that are aligned with the results of the TNA
- Evaluating the effectiveness of training at various levels using proper data collection methods and instruments for each level of evaluation
- Creating ways to improve transfer of skills from training workshops to the workplace
- Calculating the Return on Investment (ROI) for training programs by determining their financial costs and returns

Course Methodology
Highly practical and engaging. The course presents theory followed by practical exercises developed to apply theoretical knowledge in organizational settings.

Course Objectives
By the end of the course, participants will be able to:
- Use internationally recognized methods for identifying training needs
- Analyze and sort the data obtained from a Training Needs Assessment (TNA)
- Write Instructional Learning Objectives (ILOs) that are aligned with the results of the TNA
- Evaluate the effectiveness of training at various levels using proper data collection methods and instruments for each level of evaluation
- List ways to improve transfer of skills from training workshops to the workplace
- Calculate the Return on Investment (ROI) for training programs by determining their financial costs and returns

This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

Course Outline

The general framework
- Reasons for identifying needs
- Present and future indicators of training needs
- Responsibilities
  - The style inventory
  - Identifying potential internal training resources and Subject Matter Experts (SMEs)

Methods for identifying training needs (ITN)
- The four steps of needs assessment
- Questions to ask during each phase
- Data collection template
- Data gathering: the cornerstone for ITN
- Quantitative and qualitative methods
- From interviews to focus groups
- Comparison of primary data gathering methods
  - Advantages and disadvantages
  - Characteristics

Linking training needs analysis with program design and program evaluation
- Significance of instructional learning objectives
- Components and characteristics of ILOs
- Writing ILOs
- Ten lessons on how to evaluate training
- Levels of evaluation:
  - Levels defined
  - Preliminary evaluation information
  - Chain of impact between levels
  - Characteristics of evaluation levels
  - An overview of ROI
  - Evaluation matrix

Evaluation at levels I and II
- Reaction sheets
- Characteristics of a reaction sheet
- Tests: Pre- and post

Evaluation at level III: skill transfer from the workshop to the workplace
- What often happens versus what should happen
- Barriers to skill transfer
- Ways to improve transfer of skills
- Responsibility for improving skills transfer
- Methods to measure transfer of learning to the job

Converting data to monetary value and calculating the return on investment (levels IV and V)
- Hard data
- Soft data
- Characteristics of hard and soft data
- Isolating the effects of training
- Tabulating program cost
- A practical case study on calculating ROI

For sessions and venues, please visit: www.meirc.com/c176

Human Resources and Training
The targeted competencies in this workshop are:

- Working with people
- Relating and networking
- Presenting and communicating
- Applying expertise and technology
- Persuading and influencing
- Analytical thinking
- Following instructions and procedures
- Business writing

Why Attend

Any HR professional would agree about the pervasiveness of the job description as a fundamental tool omnipresent in each and every HR process. Writing a job description is both an art and a technique. In this workshop you will learn how to conduct a thorough job analysis in order to write a comprehensive job description focused on the key result areas of the job. You will also realize that organizations pay for jobs not individuals; that is why, as an HR professional you have to use job descriptions to evaluate jobs objectively and determine their relative values to the organization. We will provide you with the principles of job evaluation and guide you in applying the Meirc job evaluation system which is widely used in the Gulf region.

Target Audience

The target audience for this workshop includes HR officers, HR specialists and team leaders, as well as HR managers and HR business partners who want to sharpen their skills of job analysis, job description and evaluation.

Target Competencies

The targeted competencies in this workshop are:

- Working with people
- Relating and networking
- Presenting and communicating
- Applying expertise and technology
- Persuading and influencing
- Analytical thinking
- Following instructions and procedures
- Business writing

Course Methodology

This course follows a workshop style where participants will be working all the time conducting job interviews to analyze various jobs, writing the corresponding job descriptions and then applying the Meirc job evaluation system to evaluate them and grade them.

Course Objectives

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

- Apply the basic principles of job analysis and evaluation
- Prepare comprehensive job analysis interviews
- Write clear job descriptions based on thorough job analysis
- Defend the importance of job evaluation as a tool to guarantee ‘internal consistency’ and fairness
- Evaluate jobs using the Meirc job evaluation system
- Justify the importance of the effective administration of job evaluation systems
- Assess the job evaluation options available and make informed decisions on which job evaluation system to use and why

Course Outline

**Introduction and Overview**

- Organizations pay for jobs, not for individuals
- Job analysis and evaluation as part of a comprehensive compensation system
- The pervasiveness of the job description

**Conducting Job Analyses**

- Uses of job analysis
- Job analysis methods
- Job analysis process
- Job analysis guidelines
- Dos and don’ts of job analysis interviews
- Practical

**Writing Job Descriptions**

- Organizational responsibilities
- Writing the job description with the job evaluation system in mind
- The key result areas approach for writing job descriptions
- The language and format of job descriptions
- The ultimate test for the effectiveness of the job description
- Practical

**An Overview of Job Evaluation**

- Job evaluation defined
- Job evaluation and internal consistency
- The objectives of job evaluation

**Job Evaluation Methods**

- Job evaluation methods: choosing the one for you
Learning and Development Framework:
Practices and Trends

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Employees continuously need to develop their knowledge, skills and abilities. This is crucial for them to maintain and develop operational capabilities and improve engagement and motivation levels. In this regard, demands on learning and development units are becoming more challenging. Learning and development professionals are expected to deliver while considering various criteria such as strategy directives, performance requirements, development needs and international trends to name a few. This course is designed to remove complexity and assist participants in the design and communication of comprehensive learning solutions wrapped in easy to use frameworks. The course also considers process development as well as tools to improve efficiency and effectiveness of learning and development units.

Target Audience
Learning and development specialists, team leaders and managers as well as HR business partners. The program targets those who are directly involved in shaping the strategy of their learning and development units and designing associated tools and process workflows.

Target Competencies
- Formulating concepts and strategies
- Relating and networking
- Presenting and communicating information
- Applying expertise and technology
- Planning and organizing
- Training and development

Course Methodology
This is an advanced program and the majority of the time will be allocated for workshops and reflections. It is designed to help participants go back to their work place with new concepts for the development of learning and development tools and techniques. Therefore, the theoretical portion of the course is complemented by a skill building component revolving around case studies, conceptual design workshops, reflection and evaluation of learning models.

Course Objectives
By the end of the course, participants will be able to:
- Categorize organizational learning and development maturity models based on strategic directives
- Accurately design and select external training interventions based on defined criteria including cost benefit analysis
- Develop conceptual designs for learning and development frameworks to facilitate a simple and effective nomination process by line managers and staff
- Differentiate between static and dynamic process workflows and administering those in accordance with operational needs
- Use a blended approach for the development and fulfillment of individual development plans for talents and successors

Course Outline

Creating a learning and development strategy
- Analysis of internal and external environment
- Developing learning and development strategies
- Funding the training function
- Cost benefit analysis of training
- Criteria for selecting learning and development projects
- Behavioral learning requirements
- Functional development programs
- Managerial development programs

Learning and development models
- Organizational learning and development trends
- High impact learning maturity model
  - Operational excellence
  - Performance improvement
  - Capability development
- Learning paradigms and continuous learning model
  - Learning paradigms
  - Timelines of development requirements

Learning frameworks and training menus
- Push versus pull approach
- Design of easy to use frameworks
  - Proficiency development
  - Competency development
  - Career development
- Training menus
- Communicating learning architecture

Process development and systematization
- Static process workflow
- Dynamic process workflow
- The power of toolkits
- Toolkit design and dissemination
- Automation
- Retention policy

Individual development plans
- Talent development programs
- Succession planning and development implications
- Development centers outcome
- Individual development plans
  - Template structure
  - The competency language
- Diversification of learning solutions
- Off-the-job training methods
- Education assistance

For sessions and venues, please visit: www.meirc.com/c290
Managing and Coordinating Training

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Successful training events require a collaborative effort between training coordinators, trainers, participants and department managers. This course outlines training concepts and topics required to plan, organize, administer, implement and evaluate such successful training events. The course has been developed through a holistic approach that focuses on both administrative and strategic training concepts.

Target Audience
Training and development administrators, officers and business partners involved in the needs analysis process, organizing training programs and evaluating the results of training.

Target Competencies
- Deciding and initiating action
- Working with people
- Persuading and influencing
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

Course Methodology
Participants in this course will apply theoretical concepts in a practical, hands-on methodology. This is achieved by case studies to provide participants with solutions to training issues.

Course Objectives
By the end of the course, participants will be able to:
- Describe how business strategy influences training
- Identify critical training concepts including principles of adult learning and learning styles
- Recognize the different methods of needs assessment and the advantages and disadvantages of each
- Write effective learning objectives
- List the characteristics of an effective trainer and identify some of the problems and solutions of training delivery
- Create a work environment that will facilitate transfer of training
- Evaluate the effectiveness of training

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c178

Course Outline

Strategic training and development
- The strategic training and development process
- Roles of employees and managers
- Top management support
- Aligning training to strategy

Some critical training concepts
- Principles of adult learning
- Learning styles
- The experiential approach to training

The Training Needs Assessment (TNA) process
- Definition of needs assessment
- Why do a needs assessment?
- Who should participate in needs assessment?
- Methods used in needs assessment
- Advantages and disadvantages of TNA methods
- The needs assessment process

Designing the training program
- The basics of training design: Gagne’s principles
- Training design activities
- Purposes of training objectives
- Writing training objectives
- Developing course material

To buy or to design
- Criteria to consider
- The purchase-or-design decision
- Next steps following a decision

Delivering the training program
- The training session plan
- Training delivery activities
- The trainer, train-the-trainer and trainees
- The training site
- Seating arrangement
- Scheduling and administering the training
- Training delivery: problems and solutions

Transfer of training
- What is transfer of training?
- Importance of training application
- Barriers to the transfer of training
- Transfer of training framework:
  - Role of management, trainer and trainees, before, during and after the training

Evaluating training
- Why conduct training evaluations?
- Models of training evaluation
  - Kirkpatrick’s four levels of evaluation
  - Phillips’ ROI process model
Managing Human Resources in the Digital World

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
With technologies evolving every day, the management of HR has become more and more challenging. This course is designed to help professionals in HR optimize their use of today’s technologies in order to maximize value and contribution to the bottom line. By highlighting all the new trends and technologies that affect HR management, the course will assist HR professionals in staying connected with today’s digital world.

Course Methodology
The course adopts hands-on presentation of latest digital technologies applications in HR, and shares best practices that can improve the productivity of human resources management. Participants will experiment with the newest trends that are affecting human resources management activities and responsibilities. During the course participants will be given the opportunity to apply selected new applications in order to gain practical experience.

Course Objectives
By the end of the course, participants will be able to:
- Evaluate new technologies available for today’s HR professionals and decide how and when to adopt them
- Develop a strategy that will keep human resources aligned with today’s digital world
- Apply various digital means for the effective recruitment and selection of talent
- Balance between employees’ digital needs and organizational security policies
- Distinguish between human resources information systems (HRIS) and interactive platforms
- Assess digital and social learning and how they contribute to people development
- Explain performance and feedback systems in light of new assessment methodologies
- Demonstrate understanding of the concept of digitalization and how it can help HR professionals win a seat as a business partner

Target Audience
Human Resources managers, Business partners, Team leaders and specialists

Target Competencies
- Working with people
- Relating and networking
- Presenting and communicating
- Planning and organizing
- Applying expertise and technology
- Formulating concepts and strategies
- Applying expertise and technology
- Formulating concepts and strategies

Course Outline

Introducing Digital HR
- HR development and evolution
- New technologies for HR
- Evaluating technologies before adopting them
- The new technological challenges facing HR
- The digital transformation of HR
- Leveraging the digital megatrends to transform HR

HR Digital Strategy
- The framework of an HR digital strategy
- Communicating the digital strategy
- How digitalization drives effective decision making
- Improving communication and administrative work

HR recruitment and selection
- New selection methodologies
- New trends in recruitment
- The use of technology in assessing competence
- Improving the organizational brand through e-recruitment
- How to control and filter for best fit

Employees relations
- Managing a multigenerational workplace
- Keeping HR aligned with the modern workplace
- Controlling social media at workplace
- Social media Internal and external risks
- Developing a networking policy
- Social media pros and cons

HR systems
- Importance of accurate data
- Unified and interactive platforms
- Using technology for more efficiency and productivity
- The pros and cons of HR systems

Learning and development
- How talent has gone digital
- The role of simulations and games in boosting learning and development
- e-learning and its various applications
- The impact of social media on learning and development
- Digital learning assessment

Performance management
- Closing the talent gap faster
- Enhancing the accuracy of performance assessment
- Systematic performance management acceptability
- New assessment methodologies

Digitalization as a strategic partner
- HR metrics and measurements
- Big data concepts and uses
- HR and cloud management
- A roadmap for solid HR digitalization processes

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c276
Why Attend
Workforce planning is one of the most important HR processes and is necessarily linked to every other function in HR management. Yet, in spite of its importance, it is often implemented haphazardly due to organizational and market complexities. In addition to surveying the drivers for workforce planning and its key performance indicators, the course presents and elaborates on an operational model for forecasting demand and supply of employees and demonstrates how resulting gaps can be bridged with a variety of controllable staffing initiatives. Moreover, participants will have the opportunity to learn and apply the forecasting techniques that are normally used in workforce planning.

Target Audience
Recruitment and workforce planning managers and specialists, HR professionals and strategy analysts with at least three years experience in workforce planning, general HR management and business partners. This course is also useful to corporate planning professionals and strategy analysts with at least three years experience in workforce planning.

Target Competencies
The course targets the following related competencies:

- Deciding and initiating action
- Working with people
- Relating and networking
- Persuading and influencing
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Formulating concepts and strategies
- Planning and organizing
- Achieving goals and objectives

Course Outline

Overview of organizational development
- The glue that makes an organization
- Organizational objectives
- Key terms in organization
- Departmentalization
- Mechanistic versus organic organization
- Strategy and organization structure
- Choosing the right organization
- The economics of the organization

Fundamentals of workforce planning
- Workforce planning to get, keep and grow
- Defining workforce planning
- Strategic planning and workforce planning
- It is all a question of demand and supply
- Workforce planning and forecasting employee needs
- Aims and phases of workforce planning
- Drivers of workforce planning
- Benefits of workforce planning
- Keys to successful workforce planning
- Workforce planning Key Performance Indicators (KPIs)

An operational model for workforce planning
- Workforce planning analysis
- The strategic staffing process
- Causes of supply and demand gaps
- Static versus dynamic workforce planning
- Demand analysis and forecasting staffing needs
- Trend analysis

Overview of organizational development
- The market forces of demand and supply
- The demand schedule
- The supply schedule
- Market equilibrium; market price and quantity
- The price of labor
- Changes in market equilibrium
- Demand changes versus supply changes
- Price changes
- The labor market

Workforce formulation: application of the basic model
- Defining required staffing gaps or surpluses
- Defining required staffing actions
- Producing the staffing plan

Beyond staffing plans
- Using workforce planning to support management successions and development planning
- Proactive talent management
- Measuring staffing effectiveness and efficiency

Course Methodology
The course uses a mix to interactive techniques such as lectures, group activities, case studies, scenario analysis and team presentations.

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

- Define workforce planning within the context of Human Resources (HR) management
- Explain how HR planning is related to the overall strategic plan of the organization
- Identify the economic concepts of demand and supply and how they apply to the labor market
- Apply forecasting tools to the demand and supply for different types of human resources, both in terms of quantity and quality
- Recognize the relationship of HR planning to the staffing process
- Describe why an understanding of the external labor market is important in workforce planning
- Formulate staffing strategies to fill in a labor gaps whether shortages or surpluses

For sessions and venues, please visit: www.meirc.com/c123
Performance Management:
Setting Objectives and Conducting Appraisals

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Since there is a positive correlation between the performance of individual employees and the overall performance of the organization, it becomes imperative for supervisors and managers to properly set objectives and conduct appraisals. The role of front line managers is key to any performance management system. This course takes an in-depth view at setting the right measures to manage employees, measures that are primarily objective in nature. The course also course highlights how to conduct effective performance appraisal meetings in addition to the importance of coaching as a means of improving performance.

Target Audience
Team leaders, managers, business partners and line managers who are held accountable for the performance of the organization and its employees.

Target Competencies
- Deciding and initiating action
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

Course Methodology
The course combines theoretical and practical methods for delivering content. Participants are expected to role play performance appraisal meetings and coaching sessions.

Course Objectives
By the end of the course, participants will be able to:
- Explain performance management, including its various definitions, aims and developments
- List the main phases in a performance management cycle and how to manage each for optimum results
- Develop tangible and intangible measures of performance
- Create business based objectives, including "SMART" targets, measures and key performance indicators (KPIs)
- Define coaching and list the 5 steps for conducting optimal coaching sessions
- Conduct effective performance appraisal meetings

Course Outline

Performance management – introduction and definitions
- Definition of performance management
- Impact of poor performance on an organization
- Objectives of performance management
- Key terms and uses
- Overview of the annual performance cycle
- Shared management model
- Mistakes in performance management

Establishing effective objectives
- Cascading the vision, mission and strategies
- The 3 types of performance criteria
- The impact of critical success factors on performance
- Corporate values - their importance
- Key result areas - definition and examples
- Key Performance Indicators (KPIs)
  - Definition and characteristics
  - Units of measure
  - Examples: financial and non financial KPIs
- Difference between goals and objectives
- Turning goals into objectives the "SMART" way
- Measuring the semi tangible factors and competencies
  - Behavioral indicators
  - Proficiency level

The importance of coaching
- The focus and purpose of coaching
- Coaching responsibilities
- Important coaching skills
- Elements of a good coaching session
- Five steps of coaching for optimal performance
- Role play: facilitating a coaching session

Conducting effective performance appraisals
- Planning and preparing for appraisals
- Logistical arrangements
- Beginning the meeting
- Discussing the evaluation: an in-depth view
- Closing the meeting
- Roles of managers and employees
- Common appraisal errors

Following up after the performance appraisal meeting
- Percentage of time spent on performance management
- Acknowledging good performance
- Techniques for performance diagnosis
- Categories of performance problems and possible causes
- System factors versus individual factors
- Performance improvement planning

For sessions and venues, please visit: www.meirc.com/c179
Professional Skills for Human Resources Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
HR professionals in today’s organizations are more than technical or subject matter experts. They are consultants, communicators, presenters, and problem solvers. This course is a logical continuation of the development made in our ‘Essential Skills for HR Professionals’ course. Although the course complements the competencies developed in the first course, it will be of significant value even when taken on its own.

Target Audience
Human resources professionals or those who are about to start a career in HR as administrators, officers or specialists. The program is also beneficial for experienced officers and managers in HR who wish to update their knowledge and skills about the latest techniques in the various behavioral competencies.

Target Competencies
- Working with people
- Presenting and communicating
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives
- Financial acumen
- Problem solving
- Decision making

Course Methodology
The program uses a discussion based approach in addressing the various topics covered combined with round table discussions, presentations and role plays.

Course Objectives
By the end of the course, participants will be able to:
- Explain the importance of Emotional Intelligence (EI) to HR professionals and apply simple techniques to develop their emotional quotients
- Deliver balanced and well structured public speeches with ease and confidence after learning how to deal with public speaking anxiety and subduing its effects
- Describe the differences between influencing and persuading and use best techniques in applying them in HR work related situations
- Apply effective creative problem solving techniques that will help them make the right decisions at work
- List the main differences between finance and accounting
- Use various budgeting techniques and apply them immediately in HR related situations

Course Outline

Emotional intelligence (EI): the base for honing HR professional competencies
- Definition of emotional intelligence
- Self awareness and self management
- The importance of EI for HR professionals
- Developing EI competencies
- Daily applications in the HR environment

Public speeches and presentations
- Purpose and objectives, different types
- Structure
  » The three ‘s’ rule
  » The skeleton of an effective speech
  » Powerful openings
  » Previews and transitions
  » Substance or key points
  » Reviews and closing
- Supporting your speech
- Public speaking anxiety and how to deal with it
- Style
  » Body positioning, hand movement, eye contact, dress and appearance
  » Mannerisms, verbal tics, verbal variety and pauses

Persuasion and influencing
- Definition of persuasion and influencing
- Steven Covey’s circle of influence and circle of concern
- HR application of persuasion and influencing
- The different techniques of influence and persuasion
- Use of techniques for different business and HR situations

Creative problem solving and decision making
- Scanning, analysis, responses and assessment
- The problem solving cycle
- Creative problem solving: methods and overcoming barriers
- Link between problem solving and decision making
- The 6 step process to decision making

Understanding accounting & finance
- Accounting versus finance
  » Accounting: recording and reporting
  » Finance: analysis and decision making
- Understanding financial statements
  » Income statements, balance sheets and the cash flow statement
- Performance measurement
  » Trend analysis
- Common size financial statements
- Techniques of operational budgeting
  » Importance of budgeting
  » Methods of budgeting
  » Incremental budgets
  » Zero based budgeting
  » Participative budgeting
  » Budgets as a control mechanism

For sessions and venues, please visit: [www.meirc.com/c282](http://www.meirc.com/c282)
Recruitment, Interviewing and Selection

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
The ‘everything you need to know’ course before you hire someone. By participating in this course, you will learn all you will need to know about employee interviews, recruitment and selection. You will also learn how making the wrong hiring decision means throwing away a substantial investment in time and money. In a nutshell, this course will help you avoid hiring the wrong candidates.

Target Audience
Managers, superintendents, supervisors and officers in the functions of human resources or recruitment whose jobs require recruiting and selecting employees. The course is also very useful for all those outside human resources whose jobs require conducting frequent or important selection interviews.

Target Competencies
- Professional knowledge
- Decision making
- Communication
- Negotiation
- Interpersonal skills
- Influencing
- Culture awareness
- Service delivery

Course Methodology
The course uses a combination of interactive tools such as lecturettes, case studies, group activities and role plays. The course also uses selective short films the purpose from which is to inject a higher dose of practicality into the course.

Course Objectives
By the end of the course, participants will be able to:
- Define recruitment, list its main steps and learn the best methods and sources for attracting qualified candidates
- Practice the various techniques used for short listing and assessing candidates and the reliability and validity of each
- Discover the main types of selection interviews and when and how to use each
- Prepare and conduct a probing interview for any vacancy and level in the organization
- Use the data collected from various assessment stages for selection purposes

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c160

Course Outline

Recruitment and selection
- Recruitment versus selection
- Stages in recruitment process
- Roles and responsibilities in each stage
- Managing relations with other HR functions

Defining requirements
- Building a job profile: the use of essentials and desirables
- Job description: format
- Person specifications
- Personal profile

Attracting candidates
- Various sources for attracting candidates:
  - Referrals and internal candidates
  - Recruitment ads
  - Advertising pros and cons
  - Internet and websites
  - Recruitment agencies and head hunters
  - Career fairs and universities

Screening candidates and short listing
- Tangible versus intangible criteria
- Shortlisting steps
- Scope of an assessment centers
- The use of CVs, résumés and applications for short listing
- Verifying on-line applications

Interviewing candidates
- Screening and biographical interviews
- Serial and sequential interviews
- Hypothetical interviews
- Panel interviews: pros and cons
- Competency based interviews
- Interview guidelines

Evaluating candidates
- Importance of data capture
- Objective versus subjective remarks
- Legal and fairness issues
- Producing a personal profile

The selection decision
- Criteria that should be used
- Use of decision matrices in selection
- Use of competency gap analysis

Recruitment and Selection Information Management
- Building a database for sources and candidates
- The importance of data tracking
- Physical files versus soft files
- HR management systems
Strategic Human Resources Management

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
The HR function in any modern organization cannot continue to play an implementation role only. It has to present a strategic approach to management in order to truly become a strategic partner in the business. This course will help you learn about the tools and techniques used in drafting and developing HR strategies. It will also equip you with the knowledge and the skill you need to translate such strategies into actions. Furthermore, the course will enable you to link the HR strategy to that of the organization and provide real value-adding HR solutions while presenting them in a language which organizational management understands.

Target Audience
Human Resources managers and senior professionals, specialists, team leaders, and business partners in the function who seek to broaden their knowledge and improve their skills in the key functions of HR as well as those who are responsible for evaluating HR and its effectiveness in the organization. The course is also suitable for those employees who are targeted for development or promotion within the HR function.

Target Competencies
- Strategic thinking and planning
- Analyzing
- Leading and supervising
- Deciding and initiating action
- Working with people
- Relating and networking
- Persuading and influencing
- Planning and organizing
- Achieving goals and objectives

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

Course Objectives
By the end of the course, participants will be able to:
- List the main cycles in Human Resources (HR) and the critical steps in each
- Define strategic HR management and draft an HR strategy
- Explain the vital Key Performance Indicators (KPIs) which should be constantly monitored in HR
- Assess employee morale and determine a formula for calculating it objectively
- Differentiate between types of turnover and determine how each should be calculated
- List the main types of performance management and appraisal rating systems and how and when to use each

Target Competencies
- Strategic thinking and planning
- Analyzing
- Leading and supervising
- Deciding and initiating action
- Working with people
- Relating and networking
- Persuading and influencing
- Planning and organizing
- Achieving goals and objectives

Course Outline
The main cycles in human resources management
- HR strategy cycle
- Recruitment and selection cycle
- Training and development cycle
- Performance management cycle
- Compensation and benefits cycle

Strategic HR management
- Situation analysis
- ‘SWOT’
- ‘PEST’
- ‘PEDSTL’
- HR strategy
  - Visions and missions
  - HR strategic goals
- Critical success factors in HR
- Key result areas
- Key performance indicators
- Core competencies
- Core values
- Measurement of each critical success factor category

Measuring human resources
- Measuring HR strategies: the main KPIs
- Human resources versus human capital
- Return on Human Capital (ROHC) and Cost of Labor (COL)
- Human Value Added (HVA) and Profit per Employee (PPE)
- Employee morale and employee satisfaction indices
- Other HR metrics
- HR scorecards and dashboards
  - The balanced scorecard

Employee turnover
- Turnover versus attrition (gross and net turnover)
  - Voluntary versus non voluntary separation
- Analyzing turnover: interpreting the data
- Cost of turnover for organizations
- Healthy versus unhealthy turnover
- Turnover index

Managing employee performance
- Tangible versus intangible appraisal systems
- Samples of best (and not so) practices
- Behavioral rating
- Management by Objectives (MBO) systems
- Competency based appraisals
- 180° and 360° systems
- Forced ranking and the bell curve: advantages and warnings
- Keys to success and failures of performance management systems

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c161
Why Attend
Pressure on recruitment and selection units in organizations seems to be constant if not increasing with time. More is required with less. More effective and new recruitment channels have become a necessity now that branding techniques and use of technology is no longer a choice. The diversification of commonly used used selection methodologies has become more essential to improve the reliability of selection decisions and improve the quality of hires. Moreover, performance measures and KPIs have become standard in measuring the reliability and effectiveness of recruitment and selection within organizations. This course is designed, and constantly amended, to explore these topics. It is designed from an operational and cultural perspective and is expected to enable participants to build a holistic approach towards their activities and introduce system changes.

Target Audience
Experienced and senior professionals in the recruitment and selection function as well as senior employees in Human Resources. The course is also very useful for those working in workforce planning and nationalization.

Target Competencies
- Recruitment
- Assessment and selection
- Analytical skills
- Applying expertise
- Planning and organizing
- Decision making

Course Methodology
The course is divided into three equal parts covering recruitment, interviewing and selection. Each part explores the trends and best practices associated with the topic in such a way that participants will be able to reflect on, and benchmark, their company’s practices. Moreover, almost half of the course will be dedicated to skill building exercises such as role plays, video presentations, trends reports and scenario interviews. The course activities are carefully crafted to ensure the transfer of knowledge to skills.

Course Objectives
By the end of the course, participants will be able to:
- Plan and execute a professional recruitment campaign by using job profiles to attract the right quantity and quality of job candidates
- Apply the right measures and Key Performance Indicators (KPIs) to evaluate the effectiveness of recruitment efforts
- Explain the various methods for assessing candidates and the validity and reliability of each
- Create fairness and objectivity by utilizing standards and best practices throughout the various recruitment, interviewing and selection stages
- Use the data collected from the recruitment and assessment stages to produce meaningful interview reports

Course Outline

Recruitment plans
- Defining needs
- Planning the various stages
- Roles of line managers and recruitment personnel
- Capturing and tabulating information
- Producing recruitment reports
- Internal recruitment sources
- External recruitment sources
- Middle East recruitment trends

Candidate assessment
- Validity and reliability of assessment methods
- Job fit and organizational fit assessment
- Assessment centers
- Reasons interviews are not enough
- Improving the reliability of interviews

Fairness and objectivity issues
- Why CVs and résumés are unfair
- Fair interview formats and structures
- Standardized interview guides
- Timings and venues

Advanced interviewing techniques
- Importance of information and data capture
- Separating fact from fiction
- Avoiding ‘diplomatic’ or ‘politically correct’ answers
- Probing and funneling

Producing interview reports
- Objective versus subjective reports
- Translating reports to numbers
- The use of competency levels in interview reports
- Post interview steps: offer and regret letters

Measuring recruitment efforts
- Internal versus external recruitment effectiveness
- Effectiveness and efficiency measures
- The main KPIs for measuring the recruitment function:
  - Applicant response ratios
  - Qualified application ratios
  - Yield rates
  - Time to fill and time to join
  - Offer acceptance ratio

Exit interviews
- When, how and by whom
- Format and content
- Analysis and findings
- Reporting findings
- Exit interview sample

For sessions and venues, please visit: www.meirc.com/c203
The competencies targeted in this course are:

- Analytical thinking
- Planning and organizing
- Relating and networking
- Decision making and taking initiative
- Leading and working with people

**Course Objectives**

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

- Identify the building blocks of talent management
- Create a talent management system
- Define the linkages between organization excellence and effective people management
- Identify, keep, develop and promote talent
- Coach, train and develop ‘superkeepers’
- Integrate compensation with talent management so they can retain their top people
- Defend the role of information technology in supporting a talent management system

**Course Methodology**

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

**Target Audience**

This course is targeted at those who are in supervisory and managerial positions including HR and talent management specialists with at least three years corporate experience. More specifically, this course is ideal for HR team leaders, HR managers and HR business partners as well as line managers.

**Target Competencies**

The competencies targeted in this course are:

- Analytical thinking
- Planning and organizing
- Relating and networking
- Decision making and taking initiative
- Leading and working with people

**Why Attend**

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

**Course Outline**

**The war for talent**

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

**Intangibles: the new HR return on investment**

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

**Proactive talent management**

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

**Talent management: problem or solution?**

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

**Building a talent management system**

- Building a talent management system in four steps
- Develop assessment tools and scores
- Develop training and development solutions
- Assess each employee for core competencies and forecast potential
- Prepare action plans
- Identifying high potentials
  - High potentials and high professionals
  - Mountain versus valley people
- Tools for identifying high potentials
- Modern talent spotting: what to look for
- Qualities of processes needed to spot, develop and retain excellence
- Integrating coaching, training and development with talent management

**Institutional strategies for dealing with talent management issues**

- Navigating the forces impacting talent management
- Institutional strategies and best practices

**Retaining top talent: the big challenge**

- Common mistakes made by companies and how to avoid them
- Integrating compensation with talent management
- Twelve recommendations to keep your talented people

**Wrap up: turning your organization into a ‘talent master’**

- What it takes to become a ‘talent master’
- Winning the war for talent
Why Attend
We have no doubt that companies are requesting more from their employees. Networking, decision making, working across silos and a high level of engagement are now key to the success or failure of jobs. This situation is putting more pressure from line managers on HR to improve the reliability and validity of assessment methodologies used for recruitment, development and promotion purposes. This course offers HR professionals the opportunity to get a firm understanding of various assessment tools and effectively use them within the context of recruitment and selection, talent and succession planning and learning and development. From assessment and selection frameworks to assessment and development centers, this course enriches the knowledge and develops the skills of participants which pertain to the diversified and targeted world of developments.

Target Audience
HR business partners, recruitment and selection, employee relations, learning and development as well as performance management specialists and managers responsible for the coordination, design or implementation of assessments for internal employees or external candidates.

Target Competencies
- Job analysis
- Recruitment and selection
- Assessment and development centers
- Competency design and assessment
- Administrations and management
- Analytical skills
- Deciding and initiating action

Course Outline
Importance, use and reliability of assessment methodologies
- The organizational environment has changed
  - Organizational complexity
  - Productivity expectations
  - Interdependence
- Contextual use of assessments within HR functions
  - Recruitment and selection
  - Talent and succession management
  - Learning and development
- Effectiveness and reliability of assessment tools and methods
- Skills, abilities and certifications for assessors

Position requirements and assessment frameworks
- Analysis of position requirements
  - Job description analysis
  - Job analysis interview
  - Competency analysis
- Defining, prioritizing and leveling of technical and behavioral competencies
- Aligning assessments criteria with business objectives
- Development of assessment frameworks

Psychometrics, questionnaires and tests
- Definition and possible uses
  - Psychometrics
  - ‘DISC’ model
- Personality versus ability assessments
  - Candidate report analysis
  - Vendor selection criteria
- Reliability and drawbacks
- Motivation and engagement assessment questionnaires
  - Job fit facets

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Course Methodology
The course is distinctively divided into two parts. The first part explores jobs being analyzed while the second focuses on the development and use of assessment methods and techniques. Participants will have the opportunity to experience different assessment methodologies and decide on suitability. Job analysis, assessment framework design, interviews, assessment evaluations, fact finding exercises are few examples of the course activities. The modules are intensive and will be molded according to the participants nature of activities and functional learning expectations.

Course Objectives
By the end of the course, participants will be able to:
- Differentiate between various assessment tools and recommend usage within context of recruitment and selection, talent and succession planning, and learning and development
- Develop assessment frameworks designed for various job levels within the organization intended for assessment and development purposes
- Administer questionnaires and tests and recommend usage of psychometric assessment tools
- Design, conduct and evaluate structured and competency based interviews used for hiring or development purposes
- Participate in, and coordinate activities for, the design and implementation of assessment and development centers

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c286
The HR Leadership Program

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
In many organizations HR, as a function, is not invited to sit at the decision making table and participate in designing and implementing corporate strategy. The main reason behind this fact is top management perception of HR as a lower value function compared to other functions in the organization, as well as its belief that HR is not adequately equipped with the necessary skills and competencies to play that all important strategic role. In this course, you will learn how to develop and apply six modern HR strategic competencies that will allow you to lead the HR function as an HR manager, earn that seat at the decision making table and contribute to your organization’s bottom line.

Target Audience
This course targets those HR managers and professionals who want to upgrade their HR leadership competencies and earn a seat at the decision making table. Typically, the course is tailored to meet the needs of HR professionals in the various HR functions who have more than five years of experience in HR management.

Target Competencies
In addition to the main six course competencies elaborated in the outline below, participants will be exposed to a variety of managerial competencies such as:

- Analytical thinking
- HR analytics
- Communication
- Leadership
- Forecasting
- Team building
- Decision making

Course Outline

The Human Resource Competency Model
- Observations about the competency approach
- The 21st century HR competency model
- HR competency domain factors:
  - Strategic positioner
  - Credible activist
  - Capability builder
  - HR innovator and integrator
  - Technology proponent

A Closer Look at the Six Modern HR Competencies
- Strategic Positioner
  - The meaning of strategic positioner
  - The factors of strategic positioner
- Credible Activist
  - The meaning of credible activist
  - The factors of credible activist
- Capability Builder
  - The meaning of capability builder
  - The factors of capability builder
- Team Building
- Decision Making
- Forecasting
- Communication

Course Methodology
The course is designed as a workshop where participants first elaborate a SWOT analysis for the HR function at their own organization and then identify the various necessary skills and competencies that will allow them to build and develop both their individual and departmental HR leadership, hence transforming themselves into value adding managers. The course will also use a mix of interactive techniques such as lecturers, case studies and group discussions to cement understanding and provide examples of international best practices.

Course Objectives
By the end of the course, participants will be able to:
- Develop techniques to link their internal HR processes and activities with outside expectations
- Explain the six contemporary HR competencies that define HR professionalism and that allow them to become value added managers or professionals
- Apply the necessary tools to assess and improve each of the six competencies for HR leadership
- Defend modern HR analytical tools and use them later on in their organizations to generate business intelligence data and reports
- Generate HR intelligence that helps in minimizing the risk associated with human capital investments
- Lead an effective HR department that delivers business results
- Generate appropriate business decisions

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c121

The humane business and outside expectations
- Incorporating outside expectations into the ‘HR business’: focusing on the real business
- The business of business
- Business stakeholders and business strategies
- Waves of HR evolution
- Six paradoxes facing HR
- Meeting the six paradoxes

The human resource competency model
- Observations about the competency approach
- Evolution of the HR competency model
- The 21st century HR competency model
- HR competency domain factors:
  - Strategic positioner
  - Credible activist
  - Capability builder
  - HR innovator and integrator
  - Technology proponent

A closer look at the six modern HR competencies
- Strategic positioner
  - The meaning of strategic positioner
  - The factors of strategic positioner
- Credible activist
  - The meaning of credible activist
  - The factors of credible activist
- Capability builder
  - The meaning of capability builder
  - The factors of capability builder
- Team building
- Decision making
- Forecasting
- Communication

The meaning of capability builder
- The factors of credible activist
- The factors of capability builder
- The factors of technology proponent
Train the Trainer:
From Design to Delivery

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

The above two seals mean that this course has met HRCI and SHRM criteria to be pre-approved for recertification credit.

Why Attend
Trainers are the centerpiece to a memorable and successful training session. This course aims at providing trainers with the knowledge and skills required to design and deliver their training sessions. A trainer’s journey on this course begins with an understanding of how adults learn, various learning styles, skills of trainers, various learning methods, activities and exercises, designing of training programs and ends with the delivery of training.

Target Audience
Officers, specialists, team leaders, business partners, line managers and trainers involved in classroom and on-the-job training.

Target Competencies
The competencies targeted in this course are
• Training design and delivery
• Presentation
• Non-verbal communication
• Public speaking
• Rapport building
• Listening skills

Course Methodology
The course uses a hands-on approach. Participants will be asked to design and develop a mini training session and then deliver it while being video-taped for playback and personal development purposes.

Course Objectives
By the end of the course, participants will be able to:
• List various adult learning principles and their implications on the delivery of training
• Identify and develop skills required in successful trainers
• Examine training methods and determine the most appropriate for their training workshops
• Write specific Instructional Learning Objectives (ILOs)
• Apply training models in the design and delivery of training programs
• Develop blueprints for training sessions
• Plan and deliver a training session relevant to their areas of expertise

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

Course Outline

Adult Learning and Learning Styles
• Assumptions and principles of adult learning
  › Adult learning assumptions
  › Characteristics of the adult learner
  › What we know about adult learning
  › Adults motivation to learn
• Learning styles and their importance
• Audience analysis
• Research findings on learning
• Implications for the trainer and the learner

Characteristics of Successful Trainers
• Roles of a trainer
• What makes a good trainer?
  › Your image
  › Asking the right questions
  › Building rapport with participants
  › Your listening skills
  › Facilitation skills
  › Dos and don’ts of successful trainers
  › Common facilitation techniques
  › Your role as a facilitator
• The assertive or the aggressive trainer?
• Types of trainers

Training Methods, Activities and Exercises
• From brainstorming to case studies
• Advantages and disadvantages of different methods
• Guidelines for choosing a training method
• Types of interactive activities
• General guidelines on developing activities
• The element of creativity
• Examples of icebreakers, energizers and review activities

Designing Training Programs
• Characteristics of an effective training program
• Importance of Instructional Learning Objectives (ILOs)
• Main elements of program design
  › The ‘ROPES’ model
  › A 5 step model for creating terrific training sessions
• Preparing an outline for a training session
• Skeleton of a key point
• Developing your opening
• Tips for a memorable ending
• Blueprint for a training session

Presenting and Delivering Effective Training
• Tools available to trainers
• Training facility set-up
• Control of body language
• Ways to get attention and maintain interest: the main Tabascos
• Coping with problem participants
• Delivery and critique of training sessions

For sessions and venues, please visit: www.meirc.com/c180
Why Attend
Labor law is essential to human resources management; yet it can be complicated and highly specialized. This course is designed to make the labor laws of the UAE and KSA simple to understand, interpret and apply. It is, basically, labor law made simple. HR professionals and employee relations specialists will find this course extremely useful and practical.

Target Audience
Human resources managers, team leaders, specialists, officers and administrators.

Target Competencies
- Deciding and initiating action
- Working with people
- Persuading and influencing
- Analytical thinking
- Following instructions and procedures
- Applying expertise and technology
- Formulating concepts and strategies

Course Methodology
This course uses a variety of integrated training approaches including lecturettes, case studies, PowerPoint presentations, discussions of real legal cases and group exercises. In addition to the main course material, special handouts will be distributed to participants for easy reference.

Course Objectives
By the end of the course, participants will be able to:
- Demonstrate their understanding of the applications pertaining to the labor laws in the UAE and KSA
- Explain the various types of labor law contracts
- Prepare notice letters and understand their terms of use
- Differentiate between the types of legal wages
- Calculate, with legal accuracy, working hours, leave and vacation entitlements
- List the various stages of disciplinary actions according to the labor law
- Differentiate between dismissal and termination and learn when to apply the clauses related to each

Course Outline

Labor Law Application
- Global legal environment
- Types of international legal systems
- Types of legal systems
- Legal instruments
- Labor law introduction and overview
- Communicating labor law
- Labor law application in UAE and KSA
- Exempted categories identification
- Labor law enforcement

Labor Law Contracts
- Labor contracts pre-requisites
- Contract contents
- Employer duties and responsibilities
- Employee duties and responsibilities
- Types of contracts
- Contracts’ secrets revealed
- Changes in a legal status

Notice Period
- Notice period definition
- Terms of the notice letter
- When a notice is not needed?
- Contract termination

Wages
- Total wages versus basic wages
- Minimum wage
- Wages payment methodology
- Money deduction from employee wages

Probation and Leaves
- Probation period practices
- Working hours
- Overtime explanation and calculations
- Overtime eligibility
- Types of leaves

Disciplinary Actions
- Discipline guidelines
- Penalties mentioned in labor law
- Discipline when and why
- Minimal basics of disciplines: proofs

Dismissal and Termination
- Termination from a legal point of view
- Arbitrary dismissal
- Unfair dismissal
- Arbitrary termination
- End of service allowances
- End of service calculations
- Legal insights for HR professionals

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c277
Why Attend
Writing HR policies and procedures is both an art and a science. In the past, HR departments have resorted to outsourcing this function to professionals who are specialized in this arena. This course will equip you with the knowledge and skills you need to complete this challenging task in-house. If you still decide to outsource this activity, you will benefit from this course by learning how to ensure the policies and procedures produced by the third party for your organization are written in the right manner.

Target Audience
Professionals working in Human Resources planning or Human Resources administration who are directly responsible for developing HR policies and procedures. This course is also suitable for Human Resources managers who wish to sharpen their skills in writing HR Policies and Procedures.

Target Competencies
- Human Resource Management
- Policies and procedures
- Business writing
- System thinking
- Flowchart development
- Human Resources Management Systems

Course Methodology
The course is workshop-based consisting of brief presentations by the consultant followed by numerous case studies and team based-activities. The course also relies on round table discussions and presentations of work completed to ensure learning and retention of knowledge.

Course Objectives
By the end of the course, participants will be able to:
- List all HR functions and responsibilities and identify their contributions to organizational success
- Explain the difference between policies, processes and procedures
- Apply appropriate HR policies and procedures writing techniques
- Describe the purpose/usefulness of Human Resources policies and procedures
- Develop Human Resources policies and procedures

Course Outline

Human Resources Management
- Towards a modern definition
- The main functions in HR management
- Competency-based HR management
- HR deliverables: a model for multiple roles
- HR as business partner
- HR competencies: moving from traditional HR to strategic HR

The Strategic Role of Human Resources
- The evolution of HR into a strategic function
- Steps to building the strategic role of human resources
- Policies and procedures as the cornerstone in strategizing human resources

Basic Writing Tips
- Writing in an impersonal style
- Organizing paragraphs and sentences
- Using simple, specific and positive language
- Using active verbs
- Applying easy and effective grammatical rules
- The gunning fox index for writing complexity

Human Resources Policies and Procedures
- What are they and why have them
- Policies versus procedures
- Why are HR policies and procedures required?
- Expressing values in HR policies and procedures
- Importance of statutory inclusions
- Formulating HR policies and procedures
- A partial list of policies
- Contents and sections of a policy
- Practical policy writing activities

Development of Human Resources Procedures
- Defining processes and procedures
- Differences between processes and procedures
- Considerations in developing processes and procedures
- Building your process
- Use of flowchart symbols
- Writing detailed procedures to support process maps
- Main considerations in developing HR procedures
  - The development process
  - Developing HR procedures – practical application

Human Resources Management Systems (HRMS)
- Introduction and briefing
- Relating HRMS to policies and procedures
- The various applications
- Oracle
- Sap
- Other options

This course is accredited by the HR Certification Institute (HRCI).
This course is worth (30) HRCI credit hours.
Meirc is recognized by the Society of Human Resources Management (SHRM) as a Recertification Provider.
This course is valid for 25 PDCs for the SHRM-CP or SHRM-SCP.

For sessions and venues, please visit: www.meirc.com/c162

Training & Consulting
Scan > Follow > Interact
Within production and manufacturing, the measurement and control of process variables is both an art and a science. Factors such as pressure, temperature, flow, humidity, speed, and level must be carefully and simultaneously managed, tracked, and adjusted to ensure productivity and safety. Instrumentation and control engineers bear the responsibility to research, design, develop, maintain, manage, troubleshoot and control devices and systems affecting these variables. Ensuring quality and safety when working with control instruments and systems relies on being well-versed and up-to-date on topics such as process control, industrial instrumentation, system dynamics, and control systems.

Given this discipline’s heavy obligation, its multi-disciplinary knowledge requirements, and its evolving processes and technology, continuous training and updates in this field are critical. Please join our courses in this category where our experts share the latest in theory and case applications within instrumentation and control.
Why Attend
This course provides a complete and up-to-date overview of the process control, instrumentation and troubleshooting techniques used to solve process problems. It will provide participants with the knowledge and skills needed to troubleshoot and solve various problems encountered when working with instrumentation and controls systems. They will review process measurement fundamentals and gain a sound understanding of the operation and set up of transmitters before elevating their knowledge onto more complex concepts of process control.

The different control concepts and strategies will be covered allowing participants to identify which one to apply to their own work in order to effectively operate and troubleshoot a process. A 7-step systematic method of troubleshooting will be provided in order for all participants to logically and effectively troubleshoot a system regardless of the type of system.

Target Audience
This course is designed for instrumentation and control personnel including general maintenance personnel, plant managers and supervisors, control and instrumentation technicians and engineers, automation engineers, electricians and general engineers.

Target Competencies
- Instrumentation
- Measuring process parameters
- Process control
- Troubleshooting

Course Methodology
This course offers practical exercises that will allow all participants to use the knowledge they gained to demonstrate their skills in troubleshooting a process problem. Participants will be provided laptops and immersed into an interactive environment where they will learn how to:
- Perform calculations of turn down ratio required for a specific application
- Provide measurement solutions
- Calculate the given current output for any given input to the transmitter
- Calculate the time constant for a process
- Arrive at base values for the parameters of proportional, integral and derivative values

Course Objectives
By the end of the course, participants will be able to:
- Operate the most common measuring process parameters
- Demonstrate the ability to properly set up a transmitter to measure pressure, flow, level and temperature
- Define and apply control concepts including self-regulating and non-self-regulating processes, positive/negative feedback and process time constant
- Outline the major control strategies and identify which one to apply in order to effectively operate and troubleshoot a process
- Use the 7-step systematic troubleshooting process to logically troubleshoot a system regardless of the type of system

Course Outline
Instrument terminology
- Span
- Range
- Sensitivity
- Accuracy
- Resolution
- Turn down ratio
- Zero suppression
- Elevation

Measuring process parameters
- Methods of level measurements
  - Direct methods
  - Inferred methods
- Measuring pressure
- Measuring temperature
- Measuring flow
- Measuring level

Instrument loops and transmitters
- Operation of 4-20 milliamp loops
- Basic operation of instrument transmitter
- Setting up a transmitter
- Converting units
- Calibration of instrument loops overview

Process basics
- Types of processes
- Self-regulating processes
- Non-self-regulating processes
- Process time constants
- Positive feedback
- Negative feedback

Process control strategies
- Two position control
- Proportional control (P)
- Proportional and Integral control (PI)
- Proportional and Integral and Derivative control (PID)

Troubleshooting
- 7-step troubleshooting process
  - Symptom recognition
  - Symptom elaboration
  - Localize the faulty function
  - Localize the faulty circuit
  - Localize the faulty component
  - Repair the faulty component
  - Re-test
- Half splitting a process
- How to perform measurements on the process

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c353
Employees who stand out from the pack seem to possess a special knack for getting results from others in the organization. Somehow, they show a remarkable ability to deliver results in the face of tight schedules and scarce resources while others struggle constantly with peers, superiors and subordinates, pleading, cajoling, and haggling, and even taking on work that wasn’t meant for them. Some jobs expose employees to excessive stress and their departments have trouble meeting their goals while effective employees get superior results from their interactions with others.

In today’s business environment, the seemingly elusive ability to elicit the cooperation of others in short order is essential to the success of your organization and your career. This category of courses will allow you to master the ability to enlist the support of others and self-develop your interpersonal skills. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Certified Master Negotiator

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This training course will provide you with a set of tools to handle the most demanding negotiation like a master. By working on a carefully chosen array of cases you will learn how to enhance your analytical skills and build your intuition, both of which are prerequisites for successful negotiations. The course will also show you how to use these tools to make the most out of situations you may face, whether in your professional or personal life.

Target Audience
Marketing and sales professionals, corporate executives, advertising managers, business development managers, sales personnel, and others who are involved in commercial and negotiation activities at all levels of the organization.

Target Competencies
- Evaluating what is said and handling rejection
- Flexibility and gaining commitment
- Initiative and integrative ability
- Intuitive decision making
- Leading others and objective listening
- People reading and persuading others
- Practical thinking and problem management
- Problem solving ability

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

Course Objectives
By the end of the course, participants will be able to:
- Prepare and manage effective negotiations
- Employ the concessions management process with minimum loss while preserving good relationships with the counter party
- Assess their own negotiating strengths and weaknesses and those of the other side
- Use a range of negotiating tactics and master the rule of halves
- Devise long lasting and mutually profitable agreements on a timely basis
- Prepare and manage team negotiation

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c232

Course Outline

What negotiation is really all about
- The many faces of a negotiation
- Some negotiation philosophies
- Historical retrospectives on negotiation
- The reasons behind the urge for being a good negotiator as a business entrepreneur
- Persuasion versus negotiation
- The stages of persuasion
- Braham’s negotiation tips

Setting the stage and the face-to-face
- Establishing good rapport with the other party
- Understanding your own personal strengths and weaknesses
- Characteristics of a good negotiator
- The five stages of the negotiation process
- Barriers to effective negotiation
- The probe negotiation technique
- How to develop negotiation skills
- Getting ready to negotiate (BATNA and WATNA)
- Identifying your conflict negotiation style
- The uses of negotiation styles

Sales and commercial negotiation at work
- Selling versus negotiating
- The buyer’s decision process
- The spin questioning strategy (uncovering needs)
- Influencing the customer’s choice

- Understanding how people make choices
- Influencing decision criteria
- The concept of ‘hard’ and ‘soft’ differentiators
- Addressing and overcoming the customer’s final fears
- Strategies for the resolution of concerns

The critical rules of negotiation
- Different levels of negotiation rules
- The importance of preparing ‘the envelope of negotiation’
- How to prepare ‘the envelope of negotiation’
- Mastering the ‘rule of halves’ during the negotiation process
- Negotiating reflexes you need to develop

Concession management
- Setting a concession making timeline
- Defining and sorting negotiable issues and creating alternatives
- Developing contingencies
- Measuring your negotiation relative outcomes using a grade point average
- The most common negotiating mistakes

Team negotiation and negotiation tactics
- Team leadership
- Choosing your negotiating team
- Advanced negotiation tactics
Creative Problem-Solving and Decision-Making

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
We are continuously confronted with problems that require us to take decisions. Most don’t require any complex process to reach a decision: We’re hungry? We decide to eat. Some problems are more complex, like deciding how to prioritize our work or, understanding why a process failed and deciding what to do about it. These require a rational approach to problem solving. Often, things get even more complicated, or our decisions could have an important impact on our lives, careers or the lives of those around us. That is where we must have the ability to think critically and make sure there is no flaw in our logic. At other times the problem is so unusual that it defies rational and critical thinking. These are the times where creative problem solving becomes an invaluable tool. In this course we will cover all these important thinking approaches. After understanding the thinking mechanisms we will provide you with methods and tools that you will practice during the sessions and that can help you at work or in life, and from the most mundane situations to the most difficult or unusual ones.

Target Audience
Managers, supervisors and administrators who will benefit from better problem solving and decision-making skills and business professionals who want to take their critical thinking to the next level by using both their experience and intuition to make the right moves and decisions.

Target Competencies
- Attention to details
- Balanced decision making and conceptual thinking
- Creativity
- Developing others and evaluating what is said
- Intuitive decision making and long range planning
- Objective listening
- Practical and proactive thinking
- Situation analysis
- Problem solving ability and seeing potential problems

Course Outline

Problem solving and decision making
- Definitions and tools: an overview
- The link between problem solving and decision making
- The principle of organizing our thinking about problems
- Identifying our own mind traps
- Brain analysis and ways of learning
- Right brain left brain thinking
- Assessing your thinking style and how it influences the way you approach problem solving
- Learning how to shift from right brain to left brain and increasing your ability to balance both sides of the brain
- Right decisions at the right times

The rational approach to problem solving (Kepner-Tregoe)
- Techniques of recognizing problems
- Information analysis
- Difference between causes and symptoms
- The helicopter approach
- Problem analysis
- Decision analysis
- Potential problem analysis

Problem analysis supplementary tools
- Root cause analysis
- The importance of the ‘why’ question
- Ishikawa fishbone concept
- Assumptions in the workplace
- Pareto analysis

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

Course Objectives
By the end of the course, participants will be able to:
- Build and expand decision making, critical thinking and creative problem solving skills
- Apply logical and creative approaches to solving problems and making decisions
- Use traditional and creative approaches to identifying causes and generating solutions
- Employ creativity and lateral thinking as business tools
- Analyze and solve actual problems facing them at work
- Gain confidence in asking the ‘right questions’ and overcoming the stress of making complex decisions
- Demonstrate and build credibility with upper management
- Develop strategic approaches to problem solving and decision making

For sessions and venues, please visit: www.meirc.com/c233

Creative Problem-Solving and Decision-Making
Creative Thinking and Innovation Techniques

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Creativity is recognized as a key success driver for organizations and individuals. While some consider it an innate talent that one may or may not have, the modern prevalent thinking is that it is a skill which, given the right nurturing environment, can be developed and harnessed by anyone in any organization. In this course we examine the conditions necessary to build such an environment. Through the use of examples from the worlds of business, art and science and with the practical application of tools such as brainstorming, mind mapping and other, we give participants the instruments they need to transform their life, their environment and their workplace.

Target Audience
Supervisors, managers, team and project leaders, and all individuals who need to adopt a more creative approach at work, whether to solve problems, initiate and introduce changes, or deal with organizational issues in non-conventional ways. The course will also benefit those who are interested in recognizing and enhancing their creative potential and their memory power.

Target Competencies
- Creativity
- Flexibility
- Freedom from prejudice
- Persistence
- Versatility
- Problem and situation analysis

Course Methodology
This course uses a mix of interactive techniques which, in addition to brief presentations by the consultant, include self awareness tests, exercises using newly learned creative techniques, games, lateral thinking exercises, cases studies, and video clips with extensive debriefs.

Course Objectives
By the end of the course, participants will be able to:
- Assess the potential for creativity and innovation
- Apply creative thinking skills and methods in work related or personal situations
- Practice thinking in non-conventional ways by thinking out of the box, using mind mapping, picture associations and other methods
- Employ a variety of creative thinking strategies in the workplace
- Create a pleasant work environment conducive to creativity for self and others

Course Outline

**Definition of creativity**
- Introduction: creativity and civilization
- Defining invention, innovation and creativity
- Intelligence versus creativity
- Some theories of creativity
- Creative people in action
- Understanding the 2 hemispheres of the brain
- Right and left
- Lateral thinking
- Lateral thinking in action
- Applications of lateral thinking

**Creativity as a business tool**
- The creative thinker
- Constraints in the workplace
- The creative manager
- Three parts of creativity
  - Motivation
  - Domain expertise
  - Creative ability
- Innovation and organizational culture
- The creative attitude
- The creative methods
- Ways of overcoming barriers
- Tips for the workplace:
  - Developing a culture of creativity
  - Exploring problem areas
- Generating ideas
- Evaluating ideas
- Critical thinking
- Critical thinking skills versus creative thinking
- Ancient Greece

**Exploring the idea generation process**
- Brainstorming
- The six thinking hats
- De Bono’s four thinking styles

**Creative thinking strategies**
- Creativity tools
- Scamper
- Synectics
- Picture associations and biotechniques
- Mind mapping
- TRIZ
- Decision making
- Anatomy of a problem
- Barriers to decision making
- Steps in creative problem solving

**The power of opposite thinking**
- Creative rule of thumb: the interplay of opposites
- Asking ‘what if’
- Using opposite thinking
Emotional Intelligence Boot Camp

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the competencies required to improve their Emotional Intelligence (EI). Participants on this interactive course will explore the importance of EI as well as its positive impact at the professional and social levels with an aim to increase the effectiveness of their relationships at work and life at large. Participants will also learn how to utilize EI skills around the MSCEIT (Mayer, Salovey, Caruso Emotional Intelligence Test) model by helping them devise a Personal Development Plan (PDP) to improve in all the required EI competencies.

Target Audience
Managers, business professionals and individuals who have decided to learn and develop their emotional intelligence competencies to enhance as well as manage their relationships at work and life.

Target Competencies
- Emotional self assessment
- Perceiving, understanding and managing emotions
- Emotional expression
- Emotional understanding
- Relationship building
- Tact, transparency and emotional control
- Impact, influence and resilience

Course Methodology
This course relies on the use of psychometrics to help participants identify their emotional intelligence abilities. The course also features the use of interactive exercises and activities in order to allow participants to develop strategies that will help them improve their competencies in emotional intelligence.

Course Objectives
By the end of the course, participants will be able to:
- Identify the impact of emotions on human behavior
- Use the six principles of Emotional Intelligence (EI) in order to enhance relationships with others
- Interpret EI scores and their implications in order to improve interactions with other people
- Identify your EI strengths and weaknesses using the MSCEIT model
- Devise a Personal Development Plan (PDP) aimed at developing and improving Emotional Intelligence
- Apply EI skills in order to maximize personal influence at the professional and social levels

Course Outline
Emotions and reasoning at work / the six principles
- Rule of reason or rule of emotion
- Principle one: emotions are data
- Principle two: emotions should not be ignored
- Principle three: emotions should not be hidden
- Principle four: decisions and emotions
- Principle five: emotions follow logical patterns
- Principle six: emotional universals and specifics
- Case studies and applications

Emotional Intelligence: the ability model
- The full cycle of the ability model and its implications
- The Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT)
  - Perceiving emotions
  - Using emotions
  - Understanding emotions
  - Managing emotions
  - Determining your EI score
  - Understanding and interpreting your EI score results
  - Providing feedback on EI score results
  - Implications of EI results at the professional and personal levels
- Tips and recommendations

Understanding your emotional skills
- Reading people: identifying emotions
- The mood meter and its implications in understanding EI
- Plutchik’s wheel of emotions
- Getting in the mood: using emotions
- Predicting the emotional future: understanding emotions
- Doing it with feeling: managing emotions
- Measuring emotional skills

Developing your emotional skills
- Reading people correctly: improving your ability to identify emotions
- Getting in the right mood: improving your ability to use emotions
- Emotional storytelling
- Predicting the emotional future accurately: improving your ability to understand emotions
- Doing it with smart feelings: improving your ability to manage emotions
- Managing anger at work
- Managing anger in life

Applying your emotional skills
- Managing you: applying your emotional intelligence skills
- Managing others: applying emotional intelligence skills with others
- Emotional role play
- Building the emotionally intelligent person
- Working around the emotional blueprint
- Building the emotionally intelligent person with the emotional blueprint
- Real life examples and case studies

For sessions and venues, please visit: www.meirc.com/c284
Emotional Intelligence: Strategies for Success

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of the course is to provide participants with the knowledge and skills necessary to understand Emotional Intelligence. Participants will identify the various competencies included in the EI framework of Daniel Goleman, ranging from self awareness to relationship management. The course also aims at allowing participants to determine their most preferred approach to listening, and to examine the impact of different leadership styles on organizational climate.

Target Audience
Managers and business professionals who want to gain insight into their personalities through self assessments, as well as individuals who need to improve their effectiveness at both the personal and interpersonal levels.

Target Competencies
- Self awareness
- Self management
- Empathy
- Leadership
- Listening
- Results orientation

Course Methodology
The course relies on the use psychometrics aimed at helping participants discover their preferred psychological types. The course also features the use of role plays and case studies followed by plenary discussions.

Course Objectives
By the end of the course, participants will be able to:
- Explain the nature and theories underlying Emotional Intelligence (EI)
- Identify their personal strengths and blind spots through self assessments
- Define the various EI competencies and identify areas for improvement as needed
- Practice empathy building skills with emphasis on active listening
- Assess the impact of different leadership styles and their associated competencies on organizational climate and bottom line results

Course Outline

Emotional Intelligence (EI)
- History: definition, theories and models
- Intelligence: cognitive intelligence
  - Intrapersonal and interpersonal intelligence
- Emotional Intelligence defined
- Emotional Quotient (EQ) versus Intelligence Quotient (IQ)
- IQ and EI predictions
- Research findings
- Framework of EI competencies
  - Daniel Goleman’s competency framework

Self Awareness and Self Management: The Cornerstones of EI
- The impact of self awareness
- The impact of social awareness
- Self assessment and discovering your personality type
- Scoring and interpretation of results: the four dimensions
  - Extraversion and introversion
  - Sensing and intuition
  - Thinking and feeling
  - Judgement and perception
- Dealing with various types

The Conceptual Model
- The competency framework
- The four competency clusters
  - From self awareness to relationship management

The Competencies of EI
- Competency defined
- The competency iceberg
- The core of EI: self awareness
- Self management competencies
- Social awareness competencies
- Relationship management competencies
- Definitions and real life examples
- Core questions, underlying behaviors, and tips for improvement

Empathy: A Critical EI Competency
- Definition and examples
- Empathy and active listening
- The personal listening profile: determining your preferred approach to listening
  - Appreciative listening
  - Empathic listening
  - Comprehensive listening
  - Discerning listening
  - Evaluative listening

EI Competencies and Leadership Styles
- The power of leaders: influencing organizational climate
- Organizational climate: the six components
- Correlation between EI competencies, styles, climate and results

Leadership Styles
- The six styles
- When best to use each style
- Impact of styles on climate and bottom line results

For sessions and venues, please visit: www.meirc.com/c250
High Performance Teams

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

**Why Attend**
Even the best laid plans and strategies can fail if the team driving the plan is not well developed. Developing high performing teams takes time, effort and a deep understanding of the dynamics of effective teams. This course helps team members and team leaders understand how to create and be part of a cohesive unit aligned to achieving results.

**Target Audience**
Managers, supervisors and staff whose job involves building teams as well as working in teams.

**Target Competencies**
- Relating to others
- Attitude towards others
- Teamwork
- Collaboration
- Communication
- Group problem solving

**Course Methodology**
This course relies on the use of psychometrics aimed at helping participants learn their preferred styles in leading and communicating with others. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions.

**Course Objectives**
By the end of the course, participants will be able to:
- Distinguish between groups and teams and list the major characteristics of effective teams
- Identify team strengths and blind spots after analyzing team members' personal styles and preferences
- Use individual differences of team members as a gate to higher team performance
- Make decisions by consensus through participation in a number of team building activities
- Identify effective team behaviors and communications
- Lead a team successfully and help it reach its potential

For sessions and venues, please visit: www.meirc.com/c216

**Course Outline**

**Teamwork definitions and personal styles**
- Myths about teamwork
- 21st century teamwork definitions
- The concept of synergy
- Characteristics of high performing teams
- Overview of the DiSC behavioral tool
- The 4 behavioral traits in the DiSC model
- Personal development profile
- Team personal styles

**High performance team building process**
- 5 steps of the team building process
- Defining goals
- Agreeing on strategies
- Defining team roles
- Motivating team members
- Assessing team performance
- The Belbin type indicator
- The Belbin 9 team roles

**Team dynamics**
- Team development stages
  - Forming and storming stages
  - Norming stage
  - Performing and adjourning stages
- Team problem solving

- Factors shaping team performance
- Phases of team problem solving
- Team decision making
- Building consensus
- Consensus requirements

**Identifying effective team communication and behavior**
- Communication channels
- Communication methods
- Building rapport
- Managing conflict
- Applying conflict management styles

**Team leadership concepts**
- Leadership definition
- Leadership versus management
- Styles of leadership
- The implication of attitudes and personality
- Ten ways to empower followers
- Situational leadership
- Levels of development
- Different styles of motivation
- The 17 laws of great teamwork
Managing Conflict: Power through Influence

5-day course in English. Fees: US $4,600 (one extra free seat for every 2 paid participants)

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

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

Target Competencies
- Proactive listening
- Handling rejection and human awareness
- Leading others
- People reading and personal relationships
- Problem management and situation analysis
- Problem solving skills
- Self assessment and sensitivity to others
- Understanding motivational needs
- Customer orientation and frequent interaction with others

Course Objectives
By the end of the course, participants will be able to:
- Define and understand the different sources of conflict
- Identify personal conflict resolution styles
- Apply influencing skills and explore relationships with others
- Manage conflict in teams and engage in effective team problem solving
- Use the different bases of power and change them according to the situation
- Practice the different strategies of winning hearts and minds of people

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

Thomas–Kilmann conflict resolution mode instrument
- Scoring and interpretations
- Ways of coping with conflict
- Assumptions and outcome of conflict
- Managing conflicts and using appropriate style for more effective outcomes
- Approaches to conflict resolution
- Giving and receiving feedback
- Assumptions in disagreement
- Creating a collaborative work environment for faster and better results

Influencing others in a problem solving context
- The use of emotional intelligence in conflict management
- Working effectively with team members
- Managing your emotions, information and problems
- Tips for effective day to day conflicts
- Resolving conflict before it gets out of hand
- Managing conflicts with superiors and subordinates
- Getting better results through negotiation
- Establishing or regaining credibility so you can begin to influence people
- Achieving trust down and across the organization

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

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

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

For sessions and venues, please visit: www.meirc.com/c234
Persuasion and Influence Using Emotional Intelligence

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
In this course we explore the ways and means to influence others and persuade them to change their attitude and behavior to reach the win-win situation that results in sustainable long-term gains. We all heard the saying: “everybody sells something”. Therefore, this ability to influence and persuade is useful to everyone. However, it is particularly prized by leaders, sales professionals and managers in all kinds of organizations. We will cover academic and scientific research on the subject of influence. We will also use hands-on models, technics and tools to use in order to gain more control over our personal or business relationships and drive our life in the direction we want. By using the technics described in this course you will end up making more friends, attracting more customers and increasing your sales.

Target Audience
All those keen on improving their influencing and persuasive skills. This course is also essential for those who have to persuade and influence the decision of others by building powerful trusting relationships.

Target Competencies
- Attention to details and attitude toward others
- Conceptual thinking
- Developing others and emotional control
- Empathetic outlook and evaluating what is said
- Internal self control
- Leading others and objective listening
- Persuading others and proactive thinking
- Problem management and problem solving
- Sensitivity to others and understanding attitude
- Understanding social and motivational needs

Course Outline

Professional skills of influence and persuasion
- Definition of influence and persuasion
- Understanding different business advantages of influence and persuasion
- Differences between circle of influence and circle of concern
- Jujitsu and the weapons of influence
- Creating a climate of trust and facilitating relationships
- Importance of trust within organizations

Influential behaviors and models
- Dos and don’ts of influencing and persuasion
- Models of influence and persuasion
- Business applications of influence and persuasion
- Importance of reciprocation, commitment and consistency
- Enhancing self determination
- Developing competence and confidence
- Leadership is influence
- How to make people love what they hate
- Influence based approaches to leadership

Styles of influence and persuasion
- Understanding our own style of influence
- Essential skills for controlling and flexing styles of influence
- The different techniques of influence and persuasion
- The appropriate use of techniques for different business situations
- The importance of social proof, liking, authority and scarcity
- Making friends to influence people
- The dangers and rewards of giving more than you get
- Helping people do what they can’t
- Creating an attitude for peace and happiness

Influencing across the organization
- How persuading and influencing styles support organizational synergies
- Using positive influence methods to earn long term commitment from others
- Using influencing and persuading tools to get the most out of any situation
- Planning and presenting persuasive ideas and strategies
- How givers, takers and matchers build networks
- How to be modest and influence people
- Making friends to influence people
- The common mistakes that cause messages to self destruct
- Words that will strengthen your persuasion attempts
- Writing and delivering your persuasive speech

Enhancing persuasion and influencing skills with social and emotional intelligence
- Becoming a more resonant leader with emotional intelligence
- The golden rule of habit change and the neurology of free will
- The power and importance of self control
- Empathy and social sensitivity
- How leaders direct attention with emotional intelligence
- Enhancing relationships with social intelligence

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

Course Objectives
By the end of the course, participants will be able to:
- Distinguish between influencing and persuading and use this knowledge to improve interpersonal relationships
- Identify the essential elements that contribute to the ability to influence and persuade and apply them to maximize results
- Exercise influence and persuasion skills in a variety of situations including the delivery of high quality presentations
- Influence and persuade during vertical and horizontal interactions across the organization
- Enhance the ability to apply persuasion and influencing skills with social and emotional intelligence

For sessions and venues, please visit: www.meirc.com/c235

Meirc Training & Consulting
The Power of Personal Branding and Presence

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This personal branding training course will allow you to take control of your career and your life. You will learn about yourself through personal assessments; you will identify your unique skills, strengths and talents and see how they must be used to enhance your personal brand. We will show you how to align your efforts, messages and social media presence to get others to value who you are and what you can do. This personal branding and presence training course will help you chart your chosen path and pursue your career with confidence.

Target Audience
Executives and business professionals who want to project a positive image and distinctive personal brand and leaders who want to advance their career and differentiate themselves with their personal brand and presence.

Target Competencies
- Attitude toward others and conveying role value
- Persuading others and role awareness
- Role confidence
- Self assessment and self confidence
- Self direction and self discipline
- Self esteem and self improvement
- Self starting ability
- Sense of belonging
- Social versatility

Course Outline
Developing your personal brand with confidence and credibility
- Establishing a powerful personal brand and assessing strengths, competencies and sources of inspiration
- Evaluate and evolve your personal brand over time
- Evaluating your level of self esteem
- Demonstrating the principles of an affirmative attitude
- Practicing the art of self promotion
- Distinguishing yourself with an authentic personal brand
- Case studies in personal branding success

The look of professional presence
- Identifying the principles of professional grooming
- Critiquing your personal professional image
- Distinguishing between appropriate and inappropriate business attire

The language of professional presence
- Understanding and managing your presence of mind
- Making actions speak louder than words
- Using effective body language
- Identifying your personal communication style
- Describing the importance and value of style flexing
- Stopping the negativity loop and making people perceive your presence
- Discovering the power of poise
- Mastering business etiquette
- Making presentations
- Pitching with presence
- The sound of intelligence and how to get it

The social context of professional presence
- Forging strong relationships

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

Course Objectives
By the end of the course, participants will be able to:
- Develop a personal brand with confidence and credibility
- Enhance looks and project a more professional presence
- Examine the right communication style and flex it with the language of presence
- Expand social networks and establish effective relationships at work and in social media
- Develop global cultural awareness and become more sensitive to others
- Maintain professional presence by periodically formulating more effective personal branding strategies

For sessions and venues, please visit: www.meirc.com/c273
The Power of Positive Attitude

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Positive attitude is infectious and leads to a ‘can do’ approach not only within an individual, but also throughout a team and an organization. This course develops skills necessary for individuals to change their outlook on life and build their inner confidence at the flick of a mental switch.

Target Audience
Individuals who need to improve their positive outlook on life and enhance their relationships at both the personal and professional levels.

Target Competencies
- Personal commitment
- Practical thinking
- Self confidence
- Self esteem
- Understanding attitude
- Attitude towards others

Course Methodology
This course relies on the use of several self evaluation exercises aimed at helping participants learn their preferred behavioral and communication styles. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions.

Course Objectives
By the end of the course, participants will be able to:
- Identify the impact of positive attitude on personal and professional environments
- List the steps needed for improving attitude and behavior
- Apply positive psychology techniques to improve effectiveness on the job
- Identify preferred thinking patterns and filters
- Use modeling techniques to improve relationships with others

Course Outline

The impact of attitude
- Attitude is everything
- The origins of attitudes
- The forming of attitudes
- Adding value to your organization
- The relationship between attitude and creativity
- Intelligence versus creativity

How to change your attitude
- Typical human reactions
- The science of how we react
- The 7 step approach to changing attitudes
  - Deciding to change today
  - Shifting your focus
  - Being curious
  - Developing an attitude of gratitude
  - Deciding not to be perfect
  - Believing in yourself
  - Taking action
- The environment we live in

Factors affecting attitude
- How to change your thinking
- Characteristics of negative thinking
- Sources of positive energy
- Finding the right balance
- Positive psychology
- Escaping the average
- Predicting job success
- Productivity increases with happiness
- Small changes ripple outwards

Increasing personal effectiveness
- Knowing yourself
- Overview of the DISC behavioral tool
- The 4 behavioral traits in the DISC model
- Building rapport
- Educational representational systems
- Communicating effectively
  - Communication levels and definitions
  - Active versus passive listening
  - Empathy as a fundamental trait
  - Assertive behavior
  - When to be assertive
  - Components of communication behavior
  - The value of feedback
  - Guidelines for constructive feedback

Programming and modeling skills
- Improving self esteem
- The impact of negative thinking
- Characteristics of high self esteem people
- Using body language to influence others
- Resolving conflict
- The positive side of conflict

For sessions and venues, please visit: www.meirc.com/c217
Time Management and Stress Control

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the competencies required to help them use their time efficiently and effectively. Participants on this interactive course will explore the importance of using time management skills and stress control techniques to improve their positive impact at the professional and social levels.

Target Audience
All managers, supervisors and employees who wish to improve their management of time and reduce stress levels in order to improve their performance at work and life in general.

Target Competencies
- Time management
- Planning and organizing
- Prioritizing
- Setting goals and objectives
- Decision making
- Stress control techniques

Course Methodology
This course will rely on active interaction between the consultant and the participants in addition to a series of diagnostic tools, practical exercises, role-plays, and group activities.

Course Objectives
By the end of the course, participants will be able to:
- Define time and its components
- Identify and manage time wasters
- Set goals and objectives and prioritize accordingly
- Apply one or more of the 7 habits of highly effective people
- Define what stress is and how the body responds
- Analyze the causes of stress accurately and plan to control them
- Suggest various ways and techniques to lower stress levels

Course Outline

### Definition of Time Management
- Value of time as a resource
- Myths about time management
- Role of time management

### Identifying and Managing Time Wasters
- Self-imposed time wasters
- System-imposed time wasters
- Managing time wasters: Planning, organizing, staffing, directing, controlling, communication and decision-making
- Eliminating bad habits
- The attitude pyramid

### Setting Goals and Priorities
- Difference between a goal and an objective
- Setting goals effectively
- Developing the habit of a to-do-list
- The self management matrix
- Setting priorities

### The Seven Habits of Highly Effective People (by Stephen Covey)
- Being proactive
- Beginning with the end in mind
- Putting first things first
- Thinking win-win
- Seeking first to understand then to be understood
- Synergizing
- Sharpening the saw

### Introduction to Stress
- What Is stress?
- Facts about stress
- How do you know when you are stressed?

### Environmental Stress
- Environmental stressors
- Chemical and nutritional stressors
- Lifestyle and job-related stress
- Stress and burnout

### Signs of Stress
- Physical stress
- Cognitive (Mental) stress
- Behavioral stress
- Emotional stress
- Acute and chronic Stress

### Managing Stress
- Time management
- Physical exercise: Physiological effects of exercise, muscle relaxation, breathing techniques, visual imagery, sleep and music
- Healthy diets
- Relaxation and training
- Tips and recommendations

For sessions and venues, please visit: www.meirc.com/c181
Win-Win Negotiation Skills

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Negotiation is part of our daily lives. Every day we negotiate with many people like customers, suppliers, co-workers, business associates and family members. Negotiation is a method by which people settle differences. It is simply the process of trying to get what you want from another person. Unfortunately, many negotiations are often limited to a battle over price. While price is of course important, this focus reduces the total value that the different parties could create in partnership.

In this negotiation training course, you will gain insight into the habits of good negotiators as you build your own skills. Through a series of group exercises, you will be able to learn and practice proven negotiation tactics, refine your personal negotiating style, and improve your ability to negotiate successfully and effectively in any situation.

Target Audience
This course is designed for executives, managers, professionals, salespeople, entrepreneurs, customer service representatives, and anyone who wish to enhance their negotiation skills and make negotiations a more enjoyable, rewarding and effective part of their job.

Target Competencies
- Influencing others
- Rapport building
- Trust building
- Building consensus and cooperation
- Verbal and non-verbal communication
- Conflict management

Course Outline

Introduction to Basic Negotiation Skills
- What is negotiation?
- Common negotiation forms and features
- What can you negotiate and who can you negotiate with?
- Two types of negotiations
  - Integrative
  - Distributive
- Rational model for decision making
- Which negotiation strategy to choose?

Negotiation and Personality Styles
- Characteristics of an effective negotiator
- Negotiation style profile
  - Intuitive/Normative/Analytical/Factual (INAF)
  - Dominance/Influence/Steadiness/Conscientiousness (DiSC)
  - Administration and determination of own style
  - Behavioral style summary

Essentials of Negotiation
- The four phases of negotiation
  - Plan, debate, propose and close
- Negotiation checklist: do’s and don’ts
- Choosing when to walk away (BATNA)
- Elements of BATNA
- How to concede: do’s and don’ts
- What is your preferred concession styles
- Concessions styles from our the world

Negotiation Planning, Preparing, and Power
- Negotiation planning
- The seven pillars of negotiation wisdom
  - Interest

Course Methodology
In this course, participants are exposed to a mixture of interactive and cooperative learning techniques such as lectures and presentations, interactive exercises, games, group activities and role plays.

Course Objectives
By the end of the course, participants will be able to:
- Compare and contrast between the integrative and the distributive types of negotiations
- Evaluate and assess the soft, hard and principled styles in negotiation
- Identify and assess personality styles in negotiation
- Distinguish between the four phases of negotiation
- Examine and apply the different negotiating tactics
- Discover the best approach to resolving conflict and building trust
- Distinguish and appreciate different negotiation styles from around the world
- Plan and conduct within a team, effective negotiations

For sessions and venues, please visit: www.meirc.com/c71

Win-Win Negotiation Skills

Meirc Training & Consulting

183
Why Attend
Many professionals consider that work life balance is impossible to achieve. This course will not prove them wrong. However, it will demonstrate how achieving such a balance is a journey filled with a combination of discipline, determination and commitment. By providing the participants with tips on productivity enhancement, stress management and emotional intelligence, the course helps participants boost their productivity while working within a stressful environment. The course will also demonstrate how sleep, food an exercise are pivotal in helping professionals become more successful in their careers and more effective in their personal lives.

Target Audience
This course is ideal for anyone who works in environments which are mentally and physically demanding, where the pace of work is relentless and the job and life demands are ever increasing. The course is also suitable for people who wish to improve their work life balance by adopting healthier work habits and lifestyles.

Target Competencies
- Self and time management
- Short term and long term planning
- Stress management
- Lifestyle enhancement
- Conflict management
- Rational problem solving and decision making

Course Methodology
The course relies on a number of lecturettes and presentations which summarize global researches on this important topic. The course also uses a basket of questionnaires and self assessments to help participants improve their self awareness and self management and provides tips and checklists designed to lead participants towards a more successful career.

Course Objectives
By the end of the course, participants will be able to:
- Enhance productivity at work and outside work by understanding the various contributors and inhibitors of a productive lifestyle
- Manage daily stress by learning how to control work induced adrenalin and its effects on productivity
- Improve effectiveness at the workplace by consuming food that will help maintain energy throughout a working day
- Achieve better quality sleep on weekdays and weekends by listing the main causes behind poor quality sleep and ways to combat them
- Make better decisions and enhance retention of important information while minimizing dependence on various memory aids
- Monitor daily activity levels with more accuracy and use the information obtained to lead a more active lifestyle

Course Outline

Productivity in the Workplace
- Personal peaks: lessons from the Japanese
- Planning: from yearly to daily planners
- Why starting with a yearly plan is critical for being proactive
- The importance of discipline, routine and to-do-lists
- Minimizing surprises as a means of exercising more control over our daily lives
- Creating a contagiously productive environment

Adrenalin Intelligence
- Introduction to adrenalin and Emotional Intelligence (EI)
- The theory behind EI and the medical facts
- The reasons why the teachings in many books on EI are difficult to apply
- Adrenalin: how it can be a blessing and a curse
- The adrenalin buzz and adrenalin addiction
- The short and long term effects of adrenalin imbalance
- The stress continuum and how stress can be good for our health
- Harnessing the power of adrenalin

The Business Diet
- Food for high emotional intelligence
- Oxidization and ways to combat its dangers
- Food habits that will sap your energy
- Food items that you should avoid no matter what
- What to eat on a working day
- Detox: myths and tips

Sleep and Its Impact on Productivity
- Myths about sleep

For sessions and venues, please visit: www.meirc.com/c240
Strong IT management leads to better alignment between information technology resources of an organization and its needs and priorities. IT is an established management discipline, defined by the series of steps, practices and procedures used to select, install and maintain technology in business. It covers technology products, services, devices, data and related transactions. IT management is also more than technology - it is about projects, services and strategic planning to ensure that selected technology both "supports and transforms" the organization.

Effective training in IT management will enable organizations to succeed through improved governance, financial management and risk analysis. Staying ahead of the curve with the latest IT management practices will enable an organization to gain an additional competitive advantage. That is the value proposition that our courses in the IT category promise to deliver.
Why Attend

Cloud computing is a new concept using old technologies. It has quickly become a vital tool in organizations across all industries as an Internet-scale computing infrastructure. Nevertheless, despite Cloud computing’s increasing relevance and popularity, there is a lack of understanding of the security risks associated with Clouds and optimal approaches for migration into Clouds. This course covers these from a practical angle; specifically, it covers Cloud computing architecture, management services, and security challenges. It also discusses Cloud migration planning and the main requirements to move current Cloud untrusted infrastructure to a trustworthy Internet-scale Cloud critical computing infrastructure.

Target Audience

IT and infrastructure leaders, decision makers (CxO), risk analysts, strategic planners, architects, administrators, software and business developers, and project managers

Target Competencies

- Cloud management
- Identity management
- Access management
- Security risks management

Course Methodology

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

Course Objectives

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

- Understand cloud strengths and misconceptions, and discuss its benefits and weaknesses
- Explain cloud structure, properties and management services
- Set a cloud adoption strategy
- Discuss the main requirements to move current cloud untrusted infrastructure to a trustworthy internet-scale cloud critical computing infrastructure
- Analyze the major risks associated with the different cloud services and deployment models
- Discuss the main principles, mechanisms and best practices for treating cloud risks
- Demonstrate the discussed concepts using practical case studies, business models and industrial tools

Course Outline

Cloud overview
- Cloud definition, misconceptions and evolution
- Cloud services and deployment types
- Challenges

Cloud management
- Cloud structure and its properties
- Virtual and application layer management services
- Cloud dynamic nature and its challenges
- Application development and integration within clouds
- Security best practices for automating cloud infrastructure management
- Clarifying the concepts using industrial platforms

Establishing trust in clouds
- Defining cloud trustworthiness
- Its properties
- Assessing cloud trustworthiness
- Establishing trust in:
  - Private
  - Hybrid
  - Community
  - Public cloud deployment types
- Establishing trust in:
  - IaaS
  - PaaS
  - SaaS cloud services
- Clarifying the concepts using openstack management platform

Identity and access management
- Authentication
- Authorization
- Access management
- Federated access management
- Insiders vs attackers
- Insiders analysis and management
- Related industrial tools:
  - Cloud insider treatments
  - Cloud strong authentication

Provenance in clouds
- Definition and attributes
- Challenges
- Security risks mitigation using provenance
- Case studies for using provenance:
  - Forensic investigation
  - Trustworthy operational management
  - Proactive and predictive management
  - Bill assurance
- Related industrial tools

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit:  www.meirc.com/c346
Why Attend
This course will provide participants with in-depth knowledge and practical skills to plan, deliver and monitor IT/cyber security to internal and external clients encompassing a complete, conjoined set of disciplines in the areas of IT policies, Security-Operational-Run-Book, security/penetration testing, ethical hacking and Back Hat hacking. It will also cover WiFi security, Website security, human factors, cyber forensic and CSIRT infrastructures.

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

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

Target Competencies
- Information security management
- Vulnerability assessment and management
- Cyber security solutions
- IT policies and procedures
- Cyber forensics
- Ethical hacking and Black Hat hacking

Course Methodology
The course will include practical sessions, videos as well as live examples [e.g. Virus] and a demonstrations of White and Black Hat Hacking tools. All participants will also be provided with the latest research papers and articles.

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

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

Course Outline

Adapting to evolving standards
- Information security standards (e.g. PCI-DSS/ISO27001)
- Documented tools:
  - ISO/IEC 27001
  - PAS 955
  - CoBIT
- Future standards:
  - ISO/IEC 2017
  - EU privacy regulations
  - Local and international government stipulations implicating access to private data

Enterprise security
- External defenses
- Web filtering
- Intruder Prevention Systems (IPS)
- Intruder Detection Systems (IDS)
- Firewalls

Principles of IT security
- Secure code
- Software Development Lifecycles (SDL)
- Potential insecurities within developed applications
- WiFi security protocols and attributes
- Voice over IP (VoIP) security
- Governance Risk and Compliance (GRC)
- Security Incident Event Management (SEIM) applications
- Cloud security
- Third party security and compliance

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

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

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course meets the standards of highly skilled security professionals by providing a comprehensive set of ethical hacking and network security skills, tools and methodologies. Participants will begin by understanding how perimeter defenses work and how to be guided into scanning and attacking their own networks (no real network is harmed). They will then learn how intruders escalate privileges and what steps can be taken to secure their organization’s system. Participants will also gain in-depth knowledge on intrusion detection, policy creation, social engineering, Distributed Denial-of-Service (DDoS) attacks, buffer overflows and virus creation. This course will prepare all participants wishing to take the EC-Council ANSI accredited Certified Ethical Hacker exam 312-50.

Target Audience
IT professionals, security professionals, auditors, site administrators, general management and anyone tasked with managing and protecting the integrity of the network infrastructure. This also includes anyone already familiar and involved with IT/Cyber/Digital Security and seeking to build on their fundamental principles of security. This course will also prepare professionals wishing to take the EC-Council ANSI accredited Certified Ethical Hacker exam 312-50.

Target Competencies
- Ethical Hacking
- Information security systems auditing
- Cyber security
- Cyber attack detection
- Vulnerability assessment
- Penetration testing
- Working of viruses
- Types of Trojans
- Structured Query Language (SQL) injection
- Session hijacking
- Wireless hacking tools
- Firewalls
- Sniffers
- Public Key Infrastructure (PKI)
- Social engineering
- Denial of Service (DoS)
- Cryptography
- Cryptanalysis tools
- Honeypots

Course Objectives
By the end of the course, participants will be able to:
- Describe how perimeter defenses function by ethically scanning and attacking networks
- Conduct information systems security audits by understanding the latest security threats, advanced attack vectors, hacking techniques, methodologies and security measures
- Identify intruders, understand how they escalate privileges, and take the necessary steps to secure a system
- Conduct vulnerability assessments, risk assessments, penetration testing, and system protection measures
- Create policies and apply countermeasures against social engineering, Distributed Denial-of-Service (DDoS) attacks, buffer overflows, and virus creation
- Apply countermeasures to secure mobile infrastructure against the attacks to mobile platforms and tablet computers

Course Methodology
Participants will be provided laptops and immersed into an interactive environment where they will be shown how to scan, test, hack and secure their own systems. This lab intensive environment gives each participant the opportunity to gain in-depth knowledge and practical experience with the current essential security systems. Each participant will have access to their own workstation and will be given exercises to practice penetration testing and create simple malware-type samples. They will also work in teams to create scenarios for the use of social engineering.

Course Outline

Introduction to Ethical Hacking
- Short History of hacking
- Current developments
- Evolution and growth
- What is an “Ethical” Hacker
- Types of hackers
- Hacking methodologies
- Key issues plaguing the information security world
- Penetration testing
- System fundamentals
- Incident management processes

Identifying the systems at risk
- Wireless networking
- Mobile platform security guidelines
- Mobile platform security tools
- Web servers
- Web applications
- Footprinting tools
- Footprinting reconnaissance
- Scanning networks
- Enumeration of services

System hacking techniques and countermeasures
- Types of Trojans
- Working of viruses

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

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

Target Competencies
- Information security management
- Public key infrastructure
- Identification and authentication management
- Identity Access Management (IAM)

Course Outline

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

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

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

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

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

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

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

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c350
IT Disaster Recovery Planning

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course provides participants with concrete solutions, strategies and insights into the delivery of an effective IT infrastructure and disaster recovery plan with the goal of establishing resilience measures to protect their organizations' IT. Using tested processes and procedures, participants will analyze the risks and impact to IT operations that threats might cause. A framework for building operational resilience will be provided to deliver an effective response for safeguarding the organizations technology interests and value-creating activities.

This practical course provides participants with a framework that considers ISO 27031, ISO 20000, ITIL and ISO 22301, aligned with the Business Continuity Institute (BCI) Good Practice Guidelines (GPG) 2013 and NCEMA 7000-2012.

Target Audience
IT managers and professionals, including Disaster Recovery (DR) managers or anyone responsible for, or involved with, Disaster Recovery Plans (DRP), Business Continuity Plans (BCP) and/or technology and IT auditing.

Target Competencies
- IT Readiness for Business Continuity (IRBC)
- Risk Evaluation
- Business Impact Analysis
- Incident and Change Management
- Disaster Recovery Planning
- IT Disaster Recovery Testing

Course Outline

**IT infrastructure**
- The issue of resilience
- ISO 27031 Relationship with Information Security Management System (ISMS)
- Data center and IT infrastructure
- Operational sustainability
  > Data center site infrastructure tier standard
  > Elements of operational sustainability
  > Infrastructure strategy and policy
  > The strategy – how and depth
  > The policy requirements
  > Site and building protection
  > Network and information systems protection

**Risk evaluation and Business Impact Analysis (BIA)**
- Site and building risk assessment
- PESTEL analysis (Political, Economic, Sociological, Technological, Legal, Environmental)
- Types of BIA, strategic, tactical and operational
- Implementation methods for technology BIA

**Managing recovery plans**
- Processes and procedures for supply chain management using a 3PQ (Third Party Questionnaire) approach, aligned with BSI PAS 7000
- On and off-site data and information storage, including emergency response arrangements
- Change management processes and procedures for day-to-day requirements
- Risk control measures for critical supporting equipment and systems

**Understanding IT disaster recovery (DR) and reviewing the main activities**
- DR lifecycle, including resources and training
- IT DR as part of the ISMS
- Scope of IT elements and requirements

**IT disaster recovery plans**
- Building technology recovery plans
  > Plan ownership and structure, and roles and responsibilities of IT DR Team
  > Data and information sources, and internal and external dependencies

**IT Disaster Recovery Testing**
- DR documentation and working with internal and external audit functions

**IT Disaster Recovery Planning**
- Best practice considerations using ISO 27031, as well as ISO 20000 and ITIL
- Managing and recovering end-user computing and communications technology and infrastructure
- Recovery options
  > Developing, implementing and testing
  > Ownership and plan structure
  > Roles and responsibilities of BC Champion and Team Leaders
  > Command, Coordination, Communications and Intelligence (C3i)
  > Role of the command center and essentials
  > Equipment and supporting information
  > Producing Situation Reports (SITREPS)
  > Types of testing/exercising
  > Major incident response
  > Defining an "incident" and the escalation process
  > Establishing Command, Coordination and Communications (3C)
  > Clarifying the role of the Network Operations Centre (NOC)
  > Emergency response and plan invocation
  > Consideration of the supporting information, equipment and systems required
  > Production of Situation Reports (SITREPS), activity logging and tools
  > Post incident review
  > Learning from incidents
  > The value of post-incident review
  > Post-incident process

**Audit and maintenance**
- What is the function of an IT audit?
- Steering Committee and Terms of Reference (ToRs)
- Overriding management review and continuous improvement
- Incorporating DR into the organization lifecycle processes and establishing virtual teams
- DR documentation and working with internal and external audit functions

Course Methodology
This course will be highly interactive and include group discussions, videos, case studies and syndicate work.

Risk Evaluation, BIA and High Level IT DR Plan Templates will be applied during the course and given for use after the course. Supporting information, such as: Steering Committee Terms of Reference (ToRs), Change Management, DR Test Strategy and testing processes and procedures will also be made available.

It includes specific templates for carrying-out a Business Impact Analysis (BIA) as well as completion of an IT DR Plan (DRP) that participants will be able to take away for use in their own organizations.

**Course Objectives**
By the end of the course, participants will be able to:
- Consider policies, objectives, targets, processes and procedures that are relevant to managing risk and improving IT Readiness for Business Continuity (IRBC)
- Apply best practice to build IT infrastructure and operational sustainability, including security of the environment
- Describe the processes and procedures to carry out a risk evaluation and identify risks, threats, hazards, vulnerabilities and weaknesses that could affect your organization
- Review the key components of asset, human, change and supply chain management that are relevant to IT
- Discuss the components of a successful IT Disaster Recovery (DR) Program, including data management and the key components that are necessary to carry out a technology Business Impact Analysis (BIA)
- Estimate the Maximum Tolerable Period of Disruption (MTPD), to then identify the relationship with Recovery Time Objective (RTO) and Recovery Point Objective (RPO)
- Produce a High Level IT Disaster Recovery Plan

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c352
Inspirational leadership and great management are indispensable as ever to the success of the 21st century organization. Together they create the highest levels of employee engagement, commitment and results. While the differences between leadership and management abound, the lines seem to blur on many fronts revealing new and evolving business realities, and changing environments to cope with. Participants who join any of Meirc’s Leadership and Management programs will explore those emerging trends firsthand.

They will also get the opportunity to acquire and leverage the latest skills, competencies and techniques in leadership and communication, decision making, problem solving, supervision, influencing and other internationally recognized disciplines that have distinguished Meirc Training and Consulting over the years. Discover the infinite possibilities that are awaiting you by referring to the schedule below. For more information on any particular program contact us. It would be our pleasure to assist.
Adaptive Leadership: Tools and Tactics

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the competencies required to make their organizations thrive in a changing world. Participants on this interactive course will have the opportunity to strengthen their practice of adaptive leadership no matter what role they play in their organizations. This course also presents tools and tactics to help participants lead and mobilize people and to tackle tough problems while reaching high.

Target Audience
Managers, business professionals, and individuals who have decided to master the tools and tactics of adaptive leadership in a world where change has become the only constant.

Target Competencies
- Adaptive leadership
- Envisioning and initiating
- Influencing and motivating
- Decision-making
- Strategic thinking
- Leveraging diversity
- Capacity-building
- Emotional understanding

Course Methodology
The course features the use of interactive exercises in order to allow participants to develop strategies that will help them improve their competencies in adaptive leadership. The course also relies on the analysis of case studies and real-life examples from the business world.

Course Objectives
By the end of the course, participants will be able to:
- Distinguish technical problems from adaptive challenges and learn how to observe, interpret and intervene
- Diagnose systems in place and discover the implications of the status quo on their organizations
- Mobilize the system and build an adaptive culture
- Devise a plan to identify their roles, prioritize and articulate their purposes in an adaptive challenge
- Apply tactics that will allow them to identify the emotional elements needed to lead an adaptive change

Course Outline

Purpose and Possibility
- The illusion of the broken system
- Distinguishing technical problems from adaptive challenges
- Distinguishing leadership from authority
- Living the disequilibrium, observing, interpreting, and intervening
- Experimenting and taking smart risks smartly
- Engaging above and below the neck and connecting to purpose
- Living life as a leadership laboratory
- Resisting the leap to action and discovering the joy of making hard choices

Diagnosing the System
- The elegance and tenacity of the status quo
- Diagnosing the system and discovering structural implications
- Determining the technical and adaptive elements
- Identifying the four adaptive challenge archetypes
- Recognizing the political landscape and uncovering values that drive behavior
- Sharing responsibility for the organization’s future
- Valuing independent judgment and building leadership capacity
- Institutionalizing reflection and continuous learning

Seeing Yourself as a System
- Identifying your loyalties
- Knowing your tuning
- Broadening your bandwidth
- Understanding you roles
- Identifying your scope of authority
- Articulating and prioritizing your purposes
- The story you tell yourself

Deploying Yourself
- Staying connected to your purposes
- Integrating your ambitions and purposes
- Engaging courageously
- Inspiring people
- Being with your audience
- Speaking from the heart
- Running experiments
- Growing your personal support network
- Creating a personal holding environment
- Renewing yourself

Creating a holding environment
- Nurturing shared responsibility for the organization
- Developing leadership capacity
- Institutionalizing reflection and continuous learning

For sessions and venues, please visit: www.meirc.com/c300
**Advanced Supervisory Skills**

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

**Why Attend**
Building advanced supervisory skills is critical to help you and your organization succeed in challenging economic times. This course is designed for helping experienced supervisors develop advanced supervisory and management skills such as effective management, performance management, goal setting, motivation, and team development.

**Target Audience**
Supervisors who are responsible for the work of teams or other supervisors and experienced supervisors who are being developed for promotion.

**Target Competencies**
- Developing others
- Project and goal focus
- Managing performance
- Evaluating others
- Results orientation
- Leading others

**Course Methodology**
This course relies on the use of individual and group debriefs aimed at helping participants develop skills in leading others. The course also features the use of a number of case studies and presentations by participants followed by plenary discussions. In addition, videos and exercises are used to demonstrate the skills required for effective supervision.

**Course Objectives**
By the end of the course, participants will be able to:
- Define supervisory roles and related competencies
- Apply goal setting and planning in order to actively influence others
- Organize their time and use delegation as a tool to empower their staff
- Energize and inspire their team for better performance
- Demonstrate coaching techniques to better manage performance
- Identify staff training needs and create plans to develop others

**Course Outline**

### The role of the supervisor
- Definition of the supervisory role
- Myths about supervision
- Traditional functions of supervision
- A new look at supervisory tasks
- Supervisor tasks and responsibilities
- Mintzberg's ten managerial roles
- Managerial leadership
- Competencies for supervisory success

### Goal setting for peak performance
- Principles of planning
- Elements of planning
- The planning process
- Strategies for effective goal setting
- The evidence challenge
- Setting 'SMART' goals
- Path goal theory
- Management by Objectives (MBO)

### Organizing and delegating effectively
- Organizing time
- Setting priorities
- Prioritizing using the important and urgent matrix
- Organizing the work of others
- The 4 'rights' of delegation
- Delegating for greater productivity
- Degrees of delegation

### Leading for results
- Modifying your leadership style
- The difference between managers and leaders
- Leadership and the 4 competencies for success
- Steps for forming a successful work team
- Direction and support
- Situational leadership model
- The daily checklist for motivating staff

### Coaching for success
- The supervisor as a coach
- Coaching activities
- The 7 habits of highly successful coaches
- Conducting performance reviews
- The performance review cycle
- Improving your interviewing skills

### Developing and stretching your people
- Training versus development
- Recognizing training needs
- Translating needs into objectives
- Writing learning objectives
- Techniques in developing people

For sessions and venues, please visit: www.meirc.com/c218
Certified Professional Manager

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This CMI certified course develops and enhances general and foundational management skills and prepares participants for the MPC exam and certification process. With so many challenges facing the management function, course participants gain valuable knowledge, skills and abilities that are vital to effectively lead and manage in today’s global workplace. Participants will explore core management activities such as planning, organizing, coordinating and controlling and delve into key competencies and management styles they need and continuously have to develop and hone. The course also opens the door into the world of coaching and how this discipline has become a critical management asset when it comes to motivating others, overcoming barriers and solving business problems. Participants will explore leadership from a business perspective, and how managers are urged to develop many leadership capabilities in order to maintain a healthy organization in an increasingly competitive market place.

Target Audience
Department heads, senior supervisors, managers and others who need to develop or sharpen their managerial skills.

Target Competencies
- Planning, organizing, coordinating and controlling
- Managing and motivating employees
- Coaching
- Leading and decision making
- Creative thinking and problem solving
- Accountability
- Dealing with change

Course Methodology
The 'Certified Professional Manager' course leverages active participation as a core activity when working with business scenarios and case studies to impart critical knowledge and skills about the management function and its core activities. It also utilizes group debriefs and assessments to help participants explore their preferred management and leading styles.

Course Objectives
By the end of the course, participants will be able to:
- Define the various management functions and the type of skill associated with each
- Recognize when to use coaching and counseling in order to manage others effectively
- Examine the relationship between attitude and behavior and use it to motivate self and others
- Use logical and creative approaches to solving problems
- Differentiate between leadership and management and use such knowledge to improve overall results and motivation

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is accredited by the Chartered Management Institute (CMI).

For sessions and venues, please visit: www.meirc.com/c163

Course Outline

Management
- Management: An art or a science?
  › Business ethics
  › Technology
  › Pace of change
  › Workforce acquisition and retention
  › Abundance of information
  › Government regulations
- Basic managerial functions:
  › Planning
  › Organizing
  › Coordinating, leading, directing
  › Controlling
  › The 6 steps in planning
- Managerial competencies:
  › Communication
  › Planning
  › Teamwork
  › Strategic action
  › Problem-solving
  › Self-management
  › Different management styles
  › Factors that influence your style
  › Reasons managers fail

Coaching, counseling and mentoring
- To coach or to manage

- Differences between coaching, counseling and mentoring
  › The competency iceberg
  › Core coaching competencies
  › What does a coach do and how?
  › The 5 powerful words of coaching (DRDAR)
    › Development
    › Relationship
    › Direction
    › Accountability
    › Results

Motivational secrets
- The hierarchy of needs
- Various motivational theories
- How to motivate a multi-cultural workforce

Problem-solving skills
- Barriers that get in our way
- A rational approach to problem-solving
- Problem analysis supplementary tools
- The 6 thinking hats of creative problem-solving

The world of leadership
- Leaders: Born or made?
- Leadership versus management
- Characteristics of a leader
- The 6 leadership styles
- The 7 habits of highly successful leaders
Certified Team Leader

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
High performance is achieved by those who lead. In today’s chaotic management environment, leaders must be able to engage their team and assist them in reaching their goals. This course helps team leaders develop the necessary skills to lead effectively; it includes skills of leadership, communication, goal setting, time management and motivation. This course is accredited by the Chartered Management Institute (CMI) and candidates who complete the program requirements successfully will be awarded Meirc’s Professional Certificate (MPC).

Course Methodology
This course relies on the use of self evaluation exercises aimed at helping participants learn their preferred styles in leading and communicating with others. The course also features the use of a number of case studies, practical exercises and presentations by participants followed by group discussions.

Course Objectives
By the end of the course, participants will be able to:
- Promote trust and rapport between team members
- Create an effective and empowered team
- Create a motivating team environment
- Apply strategies for improving team relationships
- Develop strategies for implementing changes within a team
- List critical success factors of a virtual team

Target Audience
Managers, supervisors, and team leaders who are responsible for building and maintaining effective teams in the work environment.

Target Competencies
- Relating to others
- Leading others
- Gaining commitment
- Teamwork
- Collaboration
- Role awareness
- Understanding motivational needs

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is accredited by the Chartered Management Institute (CMI).

For sessions and venues, please visit: www.meirc.com/c219

Course Outline

The team leadership challenge
- 21st century team definition
- On shifting ground: organizations today
- Skills of effective team leaders
- Characteristics of effective team leaders
- Developing leadership skills
- Leadership styles: self analysis
- Techniques for increasing team effectiveness

Building a high performance team
- Recipe for successful teams
- Teamwork success formula
- The importance of clear goals
- Consensus decisions
- Clear roles and work assignments
- From involvement to empowerment
- Types of effective teams
- Team development stages

Sustainable strategies for improving team relationships
- Identifying effective communication methods
- Face to face communication
- Team problem solving
- Factors shaping team performance
- Phases of team problem solving
- Tools for making effective team decisions
- The ingredients of effective decision making

Inspiring teams to better performance
- Identifying team roles
- The Belbin type indicator
- Aligning individual and team motivators
- Values alignment matrix
- Keys to resolving values conflicts
- The motivating mix
- Creating a supportive environment
- Energizing your team

The team leader’s role in managing change
- Managing change
- Key factors in successful change
- The change cycle
- The 4 room apartment strategy
- Typical reactions to change
- Helping the team move through change stages
- Strategies for dealing with change

Managing virtual teams
- Need for virtual teams
- Types of virtual teams
- Challenges of a virtual team
- Critical success factors of a virtual team
Coaching Skills for Peak Performance

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This course is designed for professionals who are interested in advancing their supervisory and managerial performance using coaching, counseling and mentoring skills. In this course, participants will be introduced to the fundamental core skills of the coaching process and gain a greater understanding of how the coaching process can positively impact the performance of their employees. The ‘TGROW’ model of coaching will be introduced and the advantages and disadvantages of this model will also be discussed. In this course, participants will also learn how and when to use counseling and mentoring effectively to keep the performance of their employees on track.

Target Audience
Managers or supervisors whose responsibilities require coaching, counseling or mentoring others with the aim of reaching stretching targets.

Target Competencies
The competencies targeted in this course are:
- Effective communication
- Coaching
- Active listening
- Counseling
- Questioning skills
- Mentoring
- Facilitating growth
- Leadership
- Planning and accountability

Course Methodology
In this course participants will be involved in extensive role plays to help them develop their coaching, counseling, and mentoring skills effectively. Participants will also be encouraged to conduct mini presentations in front of the groups to share and demonstrate knowledge and skills of the course goals and objectives. Individual and group activities will also be employed to solve related exercises and case studies. Participants will have the opportunity to assess themselves using coaching self assessment tools to evaluate their strength and weakness in this subject.

Course Objectives
By the end of the course, participants will be able to:
- Define coaching, counseling and mentoring and describe the differences between these critical people management skills
- Coach or counsel an employee using the multi step coaching and counseling processes
- Use coaching and counseling to help subordinates meet or exceed work targets
- Employ the ‘TGROW’ model for effective coaching
- Become effective mentors by learning the main steps and requirements of mentoring, and how these can be used to improve employee competence
- Relate the role of the leader to that of a coach

This course is accredited by the HR Certification Institute (HRCI). This course is worth (30) HRCI credit hours.

For sessions and venues, please visit: www.meirc.com/c72

Course Outline

Coaching, counseling and mentoring
- Definitions and applications
- Difference between coaching, counseling and mentoring
- Coaching core competencies
- The competency iceberg
- The 5 principles of coaching (FACTS)
  - Feedback
  - Accountability
  - Challenge
  - Tension
  - Systems
- The 3 stages of performance:
  - Preparation and planning
  - Performance evaluation
  - Motivation

Coaching and counseling
- Benefits and issues
- Critical factors in coaching
- How a good coach is described
- Why managers don’t coach?
- Tools for coaching
- Coaching versus counseling

Coaching and counseling skills
- Communication
- Active listening
- The ‘TGROW’ model of a super coach
  - Topic
  - Goal
  - Reality
  - Options
  - Will
- Benefits of coaching

Mentoring
- Birth, growth, maturity, conclusion
- Contexts in which mentoring is used
- Characteristics of mentors and mentees
- The benefits of mentoring
- Difference between mentoring and coaching

Leading without a ‘rope’
- Foundation for effective leadership
- The leadership behavior continuum
- Qualities of authentic leaders
- Coaching towards authentic leadership
- Traits shared by successful leaders
- How these traits relate to those of a coach
Key Managerial Skills for New Managers and Supervisors

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
In today’s complex work environment, becoming a supervisor or a manager demands new skills and new approaches to getting things done. New managers and supervisors must now learn how to lead, motivate, and accomplish tasks effectively and efficiently through others.

By attending this course, you will learn how to lead using the situational leadership model combined with interactive exercises which will take you through the paces of motivation, delegation, and decision making. In this course, you will also learn how to stay focused and on track with your goals and objectives using effective time and stress management tools and techniques.

Target Audience
New managers or supervisors, prospective managers or supervisors, and managers or supervisors with some experience but no formal training who wish to improve their managerial skills.

Target Competencies
- Planning and organizing
- Team leadership
- Motivation
- Delegation
- Decision making

Course Methodology
This course uses the active-cooperative interactive methods in adult learning such as simulation exercises, lectures and presentations, case studies, and role plays. Also several video segments in the related topics will be displayed and discussed.

Course Objectives
By the end of the course, participants will be able to:
- Discover their role as new managers or supervisors
- Apply different leadership styles to successfully lead and motivate their employees
- Empower employees through motivation and delegation
- Create and manage winning teams
- Manage self, time, and stress in a restless work environment
- Apply new tools and techniques to improve problem solving and decision making

Course Outline

Responsibilities of New Managers
- Why most new managers and supervisors fail
- Managing in the new competitive landscape
- Managing for competitive advantage
- Roles and responsibilities
- The four functions and ten roles of management
- Skills needed at different management levels
- Common mistakes made by new managers and supervisors

Teams and Leadership
- Differences between teams and work groups
- What makes a team?
- How teams can fail
- Characteristics of high performing teams
- Stages of team formation
- Teams dynamics and team building
- Situational leadership and its application to team leadership
- Current trends and issues

Mastering the Art of Motivation
- What is motivation?
- Myths about motivation
- The main theories
- Current trends and issues
- Implications for managers

Delegation
- What is delegation and why to delegate?
- Root causes of poor delegation
- Learning the steps to effective delegation
- Empowering and motivating employees through delegation
- The do’s and don’ts of delegation

Time and Stress Management
- Definition of time management
- Identifying your time wasters with the activity log
- Dealing with and managing your time wasters
- Start planning effectively
- Using the priority matrix and to-do lists
- Definition of stress
- Causes and symptoms of stress
- Techniques and approaches to managing stress

Problem Solving and Decision Making
- Tools and techniques
- The traditional approach to problem solving
- The helicopter view
- The Ishikawa fishbone technique
- The How-How technique
- The dos and don’ts of brainstorming techniques

For sessions and venues, please visit: www.meirc.com/c73
Leadership and Communication

Why Attend
Superior communication skills have long been associated with leadership. In this training course we look at both of these ingredients of success and bring them together in a comprehensive and practical manner. From preparing and organizing your thoughts using the latest advances in brain and mind research to analyzing the practical reality of what you want to accomplish and in what context, this course will cover it all. You will get the opportunity to discover your hidden talents and to practice what you learn before going back to your workplace and influence people, events and your own future. In addition, you will learn how a great leader enhances communication flow within his organization, wins the hearts and minds of his followers, builds consensus and gets results even when faced with resistance.

Target Audience
Executives, directors, team leaders and managers seeking superior leadership training to strengthen their communication skills and help them achieve greater success at all levels of their organization.

Target Competencies
- Accountability for others and accurate listening
- Attitude toward honesty and toward others
- Conveying role value and developing others
- Emotional control and empathetic outlook
- Evaluating what is said and flexibility
- Freedom from prejudice and gaining commitment
- Handling rejection and human awareness
- Internal self control and leading others
- Objective listening and people reading
- Persistence and personal relationships
- Persuading and relating to others
- Role awareness and confidence
- Self assessment and self confidence
- Self direction and self improvement
- Self starting ability and sense of belonging
- Sensitivity to others and understanding attitude
- Understanding motivational needs and using common sense
- Customer oriented and frequent interaction and versatility with others

Course Objectives
By the end of the course, participants will be able to:
- Apply breakthrough leadership and communication techniques to drive business value and become more powerful thought leaders
- Implement best practices for credibly influencing peers, managers, subordinates, customers and other stakeholders
- Explain how to effectively handle challenges such as delivering unpopular news, increasing team motivation and winning hearts and minds
- Communicate confidently in any environment, from spontaneous ‘elevator pitches’ to high stakes speeches and proposals that win commitment and cooperation
- Deliver powerful messages that lead rapidly to action, and control emotions when facing resistance and conflicts
- Maximize leadership effectiveness using electronic communication and social media strategies

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

Course Outline
Preparing and organizing thoughts and messages
- Organizing ideas through mind mapping
- Knowing your message’s desired outcomes
- Tailoring a message for your intended audience
- Picking the right channels for communicating your message
- Discovering the power of the senses
- Maximizing your communication effectiveness with hypnotic words
- Raising your awareness about the power of subconscious mind
- Learning styles through brain analysis

Earning credibility as a leader
- Identifying the characteristics of a credible leader
- Demonstrating caring, character and competence in challenging situations
- Establishing your credibility firmly
- Maximizing leadership effectiveness with emotional intelligence
- Persuading, negotiating and influencing skills
- Differentiating between persuasion and influence
- Flexing your executive leadership styles when there are changes in people and conditions
- Creating an environment of engagement

Winning hearts and minds of people
- Creating a logical train of thought to persuade
- Creating a persuasive message that evokes the right emotions
- Reframing a message from negative to positive and from subjective to objective
- Adjusting your message to accommodate the audience’s needs, wants and style
- Enhancing your leadership with a powerful personal brand and presence
- Smart and healthy organizations

Building consensus, commitment and cooperation
- Crafting messages to drive or champion change
- Identifying techniques for building consensus
- Describing how to secure commitment and cooperation through change initiatives
- Exploring the stages of managing change effectively
- Change and transition

Getting results in the face of resistance
- Managing and handling resistance
- Effective conflict resolution styles for handling resistance
- The importance of emotional control when facing resistance
- Leading with agility and resilience
- Applying executive leadership concepts in a simulated business case
- Anger management for leaders

Trends and strategies for the effective leader and communicator
- From social media to relationship management
- Optimizing social networks such as Twitter, LinkedIn and Facebook for higher visibility
- Effective communication and networking on the web
- The measures of leadership influence on the web and in social networks
- Maximizing your leadership presence online
- Action plan for applying new leadership skills after returning to workplace

For sessions and venues, please visit: www.meirc.com/c236
Training & Consulting

Leadership and Motivation in a Multicultural Environment

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
In our global economy today, it is no longer enough for successful managers and supervisors to have great planning, organizing, directing and controlling skills; they also must be able to understand and adapt to the different cultures they interact with in the workplace. Leading and motivating employees in a multicultural organization can be exciting and stimulating for many managers but can also be extremely challenging and difficult for many others as well. In this course, participants will be able to learn what cultural diversity is all about and examine how to overcome numerous cross-cultural communication hurdles. Participants will also be introduced to practical cross-cultural leadership models and will study how to effectively motivate cross-cultural work teams. The course also takes the participants into a quick journey into the Arab and Islamic cultures in the GCC region and concludes with a discussion on the important role of HR in building a healthy and productive cross-cultural work environment.

Target Audience
This course is targeted for managers, supervisors, team leaders, professionals or business people working in multicultural organizations operating in the GCC or other Arab countries and who wish to enhance their knowledge, skills and attitude in leading, motivating, and working with people from different cultures.

Target Competencies
- Personal literacy (understanding and valuing oneself)
- Social literacy (engaging and challenging other people)
- Business literacy (focusing and mobilizing one’s organization)
- Cultural empathy (valuing and leveraging cultural differences)
- Cross cultural leadership
- Communication Skills (verbal and non-verbal)

Course Methodology
This course uses a mixture of interactive cooperative learning techniques, such as open forum discussions, participants led presentations, simulation exercises, case analysis, video discussions and role plays.

Course Objectives
By the end of the course, participants will be able to:
- Recognize and appreciate cultural diversity in the workplace
- Demonstrate effective communication skills in a cross-cultural work environment
- Develop leadership qualities distinctive of a multicultural workplace
- Employ a framework of motivation most effective in cross-cultural work teams
- Distinguish and value the Arab and Islamic cultures
- Determine and examine the importance of HR in culturally diverse organizations

For sessions and venues, please visit: www.meirc.com/c292

Course Outline

Cultural Diversity
- What is culture and where does it come from
- Why culture differ and persist?
- Debates surrounding the concept of culture

Interactions across Cultures
- Cross-Cultural communication process
- Communication with words
  - Explicit versus implicit communication
  - Direct versus indirect communication
  - Silence and verbal overkill
  - Use of slang and jargon
  - Use of idioms and proverbs

Nonverbal Communication
- Eye contact
- Facial expressions
- Body position and gestures
- Use of space
- Tone of voice

Leadership across Cultures
- Western leadership theories
- Non-western theories of leadership
- Integrated cross-cultural model of leadership
- Implications for the practice of leadership
  - Universal leadership functions
  - Culture-specific leader functions

Motivating Multicultural Teams
- Motivating across cultures
  - Content theories
  - Process theories
  - Equity theories
  - Expectancy theories
  - Goal setting theories
  - Designing motivating jobs

Understanding the Arab and Islamic cultures
- The GCC and the Arab world
- Who is an Arab?
- Misconceptions about Arabs
- Men and women in Arab societies
- Arab perspectives vs. Western perspectives
- Arabic calendar and holidays
- Eating etiquette and hygiene
- Body language and greetings
- Successful negotiating tips and suggestions
- Islam and Muslims

Cultural Diversity and Performance Management
- The critical success factors
- The role of management and HR
Why Attend
Leading and managing change is the ideal course to introduce change and change management to organizations and their staff who are dealing with this critical topic, or affected by it. Participants from any organization that is undergoing some form of change, minor or major, would benefit greatly from this course which sheds valuable insight on what has become a valid preoccupation by all companies.

Target Audience
Change managers, business process improvement specialists, change management team members, coordinators of re-organization and mergers, implementers of organizational change, and individuals who are interested to learn how to deal and manage change on organizational and personal levels.

Target Competencies
- Assessing change intensity
- Strategic planning
- Developing implementation plans
- Teamwork and collaboration
- Problem solving
- Managing conflicts
- Emotional intelligence
- Communication change
- Leading and managing direct and virtual teams

Course Outline

Understanding, planning and managing change
- Defining change
- Defining change management
- Defining organizational change
  › Nature of organizational change
  › Reasons and challenges
  › Typology of organizational change
  › Approaches to understanding and gauging the intensity of change
- The importance of change agents to the transformation process
  › Types of change agents
  › Competencies of change agents
  › Change management and stakeholders' analysis

Models and strategies for managing and leading change
- Leadership and organizational change
- Management adaptation to change situations
- Evaluating change: Lewin's force field analysis
  › Kotter's eight step model
  › The 'ADKAR' model

Understanding and dealing with resistance to change
- People and organizational change
- Why people resist change?
  › Forms of resistance and how to deal with them
  › Individual factors versus group factors
  › How employees adapt with organizational change
- Stages people go through when resisting change
  › The 'SARAH' model
  › Managing the transition stage
- Managing the dynamics associated with change
  › Kotter's 6 step approach
  › Strategies to deal with resistance to change
- Risk management and organizational change
  › Identifying, estimating, managing and reviewing risk
  › The risk-impact probability chart

Communicating change
- The importance of communicating change
  › What people want to hear and what they need to see
- Components of an effective change communication plan
- How to communicate change effectively: before, during and after the change process
  › Delivery methods available to get the message across
  › Dos and don'ts when communicating change

Key factors in making organizational change happen
- Understanding organizational culture
  › Components of organizational or corporate culture
- Hard systems versus soft systems
- Types of cultural change
- Common mistakes when transforming existing culture
- 20 steps to sustaining change in the corporate culture

Course Objectives
By the end of the course, participants will be able to:
- Apply their newly gained competence in anticipating change and dealing with it more effectively
- Defend the link between leadership and change, and the models available for management and change agents, and leverage this relationship to properly plan for upcoming transformations
- Implement ways to reduce or eliminate resistance to change and transformation initiatives in order to achieve the goals desired
- Plan and execute communication related to change in a way that contributes to success
- Explain the limitations imposed by existing cultures and unravel ways to effectively reduce or overcome them in a competent and professional manner

For sessions and venues, please visit: www.meirc.com/c164
Leading with Agility and Resilience

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
More than ever before the only constant in this world is unexpected change. Organizations are facing challenges from all sides and only agile, flexible and resilient leaders will be able to navigate the rough seas where others sink or crash. In this course we provide you with the leadership skills needed to thrive where others collapse, and the tools to surmount the hazards facing 21st century organizations.

Target Audience
Executives, directors, senior managers, division managers, team leaders and professionals who want to be updated with the latest trends in management and leadership

Target Competencies
• Attitude toward others and balanced decision making
• Commitment to the job
• Conceptual thinking and concrete organization
• Consistency and reliability
• Developing others
• Emotional control and flexibility
• Gaining commitment and human awareness
• Initiative and integrative ability
• Internal self control and intuitive decision making
• Leading others and persistence
• Personal commitment and drive
• Personal relationships and persuading others
• Practical and proactive thinking
• Problem management
• Role awareness and confidence
• Self assessment and self direction
• Self discipline and sense of duty
• Self improvement and self starting ability
• Sense of timing and sensitivity to others
• Frequent change and urgency
• Social versatility

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

Course Objectives
By the end of the course, participants will be able to:
• Explain the importance of leading agile organizations
• Predict and adapt to change with agility and resilience
• Lead and develop rapid response mechanisms to environmental changes
• Create compelling agile communication strategies to lead and drive change
• Identify strategies to build and enhance agility and resilience in themselves and others
• Describe how the brain develops resilience
• Assess their own leadership capability for resilient performance

Definitions of agility and resilience
• Key aspects of agility
• Understanding the importance of agility to achieve success
• The agile leader role in turbulent times
• The difference between agility and change management
• Reflecting and clarifying our strengths and growth areas
• Relentlessly developing and role modeling urgency

The emergence of agility and resilience for effective leadership
• The leader’s role in improving organization and people’s adaptive capabilities
• The implications of agility for leadership
• The importance of anticipating change
• Indicators to measure and anticipate the forces of change
• Trusting and engaging in constructive conflict
• The inevitable future of strategy

Generating confidence and action
• The importance of employee engagement
• The key drivers in the service profit chain
• The necessity for leaders to be confident and resilient
• Bringing focus and priorities to action
• Empowering teams to be action oriented

Unleash thinking
• Creating an agile climate that inspires innovation
• Agility and innovation through participation and better idea generation
• Scorecards for improving agility

Levels of leadership agility
• Assessing and developing leadership agility

Smart social organizing and leadership development for the future
• Ability to create, engage and nurture social change
• Social media, whistle blowing and breaking brand bullying
• Social entrepreneurship and its importance for leaders
• Developing the resilience to thrive in change

The power of resilience for leaders
• How the brain develops resilience
• Harnessing the brain’s neuroplasticity to recover resilience
• Using mindfulness to foster self awareness
• How neuroscience is revolutionizing our thinking about feelings
• How positive emotions build resilience
• Assessing your capabilities for resilient performance
• How to manage mindfully

Solutions and steps for resilient 21st century leaders
• Signs of resilience mastery
• Developing resilient managers
• Developing a more resilient organization
• Challenges of resilience for executives
• Leadership growth plan and resilience mastery

For sessions and venues, please visit: www.meirc.com/c237
Why Attend
This course offers engineers and technical staff who are making the transition to managerial and supervisory positions an excellent opportunity to understand the differences in mindset between technical and functional thinking. Such transitions are not always successful and many engineers end up leaving their posts or the company altogether because they cannot cope with the new job requirements. This course gives engineers and technical teams the opportunity to make a successful transition from their technical comfort zone to an area that is quite different on many fronts.

Target Audience
Technical managers, supervisors and engineers who need to develop their managerial skills.

Target Competencies
- People and performance management
- Team formation and management
- Individual and team motivation
- Managing conflicts
- Solving problems
- Effective communication
- Workforce planning and scheduling
- Analytical thinking
- Basic financial knowledge related to budget formation and presentation

Course Methodology
The course utilizes a number of assessments to give participants an opportunity to leverage their strong points and improve their weaknesses in order to ensure a successful transition to new functional and people responsibilities. The course also leverages open discussions around thorny issues to encourage analytical thinking and foster healthy communication. Participants will also get the chance to work in teams as they tackle multiple case studies and exercises revolving around project management and business problems.

Course Objectives
By the end of the course, participants will be able to:
- Apply the management functions of planning, organizing, directing and controlling in a team environment
- Demonstrate project management skills in order to run an effective work schedule that will increase productivity of work groups
- Use the right Key Performance Indicators (KPIs) to manage performance
- Coordinate and communicate with others to achieve the desired goals
- Practice team building techniques to increase performance
- Create creative problem solving and decision making processes

Course Outline

Understanding the transition from a technical expert to a functional manager or supervisor
- Differences and similarities between engineers and management
- The functions of management
- The skills needed
- Common management mistakes you want to avoid
- Improving productivity through leadership
- Assessing and adapting your leadership style

Planning and organizing tools and techniques
- Engineers as project planners
- The importance of scope definition
- Work Breakdown Structures (WBS)
- Critical Path Method (CPM)
- Program Evaluation and Review Technique (PERT)
- Calculating ES, EF, LS, LF and slack
- Identifying the critical path
- Low cost scheduling or crashing
- Understanding project schedules
- Bar charting
- Workforce planning

Management through performance analysis
- Engineers and functional performance
- Importance of performance management
- Creating and measuring performance expectations
- Key performance indicators (KPIs)
- Setting ‘SMART’ objectives
- Targets and standards setting

Dealing with your team members, contractors and customers
- Engineers as business influencers
- Communicating and influencing
- Barriers to communication
- What defines a good communicator
- Sources of potential conflicts
- Managing conflicts effectively
- Different conflict modes

Building successful work teams
- Engineers as business team builders
- The importance of teams and teamwork
- Understanding the mechanics of groups
- Team building techniques that work

Analyzing issues and making effective decisions
- Engineers as business problem solvers
- Defining problems and analyzing causes
- The rational approach to problem solving (Kepner-Tregoe)
- Problem analysis supplementary tools
- Creative decision making tools
Managerial Decision-Making and Problem-Solving

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Managers are constantly faced with solving complex problems and making critical decisions. If not handled properly, these problems can have severe negative effects on operations and profitability. This course equips managers with the right tools and techniques to ensure proper and permanent solutions to problems and to make optimum decisions. Participants will learn how to develop the right mindset for solving problems. The course will also enable participants to properly understand, analyze and appreciate the different types of problems, conduct in-depth root cause analysis and make the right decisions for permanent solutions. Participants will also discover that some problems cannot be solved using rational problem solving methods but need a different, more creative approach. In this course we will enhance the participants’ idea generating proficiency and we will enable them to lead a creative team. Finally, and after a solution is formulated and a decision made, participants will learn how to ‘sell’ their solution to stakeholders and get buy in. Participants on this course will discover the know-how of influencing others and getting support for what has been decided.

Target Audience
Team leaders, department managers and supervisors who are involved in leading and participating in solving their teams’ problems, as well as making and implementing decisions.

Target Competencies
- Problem solving
- Decision making
- Creativity
- Situational analysis
- Creativity
- Influencing
- Leadership

Course Outline

Structured problem solving
- Definitions, principles and overview
- Direct relationship between problem solving and decision making
- Types of problem solving
- Problem solving mindsets and attitudes
- Developing the questioning mindset with team members
- Problem ownership
- Drilling down complex problems into progressively smaller parts
- The 6 step problem solving method
- Classifying and prioritizing problems

Understanding and analyzing problems
- Techniques of recognizing problems
- Appreciating the magnitude of problems facing us
- Isolating the causes from the symptoms
- Data collection and analysis
- The Pareto analysis
- ‘SWOT’ analysis

Root cause analysis
- When it is necessary to undergo a wide scale root cause analysis?
- Root cause analysis: The interrelation
- Root cause analysis: The process
- Cause and effect analysis: Key points of the process
- Three types of corrective actions

Decision making
- Everyday decision making techniques
- Principles of decision making
- Components of optimum decision making
- Using critical thinking as an aid to decisions
- Different tools for decision making
- Subjective versus objective decision making
- The uncertainty problem

Creativity and problem solving
- Intelligence versus creativity
- The role of creativity in problem solving
- Mental blockers of creativity
- Brainstorming: different techniques
- Opposite thinking and ‘what if’
- Mind mapping

Problem solving and people
- Leading the problem solving effort
- Solving people related problems
- Removing the ‘groupthink’ effect from the team
- Team problem solving: ensuring participation, agreement, and implementation of solution
- Behaviors that influence or block problem solving
- Convincing stakeholders with your solutions

Course Methodology
This highly practical and interactive course uses models, practical exercises, case studies, presentations and group discussions to develop managerial problem solving and decision making capabilities. Participants will be challenging other groups’ findings and results and will be defending theirs. The use of participants’ own real work situations adds practicality and enhances transfer of learning. Participants will safely practice learned techniques which will then be easily applicable in the workplace.

Course Objectives
By the end of the course, participants will be able to:
- Explain the structured model for systematically addressing problems and decisions
- Practice the use of key tools and techniques for analyzing and solving problems
- Conduct a comprehensive root cause analysis of any problem
- Demonstrate the use of several disciplines in decision making
- Identify various creative idea generating tools which can be practically applied at the workplace
- Apply influencing techniques to enable better decision making and implementation

For sessions and venues, please visit: www.meirc.com/c188
Managing in a Matrix Organization

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

While traditional organizational structures grapple with the accelerating complexity and rapid changes within the working environment, the matrix organizational structure presents itself as a viable solution to meet such demands. The transition to a matrix organization is not a straightforward one, however once it is properly done, companies benefit greatly. With a more efficient use of resources, a heightened exchange of information, an increased level of employee satisfaction and collaboration, and the ability to adapt faster to a rapidly changing environment, employees and organizations are better equipped to deal with the complexities of the environment. Attending this course provides a balanced view on how to adopt a matrix organization successfully and how to leverage it to its full potential and beyond.

Target Audience

Department heads, senior supervisors and managers, human resources managers, team leaders, and project managers who are keen to develop and sharpen their managerial and teamwork skills when it comes to collaborating efficiently and managing resources effectively in a matrix organization.

Target Competencies

- Dealing with multiple authorities
- Sharing authority and resources
- Better and stronger communication
- Collaboration
- Empowerment
- Creative thinking and innovation
- Tolerance to ambiguity and complexity
- Autonomy and self reliance
- Heightened accountability
- Designing a job description from a matrix perspective

Course Methodology

From the outset participants assess their organizational readiness to transition to a matrix organization. They then group discussions based on case studies and exercises related to challenges that actual organizations faced during their own journey towards a matrix structure. Participants will then try to uncover possible causes behind the challenges, and apply their creative thinking to identify possible solutions. The course also leverages articles and videos from leading authorities sharing their valuable insight regarding the matrix structure, and participants are requested to critique the pros and cons of such views. In addition, a number of role plays are conducted to help participants distinguish the differences between classical management and management in a matrix structure where more than one authority is responsible for a resource, their accountabilities, job performance and reviews.

Course Objectives

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

- Explain the key concepts and business needs behind a matrix organization
- Formulate the right roles and responsibilities for matrix managers
- Create strong alignment between personal goals and those of others in a matrix organization
- Develop and facilitate the art of managing competing priorities, conflicts and decisions that result from a matrix environment
- Analyze control versus accountability and influence in a matrix organization
- Enable the long term success of a matrix structure

Course Outline

Introducing the matrix

- Defining a matrix organization
- Defining matrix management

Structural simplicity versus matrix flexibility

- Pros and cons of a matrix organization
- The power shift and the structure to skills mindset
- Employee engagement (upsides and downsides)
- Partnership in a matrix organization
- Matrix models and configurations

Clarifying roles and responsibilities in a matrix organization

- Role definition in a matrix organization
  › Critical questions to ask in clarifying matrix roles
  › ‘RACI’ model application for role clarity
  › Who owns the decision?
- The alignment challenge
  › Symptoms of alignment issues
  › Creating organizational alignment
  › Aligning own goals with own roles and with others
- Making decisions in a matrix organization
  › The matrix decision framework
  › The matrix decision process
  › Dealing and coping with dilemmas and conflicts

A new level of cooperation

- Organizational complexity and communication sophistication
- Buckets of matrix cooperation
- Recommended approaches to working in a matrix organization
  › Spaghetti networks
  › Star teams
  › Cloud communities
  › Specially designed groups
- Influence of technology and social media on the matrix system

Control in a matrix organization

- Accountability versus control
  › Leveraging the positive side of accountability
  › Scope of accountability versus control
  › Horizontal and vertical elements of accountability
- Influence versus authority
  › Understanding power in a matrix organization
  › Influencing others the right way
- Multiple bosses environment: Line manager versus virtual manager
- The journey from empowerment to freedom
  › Building capabilities while establishing confidence and trust
  › Leveraging the power of trust
  › Effective ways to handle managerial change in a matrix setup

Mindset and skillset in a matrix organization

- How to ensure long term success of a matrix organization one person at a time

For sessions and venues, please visit: www.meirc.com/c166
Middle Management Skills

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Building effective managerial and leadership skills is critical to help you and your organization succeed. This course is designed for helping both new and experienced managers develop advanced skills necessary to add immediate value to their staff and organization.

Target Audience
Managers, senior supervisors and professionals who want to learn advanced management and leadership techniques.

Target Competencies
- Leading others
- Managing performance
- Problem solving ability
- Influencing others
- Managing change
- Results orientation
- Managing time and meetings
- Principles of problem solving
- Team problem solving
- Differentiating between symptoms and causes
- Tools and techniques of problem solving
- Effective group brainstorming
- The manager as a decision maker
- Using the prioritization matrix
- Constructive and destructive conflicts
- Conflict and team performance
- Resolving and managing conflicts
- Conflict management styles
- Definition of organizational change
- Dynamics of change
- Contemporary issues behind change
- Planning for change
- Transition structures
- Success factors for making change happen
- Overcoming resistance to change
- Communication strategies during change
- Changing behaviors by changing mindsets
- Time management principles
- Identifying and setting goals
- Time management tools
- Prioritizing activities
- The time management matrix
- Time management tools
- Improving meeting leadership skills

Course Methodology
This course relies on the use of individual and group debriefs aimed at helping participants develop skills in leading and managing others. The course also features the use of a number of case studies and presentations by participants followed by plenary discussions. In addition, videos and exercises are used to demonstrate the skills required for effective management.

Course Objectives
By the end of the course, participants will be able to:
- Define the leadership and managerial skills necessary for increasing organizational productivity
- Apply effective coaching and appraisal techniques
- Employ problem solving tools to overcome organizational obstacles
- Solve conflicts using win-win approaches
- Create plans to manage change leading to continuous improvement
- Develop effective time management action plans

Course Outline

Management and leadership
- The manager compared to the leader
- Styles of leadership
- Goals of organizational behavior
- The implication of attitudes and personality
- 10 ways to empower followers
- Maturity levels
- The 9 key motivators

Coaching and appraising performance
- Coaching, training and counseling
- The psychology behind coaching
- Coaching: Why and when
- The coaching meeting
- Feedback, review and appraisal
- Elements of constructive feedback
- Performance appraisals
- Preparation and scheduling of appraisals

Problem solving and decision making techniques
- Principles of problem solving
- Team problem solving
- Differentiating between symptoms and causes
- Tools and techniques of problem solving
- Effective group brainstorming
- The manager as a decision maker
- Using the prioritization matrix

Managing conflict
- Sources of conflict

For sessions and venues, please visit: www.meirc.com/c220
Organizational Leadership

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

The level of success organizations enjoy depends mainly on the leadership they elect. Leadership has a say in everything that goes on in the organization. Organizational attitude and behavior, work environment, conflict management, organizational structure, power and politics, culture and many other organizational aspects are all affected by the actions of leadership. This course looks at leadership from that perspective, and provides participants with the opportunity to gain a solid understanding of leadership and how to shape it and establish the right style of leadership that empowers organizations and engenders outstanding results.

Target Audience

This course is designed for current business leaders who are keen on improving their leadership skills. The course also caters for aspiring leaders, department heads, senior managers and team leaders who are interested in developing their leadership skills from an organizational point of view and in preparation for bigger leadership roles.

Target Competencies

- Leadership
- Organizational behavior
- Designing a working environment
- Conflict management
- Managing groups and teams
- Communication
- Motivation
- Building organizational structures
- Dealing with change

Course Methodology

The course uses a mix of interactive approaches from roundtable discussions concerning different business cases to challenging arguments around the role of leadership when it comes to motivation, empowerment, culture, conflict management and a lot more. The course leverages videos from leading speakers on the topic, as well as individual assessments to evaluate personal leaderships and competencies.

Course Objectives

By the end of the course, participants will be able to:
- Relate between organizational behavior and leadership at the workplace
- Develop an understanding of how people operate at work
- Differentiate between the different approaches of motivation
- Explain organizational communication and how to overcome possible associated barriers
- Analyze leadership and management styles from the context of teams, conflicts and decision making
- Apply different leadership skills based on the situation
- Recognize the importance of leadership and its impact on organizational culture

For sessions and venues, please visit: www.meirc.com/c301

Course Outline

Leadership and organizational behavior
- Understanding leadership
- Understanding organizational behavior
- Trends and changes

Understanding people at work: Individual differences and perception
- The interactionist perspective: The role of fit
- Individual differences: Values and personality
- The power of perception
- Attitudes and behaviors
  - Work attitude
  - Work behavior
- The role of ethics and culture

Leadership and organizational motivation
- Need-based theories
- Process-based theories
- Leading towards a motivating work environment
  - Motivation through job design
  - Motivation through goal setting
  - Motivation through performance appraisals
  - Motivation through performance incentives
- The role of ethics and culture

Leadership and organizational communication
- Understanding communication
- Communication barriers
- Types of communication and channels
- The role of ethics and culture in organizational communication

Leadership and management
- Managing groups and teams
- Managing organizational conflicts
- Managing negotiations
- Making decisions
- The role of ethics and culture in managing people

Leading people within an organization
- Behavioral approaches to leadership
- The role of the context
- Contemporary approaches to leadership
- Power and politics
- The role of ethics and culture in leading others

Leadership and organizational culture
- Understanding organizational structure
- Structure and organizational change
- Understanding culture
- Characteristics of organizational culture
- Creating and maintaining organizational culture
- Creating culture change
- The role of ethics and culture in shaping organizational values
Results-Based Leadership

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The aim of the course is to provide participants with the knowledge and skills required to understand and apply the attributes and competencies of results based leaders. The course highlights the significance of assertiveness to produce significant results. It also addresses the correlation between emotional intelligence competencies, leadership styles, organizational climate and bottom line results.

Target Audience
All individuals who strive to introduce a culture of achievement within their organizations. This applies to all those who have the responsibility of leading others and managing their performance including executive managers, division directors, department heads, section heads, supervisors and team leaders.

Target Competencies
- Leading and managing people
- Verbal and non verbal communication
- Listening
- Inspiring individuals and group
- Influencing others
- Results orientation

Course Methodology
The course features the use of team activities, group discussions, as well as group debriefs. A self assessment aimed at helping participants discover their leadership profiles is also used.

Course Objectives
By the end of the course, participants will be able to:
- Identify the attributes and competencies of results based leaders
- Appraise, through a self scorable assessment, their leadership profile across twelve dimensions
- Inspire others through being assertive and using the appropriate communication style
- Demonstrate how emotionally intelligent results based leaders influence the organizational climate and bottom line results
- Describe the significant cultural dimensions in trying to deal with different cultures

For sessions and venues, please visit: www.meirc.com/c251

Course Outline

Results based leadership: a manager’s challenge
- Leadership and management: Vital complementary roles
- Results based leadership: Attributes and results
- The five practices of results oriented leaders
- Roles and competencies of results based leaders

Flying in V formation
- The V formation
- Trait and behavioral theories
- The managerial grid
- Situational leadership
  - Maturity level of the group
  - Maturity levels and leadership styles
  - Leader behavior: Directive or supportive

'Dimensions of Leadership Profile': An approach to understanding and developing effective leaders
- Administration and scoring
- Interpretation of results: Stage I
  - Focus on character
  - Focus on analysis
  - Focus on accomplishment
  - Focus on interaction
- Interpretation: Stage II
  - Character: Enthusiasm, integrity, self renewal
  - Analysis: Fortitude, perceiving, judgment
  - Accomplishment: Performing, boldness, team building
  - Interaction: Collaboration, inspiring, serving others

The inspirational leader
- Importance and objective of communication
- How effective managers spend their time
- The 7-38-55% rule
- Attributes of results based leaders
  - Being visible and available
  - Being responsible and responsive
  - Being trustworthy and respectful
  - Being aware that they always lead by example
- Communicating with assertiveness
  - The passive, aggressive and assertive styles
  - The assertive communicator

Emotional Intelligence (EI) competencies and leadership styles
- An overview of EI
  - EI defined
  - ‘IQ’ versus ‘EQ’
  - The four competency clusters
- How results based leaders influence organizational climate
- Organizational climate: The 6 components
- Correlation between EI competencies, styles, climate and results
- ‘Leadership that gets results’, Goleman’s article on style and bottom line results

Culture and results based leadership
- Culture defined
- Dimensions of culture
- Hofstede’s cultural dimensions
- Leadership behavior and culture clusters
Supervisory Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

WhyAttend
Building effective supervisory skills is critical for helping you and your organization succeed in challenging economic times. This course will give you the opportunity to explore topics essential for developing effective supervisory skills such as communication skills, performance management, motivation, team development, and problem solving skills. In this course you will also find many useful tips and techniques that will help you supervise people and manage time more effectively.

Target Audience
New or first level supervisors who would like to increase their effectiveness in managing and motivating others.

Target Competencies
- Effective communication
- Active listening
- Managing performance
- Problem solving ability
- Results orientation
- Creativity

Course Methodology
This course relies on the use of individual and group debriefs aimed at helping participants develop skills in leading others. The course also features the use of a number of case studies and presentations by participants followed by plenary discussions. In addition, videos and exercises are used to demonstrate the skills required for effective supervision.

Course Objectives
By the end of the course, participants will be able to:
- Define the scope, nature and responsibility of a supervisor and the challenges associated with the role
- Employ effective verbal and non verbal communication techniques
- Apply different motivational theories to increase the productivity of their direct reports
- Identify their preferred teamwork style and use this knowledge to build and supervise an effective team
- Use professional techniques in providing feedback and positive reinforcement
- Demonstrate different problem solving skills

For sessions and venues, please visit: www.meirc.com/c221

Course Outline

Being a supervisor today
- Scope and nature of supervision
- 21st century role of a supervisor
- Key responsibly differentiators
- Myths about being a supervisor
- How organizational roles have evolved
- The essential managerial skills
- Key supervisor responsibilities and tasks
- Desirable supervisory traits
- Common supervisory flaws

Communicating effectively
- Communication levels and definitions
- The communication process
- Listening to others
- Aspects of active listening
- Guidelines for assertive behavior
- The value of feedback
- Guidelines for effective feedback

Motivating your workforce
- Motivation definition
- Myths about motivation
- Motivation and performance
- Different motivation styles
- Workable motivational theories
- The Meirc motivation theory
- Building a motivational environment

Working with teams
- Myths about teamwork
- 21st century teamwork definition
- The concept of synergy
- Characteristics of high performing teams
- Situational leadership
- Directive behavior
- Supportive behavior
- The 17 laws of great teamwork

Orientation and positive discipline
- Orientation definition
- Orientation follow-up
- Positive discipline
- Components of a disciplinary action program
- Types of reinforcement
- Applying reinforcement strategies
- Guidelines for positive reinforcement

Creative Problem solving
- The problem solving process
- Steps for problem solving
- Creativity as a business tool
- The 5 classic creative methods
- De Bono’s 6 thinking hats
The Leadership Challenge® Workshop

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The Leadership Challenge® Workshop is a unique, intensive, and highly interactive experience that has served as a catalyst for profound leadership transformations in organizations of all sizes and in all industries. Immensely practical and hands-on, The Leadership Challenge® workshop is designed to inspire, engage, and help organizational leaders develop the skills needed to meet whatever leadership challenges lay ahead. The Leadership Challenge model has been adopted and widely embraced by companies of all shapes and sizes, with results that have been validated time and again over the past two decades. Hundreds of major corporations, hospitals, government organizations, schools, and universities have used the Leadership Challenge to make a difference to their organizations.

Target Audience
Persons positioned for leadership contributions in their institutions; persons with such occupational titles as manager, associate or assistant director, day-to-day leaders of a change effort, and high potential leaders who may be asked to play the role of change agents.

Target Competencies
- Self assessment
- Personal credibility
- Building collaboration
- Leading and inspiring others
- Creativity and innovation

Course Methodology
Despite the obvious academic rigor, The Leadership Challenge® is anything but a theory of unreachable ideals. On the contrary, the workshop is about specific, understandable and practical behaviors that can be learned and applied in any setting. The program will engage participants through experiential activities, workbook exercises, group problem solving tasks, and presentations. Participants will also get plenty of hands-on experience by applying The ‘Five Practices’ leadership model to current organizational and personal leadership challenges.

Course Objectives
By the end of the course, participants will be able to:
- Identify their own leadership strengths and areas to improve
- Understand the importance of credibility and fundamental values
- Inspire others around a common vision of the future
- Identify and try new approaches needed for growth
- Build collaboration, teamwork and trust to help others excel
- Value and recognize the accomplishments of others
- Apply leadership practices to a current business challenge

Target Audience
Persons positioned for leadership contributions in their institutions; persons with such occupational titles as manager, associate or assistant director, day-to-day leaders of a change effort, and high potential leaders who may be asked to play the role of change agents.

Target Competencies
- Self assessment
- Personal credibility
- Building collaboration
- Leading and inspiring others
- Creativity and innovation

Course Methodology
Despite the obvious academic rigor, The Leadership Challenge® is anything but a theory of unreachable ideals. On the contrary, the workshop is about specific, understandable and practical behaviors that can be learned and applied in any setting. The program will engage participants through experiential activities, workbook exercises, group problem solving tasks, and presentations. Participants will also get plenty of hands-on experience by applying The ‘Five Practices’ leadership model to current organizational and personal leadership challenges.

Course Objectives
By the end of the course, participants will be able to:
- Identify their own leadership strengths and areas to improve
- Understand the importance of credibility and fundamental values
- Inspire others around a common vision of the future
- Identify and try new approaches needed for growth
- Build collaboration, teamwork and trust to help others excel
- Value and recognize the accomplishments of others
- Apply leadership practices to a current business challenge

Course Outline
The Evolution of Leadership
- Defining Leadership
- Leadership Principles
- A Brief History of Leadership
- Historical versus Modern Leaders
- An Introduction to Posner and Kouzes

Practice 1 - Modelling the Way
- Determining Your Way
- Being an Inspirational Role Model
- Influencing Others’ Perspectives

Practice 2 - Inspiring a Shared Vision
- Choosing Your Vision
- Communicating Your Vision
- Identifying the Benefits of Others

Practice 3 - Challenging the Process
- Developing Your Inner Innovator
- Seeing Room for Improvement
- Lobbying for Change

Practice 4 - Enabling Others to Act
- Encouraging Growth in Others
- Creating Mutual Respect
- The Importance of Trust

Practice 5 - Encouraging the Heart
- Sharing Rewards
- Celebrating Accomplishments
- Making Celebration Part of Your Culture Creating

Leadership Fables and Best Practices
- The Leader Who Had No Title (Robin Sharma)
- The Secret (Ken Blanchard, Mark Miller)
- My Vision - Challenges in the Race for Excellence (HH Sheikh Mohammed bin Rashid Al Maktoum)
- Petraeus on Leadership (General D. Petraeus)
- Workshop: Preparation and Presentation of Case Studies
The Leadership Program for GCC Executives

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The course is very unique in its design and delivery because it takes leadership to a new level of thinking and influence. The objective of the course is to equip business leaders in the GCC with the competencies and information they need to tackle the challenges of today’s global and fast-paced economy. The course also focuses on the emergence of a new style of leadership which can engage the entire organization and create value on all fronts.

Target Audience
GCC Executives in the region who are keen to hone and develop critical business leadership skills in an increasingly global and competitive environment. The course, which starts with a leadership assessment, is designed to provide GCC business leaders with an opportunity to re-acquaint or familiarize themselves with core business concepts essential to the role they perform. From achieving higher results, to building efficient organizations, measuring what matters, and responding to and effectively resolving strategic concerns, the course provides those executives with the opportunity to take their organization to the next level of performance.

Target Competencies
- Organizational leadership
- Executive strategic thinking and organizational insight
- Cultural impact
- Value creation
- Operational knowledge
- Risk management
- Emotional intelligence
- Executive decision making
- Organizational engagement

Course Outline

GCC business leadership
- Attributes of GCC’s business leadership styles
- GCC business leadership and organizational performance, culture and behavior

GCC’s organizational structures
- The view from the top
- The make up of the GCC organization
- Organizational business models: A comparative approach

GCC business leadership and organizational engagement
- Collaborative versus the traditional approach
- Effective leadership and engagement
- Employee engagement and emotional commitment
- Organizational engagement and exceptional performance

Managing operations - Key pointers for GCC business leaders
- Re-examining key financial statements: The third dimension approach
- Talking numbers: Financial and non-financial metrics
- Five essential tools for GCC business leaders

Leadership and branding
- Branding by association
- Insights into consumers’ brand perceptions in the GCC market place
  - The erosion of loyalty
  - Dealing with new market realities and consumer mentality
- The 8 branding principles for a GCC leader to remember

Enterprise risk management and the GCC organization
- Top 5 permanent risks GCC business leaders need to plan for
  - Defining Enterprise Risk Management (ERM)
  - Pros and cons of ERM
  - In the eye of the storm: Managing a crisis that never happens

Change: The constant disruptor
- GCC business leadership and managing change
  - Leveraging change to drive urgency, innovation and growth
  - The next GCC organization: Balancing stability with flexibility
- Adapting to change in a GCC business culture

The agenda of the leader
- Your role as a GCC business leader: 5 things you always need to do
- 4 strategic elements GCC business leaders need to have on their agendas
- Dimensions of an effective decision making process
- Mentoring, coaching and peer networking from a GCC leadership perspective

Leadership and organizational value
- Defining organizational value
- Innovation culture in GCC organizations
- Growth strategies and value creation in a GCC business environment
- Attracting, developing and retaining GCC organizational talent
- 10 negotiation principles essential for GCC business leaders

The personal action plan
- Keeping an eye on priorities
- Leveraging your ecosystem to achieve personal success

Course Objectives
By the end of the course, participants will be able to:
- Analyze leadership styles in GCC businesses and identify points of strengths and areas of improvement
- Evaluate the role played by leaders in GCC businesses and identify points of strengths and areas of improvement
- Use collaboration in engaging and aligning the GCC organizations
- Appraise operations in a GCC business environment, and how to measure business results
- Interpret brand equity from a GCC leadership perspective and how to ensure favorable market association with branding efforts
- Identify appetite for risk among GCC business leaders from an enterprise risk management perspective
- Enhance change management competencies of GCC business leaders when dealing with business disruptions
- Generate a GCC business leadership agenda that can regularly be used and referenced when guiding the organization
- Define organizational value and how to build it internally and externally
- Create a compelling personal agenda that fosters success and growth

For sessions and venues, please visit: www.meirc.com/c167
The Power of Leaders

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The course addresses the perennial differences between management and leadership. It aims at providing participants with an overview of emotional intelligence and examines some major leadership theories and approaches, with emphasis on situational leadership. The course also addresses the role of the leader as delegator and change agent.

Target Audience
Individuals in middle and senior positions who wish to better understand themselves in order to improve their leadership skills. Employees whose responsibilities require delegation, leading and managing change will also benefit from the course.

Target Competencies
- Self awareness
- Leading and managing people
- Influencing others
- Managing change
- Delegating
- Results orientation

Course Methodology
The course features the use of group activities, psychometrics and team exercises. Case studies followed by group debriefs are also used.

Course Objectives
By the end of the course, participants will be able to:
- Distinguish between management and leadership
- Identify their strengths and leadership styles through self assessments
- Examine various leadership theories with emphasis on situational leadership
- Describe the major competencies of Emotional Intelligence (EI)
- Define the role of the leader as delegator and change agent

Course Outline

Leaders not managers
- Definitions, similarities and differences
  - Some classical differences
  - Modern day differences
- Myths about leadership
- Practices of exemplary leaders
  - Challenge the process
  - Inspire a vision
  - Model the way
  - Enable others to act
  - Encourage the heart
- The perennial question: Nature or nurture
- The ten truths about leadership

Personal style and leadership qualities
- Self assessment
  - Administration and scoring
- Linking style with leadership qualities
- Characteristics of admired leaders

The leadership journey and situational leadership
- Review of major theories
  - Trait theories
  - Behavioral theories
  - The leadership grid
- Situational leadership: Theory and simulation
  - Situation’s maturity level
  - Levels of development

The emotionally intelligent leader
- An overview of EI
- Intrapersonal and interpersonal intelligence
- Emotional Quotient (EQ) versus Intelligence Quotient (IQ)
- The EI competency framework
- The 18 EI competencies in practice
  - Brainstorming real life examples

Leadership, delegation and empowerment
- Delegation: definition, objectives and rules
- Delegation levels
- Why delegation is not popular
- Guidelines for delegation
- Decision making styles in the Gulf
- Empowerment: Definition
- Ten ways to empower employees
- Is your organization ready for empowerment?

The leader as change catalyst
- The nature of change
- Kotter’s eight step change process model
- Understanding and dealing with resistance to change

For sessions and venues, please visit:  www.meirc.com/c253
Meirc...helps you rise and takes your career higher!
Legal steps, questions and considerations are at the heart of many of the operational and strategic decisions every organization makes. As a result, numerous roles and departments within an organization, from human resources understanding labor law to sales and other customer-facing departments understanding commercial law, must be aware and even proficient in various legal practices and techniques.

By offering this portfolio of courses, our objective is to provide non-lawyers, lawyers and other professionals with legal fundamentals and continuing education to support their organizations with critical legal tools and techniques while ensuring compliance with any governing laws and regulations.
Arbitration and Dispute Resolution

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

Target Audience
This course is suitable for professionals within all industries who are involved in contract management and resolving disputes including, but not limited to, project managers, contract managers, procurement managers, supply chain managers, contractors, architects, developers and engineers. This course would also highly benefit in-house council and legal advisors new to the region who require the fundamentals of dispute resolution in the GCC.

Target Competencies
- Litigation
- Arbitration
- Mediation
- Negotiation
- GCC Dispute Resolution Frameworks

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

Course Objectives
By the end of the course, participants will be able to:
- Identify the right course of action to resolve a legal dispute
- Reduce the possibility of disputes leading to legal action
- Apply national and international legal requirements for dispute resolution
- Employ arbitration knowledge to negotiate terms
- Use case law to achieve a favorable outcome for their organization

Course Outline

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

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

Law systems
- Civil law system
- Codification
- Subgroups

Common law system
- Court decisions
- Statutes

International arbitration
- Introduction to international arbitration
- Institutional versus 'ad hoc' arbitration
- Introduction to mediation: The process and its principles

Arbitration in the GCC
- Drafting international arbitration clauses
- The arbitration award and its enforcement
- Recent international arbitration case law
- Advantages and disadvantages of:
  - Arbitration
  - Litigation
  - Mediation
Business and Commercial Law

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course is designed for professionals with no prior legal background but who are required to make organizational decisions involving legal matters. It will provide participants with the fundamental principles of commercial law, including commercial contracts and negotiation, sale of goods, intellectual property rights and employee relations. Participants will gain an in-depth understanding of both international and GCC commercial law and have the opportunity to learn and analyze key issues which they are likely to encounter within their organization.

Target Audience
This course is suitable for those with little or no formal training in commercial law yet would be required to understand the fundamentals of commercial law as it may directly impact their work. It will particularly benefit directors and executives who have direct responsibility for legal decisions within the organization. In-house counsel new to the region, and those working within a legal department, will also find this course highly beneficial.

Target Competencies
- Drafting Contracts
- Contract Negotiation
- Commercial Terms
- Employment Law
- Organizational Employment Practices
- Intellectual Property

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

Course Objectives
By the end of the course, participants will be able to:
- Apply legal rules and principles to specific commercial situations through consideration of relevant case law
- Draft and negotiate commercial contracts complying with commercial and legal requirements
- Increase profitability within their organization by selecting appropriate methods of distribution of goods
- Recognize and analyze how intellectual property rights affect their organization
- Evaluate and modify organizational employment practices complying with labor law requirements

Course Outline

Commercial Law overview
- Terminology
- Types of contracts
- Legal considerations

Commercial contracts
- Common law
- Civil law
- The legal formalities in contract creation
- Commercial contract interpretation issues
- Remedies for breach of contract

Drafting contracts
- Drafting commercial contracts in English
- Negotiating commercial contracts
- Boilerplate clauses: The important but forgotten clauses
  - Amendment
  - Arbitration
  - Force majeure
  - Notices
  - Set off
- Sale of Goods
- Supply of goods
- Distributorship
- Agency
- Franchise

Choosing the right business vehicle for a commercial entity
- Mergers
- Joint ventures: A strategic option for business
- Procurement activities
  - Legal risk
  - Commercial risk

Managing risk
- Prevention is better than cure: Effective risk management
- Intellectual property rights management
  - Copyright
  - Trademark
  - Industrial property

Other legal considerations in the GCC
- Employment issues in the GCC
  - GCC labor law
- Recruitment and termination
- Employment contracts
- Commercial real estate in the GCC

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c311
Mergers and Acquisitions

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This practical course covers the key steps in the Mergers and Acquisitions (M&A) process, from the initial step of valuing the shares in a company through to closing the deal. Whether or not participants practice M&A, this course will provide them an insider’s look into what is an undeniable major force in today’s corporate arena. This course will give participants an A-Z understanding of the M&A process and the ability to evaluate whether a merger or acquisition fits with their organization’s strategy. As a result they will identify the most lucrative M&A opportunities, select the best partners and get the maximum reward from the deal.

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

Course Objectives
By the end of the course, participants will be able to:
- Identify attractive Mergers and Acquisitions (M&A) opportunities
- Formulate the initial steps and the preliminary agreements for a merger or acquisition
- Carry out a full due diligence into the state of affairs of a target company
- Understand the Share Purchase Agreement (SPA) and the Asset Purchase Agreement (APA)
- Take an active role in the exchange and completion stages of a merger or acquisition
- Be an effective part of the post-merger integration to ensure the smooth running of the new organization

Target Audience
This course is suitable for anyone involved in the identification, planning and execution of a Mergers and Acquisitions opportunity. This includes, CEOs, managing directors, general managers, financial directors, accountants, board members, commercial directors, business development directors, strategy planners and analysts, and in-house council.

Target Competencies
- Identifying M&A opportunities
- Due Diligence
- Organizing Acquisitions
- Structuring Negotiations
- Post-acquisition Integration
- Post-acquisition Audit

Course Outline

Fundamentals of mergers and acquisitions
- Distinction between mergers and acquisitions
- Why do acquisitions take place?
  » Heads of terms – legally binding?
  » Confidentiality agreement
  » Lockout/exclusivity agreements
- The main distinct stages of acquisitions
  » Corporate strategy development
  » Organizing for acquisitions
  » Deal structuring and negotiations
  » Post-acquisition integration
  » Post-acquisition audit

Structuring the merger or acquisition
- Drafting preliminary documents
- Hands of terms – legally binding?
- Confidentiality agreement
- Lockout/exclusivity agreements
- How to structure the acquisition
  » Share sale
  » Business sale
  » Hive down of the business followed by share sale

Share sale versus business sale
- Advantages and disadvantages of share sale: seller versus buyer
- Transactions
- Third Party consent

- Stamp Duty
- Liabilities
- Avoiding TUPE (Transfer of Undertakings, Protection of Employment)
- Warranties
- Advantages and disadvantages of business sale: seller versus buyer

Structuring the deal
- How to price the acquisition
- The due diligence process
- Objectives
- Structure
- Scope
- The purchase agreements
  » Asset Purchase Agreement versus Share Purchase Agreement

Post-acquisition
- Importance of warranties and indemnities
- Effects of breach
- How to minimise claims
- Contractual protection for the seller
- Disclosure letter
- Intellectual property and environmental issues
- Merger control and completion

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c312
To survive in today's world of “lean and mean” operations, we cannot wait for breakdowns. As a matter of fact, we should make responding to breakdowns the exception in our daily workload, not the norm. A successful and effective maintenance operation has to break away from the “fix it when it breaks” mentality. The successful operation should not reward heroic repairs, but rather look at the catastrophic breakdowns, which require heroic repairs, as a failure of their assets maintenance program.

The ultimate goal of the maintenance department should be to STOP things from breaking, increase assets availability and reliability and do so with the lowest costs. Our Maintenance Planning and Management courses include best practices to achieve this ultimate goal.
Advanced Maintenance Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
To survive in today's world of 'lean and mean' operations, we cannot wait for breakdowns. As a matter of fact, we should make responding to breakdowns the exception in our daily workload, not the norm. A successful and effective maintenance operation has to break away from the 'fix it when it breaks' mentality. The ultimate goal of the maintenance department should be to 'stop' things from breaking, increase assets availability and reliability and do so with the lowest possible cost.

This has certainly put an immense pressure on the maintenance department management team. In this course, various best practices will be presented that deliver the above objectives.

Target Audience
Those involved in the supervision or management of maintenance activities; also anyone interested in learning more about the critical role of maintenance in a company.

Target Competencies
- Maintenance theory and practice
- Maintenance work processes
- Influence and communication
- Financial evaluation
- Safety theories and principles
- Performance management

Course Methodology
The course uses a mix of interactive and hands-on techniques. Beside the brief presentations by the consultant and the participants, there will be many individual and group exercises. The course also includes a maintenance department audit checklist which the participants will individually complete during the course to evaluate the effectiveness of their respective departments.

Course Objectives
By the end of the course, participants will be able to:
- Demonstrate the latest concepts and techniques required for managing or supervising a maintenance unit
- Examine the organizational and managerial considerations for effective maintenance work
- Apply techniques to measure Overall Equipment Effectiveness (OEE)
- Distinguish and optimize the special characteristics of maintenance activities
- Debunk safety myths safety and identify unsafe acts and conditions
- Identify common maintenance Key Performance Indicators (KPIs) and develop the maintenance department scorecard

Course Outline

Introduction to advanced maintenance management
- Objectives of maintenance management
- Asset management
- Maintenance life cycle
- Common maintenance management problems
- Typical responsibilities of a maintenance manager
- The maintenance organization
- Continuous improvement in maintenance

Management of maintenance workforce
- Leading the maintenance team
- Training and motivating the team
- When to outsource maintenance activities
- Management of maintenance contractors

Management of maintenance
- Maintenance strategies
- Overall Equipment Effectiveness (OEE)
- OEE calculations
- Equipment failures and patterns
- Failure modes and effect analysis
- Emergency and preventive maintenance
- Common preventive maintenance tasks
- Predictive maintenance
- Computerized Maintenance Management Systems (CMMS)
- Typical CMMS modules

Maintenance planning and control
- Maintenance workflow process
- Work requests and work orders
- Work planning and scheduling
- Backlog management
- Resource management
- Spare parts management
- Maintenance master budget
- Capital budgeting
- Maintenance initiatives
- Replacement analysis of assets
- Maintenance operating budget

Safety in maintenance
- Myths about safety
- Why the concern for safety
- Unsafe acts and unsafe conditions
- Safety culture elements
- Conducting safety audits

Maintenance performance management
- Measuring and evaluating maintenance performance
- Common maintenance Key Performance Indicators (KPIs) and targets
- The maintenance balanced scorecard

For sessions and venues, please visit: www.meirc.com/c92
Certified Maintenance Planner

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The critical objectives of the maintenance planning and scheduling section are to ensure assets availability and reliability at the lowest cost. The planning and scheduling activities in the maintenance department are the reference points for all work orders. Planned wrongly and the whole maintenance management processes will be negatively affected. Work orders created by maintenance planners and properly executed will improve the effectiveness of the maintenance department.

The role of the maintenance planner is to develop the right work orders taking into consideration all the logistical requirements and constraints. Along with excellent planning and scheduling skills, this job requires interacting with many departments. The maintenance theories and principles as well as best practices that will be discussed during this course will equip the maintenance planner to achieve the critical objectives of the maintenance department.

Target Audience
Managers, supervisors and planners responsible for maintenance planning, scheduling and control activities.

Target Competencies
- Maintenance theory and practice
- Maintenance work processes
- Project management
- Planning and logistics theory and practice
- Performance management
- Financial evaluation
- Influencing and communicating

Course Methodology
The course uses a mix of interactive and hands-on techniques. Beside the brief presentations by the consultant and the participants, there will be many individual and group exercises based on actual maintenance work related scenarios. Given that the course is a certified one, there will also be a test at the end of the course.

Course Objectives
By the end of the course, participants will be able to:
- Apply the latest concepts and techniques needed to effectively plan, schedule and control maintenance activities
- Use project management techniques to manage major maintenance activities and shut downs
- Demonstrate understanding of how to maintain the optimal stock levels of spare parts to ensure operational availability
- Prepare the right maintenance KPIs to evaluate and improve the performance of critical maintenance processes in their department
- Select capital budgeting techniques to evaluate maintenance capital expenditures
- Relate and communicate with others to achieve the desired goals

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c93

Course Outline

Role of the maintenance planner
- Importance of maintenance and asset management
- Objectives and types of maintenance
- Evolution of the maintenance function
- Maintenance windows
- Types of maintenance
- Clarification of roles in maintenance
- Defining the work order system
- Setting priorities to work orders
- Establishing a preventive maintenance program
- Preventive maintenance risks

Planning and scheduling of major maintenance work
- Scope of work and activities
- Work Breakdown Structure (WBS) requirements
- Setting and using maintenance standards
- Planning and scheduling constraints
- The critical path method
- Forward and backward scheduling
- Bar and Gantt charts
- Crashing maintenance duration
- Manpower planning
- Resource planning histograms

Planning and controlling maintenance material
- The importance of maintenance, repair and operational parts (MROs) availability
- Inventory related costs of MROs
- Determining the inventory cycle of MROs
- Economic Order Quantity (EOQ) model
- Setting the reorder point of MROs

Controlling maintenance work
- Types of control and control documentation
- The use of Key Performance Indicators (KPIs) that count in maintenance
- Sources of data for KPIs
- Examples of maintenance KPIs

Life cycle cost of equipment
- Capital budgeting and cost of capital
- Maintenance investment rate of return:
  - Accounting Rate of Return (ARR)
  - Payback period
  - Net Present Value (NPV)
  - Internal Rate of Return (IRR)
- Replacement of equipment

Dealing with maintenance colleagues, management and users
- The importance of communication skills
- Possible communication barriers
- Reasons we face conflict
- Managing conflicts effectively
- Styles in managing conflict
Facility Planning and Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge, the skills and the techniques needed to perform all the essential tasks required to manage a facility. The course includes important concepts such as strategic and financial planning, engineering design, automation and maintenance. Participants in this interactive course will learn all the processes and activities required to manage a facility effectively from different perspectives; operational, environmental, contractual and technical and to make the optimum decisions for their facilities.

Target Audience
Personnel who are interested in learning facility management and the considerations that affect facility management.

Target Competencies
- Facility planning
- Strategy planning
- Engineering design
- Decision making
- Maintenance management
- Project management
- Capital budgeting

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

Course Objectives
By the end of the course, participants will be able to:
- Explain the foundations of facility management
- Analyze strategic options and make decisions necessary to manage the facility
- Utilize environmental and contractual factors in selecting appropriate facility site
- Identify tools and techniques necessary to develop a facility’s engineering layouts and make decisions about automation and disaster recovery planning
- Discover the importance of proper maintenance management and project management of a facility
- Apply project management techniques to manage large size facility tasks
- Use capital budgeting concepts and techniques to ensure implementing the appropriate decisions regarding facilities

Course Outline

Overview of Facility Management
- Defining facility management
- Role and responsibilities of the facility manager
- Facility management main activities
- Challenges and risks

Strategic Facility Planning
- Developing facility management strategy
- Retaining services in-house versus outsourcing
- Facility management strategic options
- Outsourcing facility functions
- Service level agreements

Real Estate Planning and Considerations
- Site criteria considerations
- Space calculations
- Environmental issues
- Lease agreements

Engineering Planning and Design
- Design requirements and layouts
- Approaches for furniture planning
  - Closed plan approach
  - Open plan approach
- Space and furniture considerations
- Criteria matrix
- Adjacencies matrices
- Relationship diagram

Maintenance and Operations Management
- Emergence maintenance
- Corrective maintenance
- Preventive maintenance
- Predictive maintenance
- Facility security

Managing Large Facility Jobs
- Defining large facility jobs
- Work Breakdown Structure (WBS)
- Developing a schedule
- Gantt chart
- Resource planning

Facility Financial Management
- Evaluating alternative plans
- Ranking the alternatives
- Weighted factor comparison
- Facility budgeting
- Common ratios and trend analyses
- Capital budgeting evaluations

For sessions and venues, please visit: www.meirc.com/c67
ISO 55000 and Risk-Based Asset Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Effective installation, operation and maintenance of an organization’s assets and equipment are critical. The ISO 55000 standard, as well as a Risk-Based Asset Management program can enable organizations to develop a stronger Strategic Asset Management Plan (SAMP). This course gives participants the knowledge to develop an applicable asset maintenance plan, evaluate it and improve upon it, and to ensure it is in line with ISO standards.

Target Audience
Anyone responsible for installation, commissioning, operation or maintenance of capital assets and auxiliary equipment; this includes project engineers, reliability engineers, maintenance managers, operations managers, and engineering technicians. Furthermore, this course is highly recommended for operations leaders who are implementing an ISO 55000 initiative, including middle managers from across the organization. These could also include capital project engineers, asset owners, asset managers, organizational development and quality personnel.

Target Competencies
- ISO55000
- Asset Management Policy
- Strategic Asset Management Plan
- Implementing Risk-Based Asset Management Programs
- Asset Management Systems

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

Course Objectives
By the end of the course, participants will be able to:
- Describe the clauses and identify the benefits of the ISO 55000 standard
- Develop the Asset Management Policy and a Strategic Asset Management Plan (SAMP)
- Create a project master plan for individual asset management plans
- Describe the four phases in implementing a Risk-Based Asset Management program
- Demonstrate how to effectively classify assets and multiple methods for analyzing assets
- Map control strategies to predominant failure modes
- List key performance indicators to effectively measure control strategies
- Calculate overall equipment effectiveness

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c335

Course Outline

Design and develop ISO 55000
- Overview of ISO 55000: Asset Management (AM) fundamentals and benefits
- Financial benefits of AM, KPIs, Ratio and DuPont analysis
- Modeling financial impact
- “Putting it all together”
- Asset Management System (AMS): policy, strategy and objectives
- Creating AM policy
- Creating AM strategy: requirements, company strategy analysis
- Creating AM objectives: six anchor points

Evaluation and continuous improvement
- Finalizing and pitching AMS policy and strategy
- Change management in AMS
- Communication planning
- From strategy to plans: AM plans
- Risk assessment and management
- Management system elements: support, operation, performance evaluation, improvement
- Next steps: implement, control, maintain

Asset maintenance plan introduction
- Introduction to Reliability Excellence (Rx)
- Risk-Based Asset Management (RBAM) 4-step model
- Asset management plan: operations, maintenance, risk plans
- Assessment tools
- Risk assessment and management
- Classify phase:
  - Value stream mapping and opportunities
  - Asset catalogs, hierarchy development
- Analyze phase: criticality analysis

Beginning a maintenance plan
- Analyze phase: Failure Mode Effects Analysis (FMEA)
- Control phase:
  - Effective job plans
  - Critical spares strategy
  - Task creation guidelines
  - Task modules
  - Preventive Maintenance (PM) optimization
  - Predictive Maintenance (PdM) technologies

Asset maintenance plan
- Measure phase:
  - Key performance indicators
  - Calculating and using Overall Equipment Effectiveness (OEE) data
- Total cost of ownership
- RBAM 4-stage plan development
Why Attend
Maximizing assets availability and reliability with the optimal cost are two conflicting objectives that each maintenance department needs to achieve. Maintenance planning and scheduling is the first step needed to assist you in achieving these objectives. However, maintenance planning and scheduling is not only about using project management software to schedule tasks. Beside planning and scheduling activities the planner needs to ensure that all logistics are provided for. The planner will also need to be engaged in financial evaluation of maintenance initiatives. Once the planning is done right, the next step will be to ensure that all the work orders are executed as per the plan and in compliance with all Health, Safety and Environment (HSE) guidelines as well as company policies and procedures. In this course various techniques will be discussed that will assist you in due course to plan, schedule and control all your maintenance work orders for maximum effectiveness.

Target Audience
Managers, supervisors and planners responsible for maintenance planning, scheduling and control activities.

Target Competencies
- Maintenance theory and practice
- Maintenance work processes
- Project management
- Financial evaluation
- Planning and logistics theory and practice
- Performance management
- Adaptability

Course Methodology
The course uses a mix of interactive and hands-on techniques. Beside the brief presentations by the consultant and the participants, the thrust will be on real life work related situations to develop maintenance schedules for preventive and breakdown jobs, calculate re-order points and optimal quantities of spare parts, evaluate maintenance initiatives, and develop the right maintenance KPIs.

Course Objectives
By the end of the course, participants will be able to:
- Explain the challenges and objectives facing maintenance organizations today
- Demonstrate the importance of work order systems and use techniques for time estimations and priority assignments
- Prepare a preventive maintenance program
- Apply project management techniques to effectively manage major maintenance activities and shut downs
- Use capital budgeting techniques to evaluate maintenance capital expenditures
- Demonstrate understanding of how to maintain the optimal stock levels of spare parts to ensure operational continuity
- Prepare the right Key Performance Indicators (KPIs) to evaluate and improve performance in maintenance

Course Outline

Objectives of maintenance
- Definition of maintenance and asset management
- Challenges and objectives of maintenance
- Maintenance windows
- Maintenance methods
- Types of maintenance
- Classification of roles in maintenance
- Customer service in maintenance

The work order system
- Purpose of the Work Order (WO) system
- Information collected on a WO
- Job estimating methods
- Prioritizing maintenance work orders

Preventive Maintenance (PM)
- What is preventive maintenance
- The importance of implementing a PM program
- Establishing schedules
- Breaking a facility into logical parts
- Developing an equipment list
- Developing equipment manuals
- Setting up inventory
- Understanding risks associated with a PM program

Planning and scheduling of major maintenance WOS and shut downs
- Importance of a clear Work Order (WO) scope definition
- Work Breakdown Structure (WBS)
- Methods for building an effective maintenance database
- Critical Path Method (CPM)
- Work order crashing
- Resource scheduling and leveling

Life cycle cost of equipment
- Capital budgeting
- Accounting Rate of Return (ARR)
- Payback method
- Net Present Value method (NPV)
- Replacement analysis of equipment

Planning and controlling maintenance materials
- Identification of inventory costs
- Considerations in inventory decisions
- How much to order: Economic Order Quantity (EOQ)
- When to order (setting min and max levels)

Controlling maintenance work
- Maintenance Key Performance Indicators (KPIs)
- Backlog indices
- Schedule compliance indices
- PM and emergency indices
- Generic maintenance indicators

For sessions and venues, please visit: www.meirc.com/c94
Managing Shutdowns, Turnarounds and Outages

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

Shutdowns are an important factor of a maintenance strategy. Properly planning, scheduling, initiating, executing and reporting on shutdowns lead to efficiency, effectiveness and safety of operations. This course enables participants to understand how to form shutdown teams, budget and control shutdowns, as well as apply best practices of shutdown management.

Target Audience

Maintenance managers, maintenance supervisors, planners, project engineers, maintenance engineers, project managers, outage planners and people who are in training for these positions; this course is also designed for contractors who manage entire or parts of client shutdowns.

Target Competencies

- Preparing for Shutdowns
- Controlling Shutdowns
- Budgeting Shutdowns
- Shutdown Safety
- Gantt, CPM and PERT Charts

Course Methodology

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

Course Objectives

By the end of the course, participants will be able to:
- Decide when and how to use Gantt, CPM and PERT charts
- Set up an effective shutdown team
- Produce a checklist of safety risks to protect their workers
- Control a shutdown and evaluate its effectiveness
- Budget effectively the next shutdown, turnaround or outage
- Learn from their mistakes and institutionalize lessons learned
- Get the most from their existing project management software
- Setup a safety program for their shutdowns

This course is offered by PLUS Speciality Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c340

Course Outline

Basics of shutdowns, turnarounds and outages
- Key Performance Indicators for a shutdown
- Comparing and contrasting project management versus a typical shutdown
- Defining constraints
- Communication and presentations
- Phases of a shutdown
- Scheduled audits
- Shutdown organization
- Roles, responsibilities and accountability

Shutdown initiation
- Examining the sources of work
- Work validation
- Packaging of work for bidding
- Prioritization of work

Shutdown planning
- Special requirements of large jobs
- Planned job package
- Planning and estimating
- How to run a safer shutdown
- Safety risk list

Scheduling the shutdown
- History of project management
- Software available
- Critical Path Method (CPM)
- Gantt charts

Executing and reporting on the shutdown
- Attaining quality and safety
- Shift schedules
- Managing execution
- Shutdown and startup of the plant
- Daily schedule and feedback
- Shutdown review meeting agenda
- Project leader failure techniques
- Execution master checklist
- Accounting, costs and budgets
- Completion, reporting and lessons learned
- Files to keep and review
- Completion of work master checklist
- Completion of project master checklis
Optimizing Maintenance Inventories

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Inventory management of maintenance parts and equipment is an essential component of effective maintenance planning and strategy. This course will enable participants to immediately identify how maintenance strategy and stockroom decisions impact one another, determine what parts to stock while reducing overall inventory levels, and apply lean and economic approaches to maintenance inventories.

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

Course Objectives
By the end of the course, participants will be able to:
- Decide what parts to carry and why
- Reduce inventory levels and increase the service level
- Calculate safety stocks
- Explain how maintenance strategy impacts stocking decisions
- Improve stockroom layout and improve picking speed
- Apply Lean Maintenance to stockrooms
- Describe the application of a Computerized Maintenance Management System (CMMS) to a stockroom

Target Audience
Senior and middle level managers from operations, maintenance, materials and finance, maintenance planners, warehouse managers, parts clerks, purchasing agents and buyers.

Target Competencies
- Lean Maintenance
- Computerized Maintenance Management Systems
- Stock Management
- Stockroom Management
- Maintenance Management

Course Outline

**Vision for maintenance and the stockroom**
- Definitions
- Common comments about good and bad stockrooms
- Benchmarking

**Storeroom management**
- Computerization assessment
- Reports
- Parts catalog
- Rules for a computer-aided maintenance stockroom
- How computerized inventory control can reduce stockouts and obsolete parts
- Stockroom business process review

**The physical stockroom**
- Functions of the physical stockroom
- Sizing the stockroom
- Ideas for layout of the stockroom
- How to conduct a physical inventory

**The economic stockroom**
- Parts that meet specific descriptions
- Economic analysis
- True cost of an item in inventory
- How to reduce maintenance inventory levels
- How to increase efficient use of capital
- Big-ticket analysis
- Procurement costs
- How much is enough?
- Types of demand

**Dealing with the part itself**
- Know your ABCs
- Steps to take advantage of the ABC inventory technique of analysis

**Helping purchasing save money**
- Ideas to improve the relationship between purchasing and maintenance
- Vendor relationships
- Managing rebuildables

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c308
Why Attend
Facing competitive industry and strong global competition, it is critical that organizations gain the most from their equipment and plant, while protecting their life expectancies and reliability for return on investment. Plant operators can be stretched when challenged with unforeseen problems or when time-investment is required for long-term planning. The key is to identify the most cost-effective practical solutions using state-of-the-art assessment tools and techniques, while using Risk-Based Inspection (RBI) methodologies to protect workers and the environment.

This practical but detailed course provides participants with an essential understanding of the engineering and management principles of plant inspection.

Target Audience
Participants wishing to gain an overview and understanding of plant inspection needs, techniques and requirements. Those working in operations, maintenance, commissioning and risk management, from planners and technicians through to engineers, contractors, supervisors and managers, will benefit from this course. This course is also suitable for those working in other industries/functions and wishing to transfer into plant inspection and seek a greater understanding.

Target Competencies
- Engineering Inspection Methods
- Pressure Equipment Inspection Methods
- Safety Standards and Legislation
- Safety Inspections
- Risk-Based Inspections

Course Methodology
The material used in the training course will be based on exercises as well as regional and international case studies. In addition to group discussions, participants will frequently work in pairs with one another as well as in larger teams.

Course Objectives
By the end of the course, participants will be able to:
- Apply the main principals of engineering inspection methods and conduct an effective plant inspection
- Explain what pressure equipment is and the inspection methods
- Identify standards and the governing legislation
- Implement safety and risk-based inspections
- Plan and run an effective inspection program

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c351

Course Outline
Introduction to pressure equipment and associated facilities
- Introduction to pressure equipment
- Inspection of pressure vessels
- Inspection of pipelines
- Inspection of storage tanks
- Inspection of paint systems and linings

Planning and reporting on inspections
- Inspection reporting
- Record keeping
- Use of codes and standards, legislation, rules and regulations
- Roles and duties of the plant inspector
- QA/Inspection
- Inspection and test plans

Inspection skills and safety understanding
- Inspection safety
- Basic inspection skills, visual inspection skills
- Inspection of materials
- Visual examination of welds
- Inspection and Non-destructive Testing (NDT)

Inspection engineering, mechanisms, prevention and control
- Pressure vessels
  - Engineering materials
  - Material properties
  - Material degradation
- Key damage mechanisms in major oil and gas production
- Refining and manufacturing processes and where they can be found
- Corrosion processes
- General metal loss
- Localised metal loss, pitting, laminations, weld misalignment and shell distortion
- Flaws and creep
- Fire damage
- Hydrogen blisters
- Hydrogen damage associated with Hydrogen Induced Cracking (HIC) and Stress Orientated Hydrogen Induced Cracking (SOHIC)
- Dents and gouges
- Process parameters
- Prevention and control and the most appropriate inspection and non-destructive testing methods for damage mechanisms
- Introduction to risk-based inspection
- API/ASME related codes and standards
- Fitness for service

Risk Based Inspections (RBI)
- Reasons for implementing RBI
- Benefits of using RBI
- Practical implementation of RBI
- Planning successful RBI implementation projects
- Preparing inspection plans and optimising maintenance and inspection intervals
Why Attend
Failures within machinery and equipment do occur, and in some cases can be catastrophic for an organization, a project and/or human life. It is important to evaluate the reliability of equipment or processes and identify aspects for reliability improvement. Though not all failures can be 100% eliminated, it should be a goal of any organization to identify the most probable failures and when they will likely occur, in order to mitigate them. Through case studies and examples, this course will examine Reliability Engineering and Reliability Centered Maintenance, as well as modeling, control strategies and tools and metrics involved.

Target Audience
Anyone involved in improving asset/capacity reliability and predictive maintenance programs, as well as anyone responsible for decreasing repetitive failures, including reliability engineers, maintenance managers, reliability technicians, plant managers, operations managers, production managers and reliability personnel.

Target Competencies
- Reliability Centered Maintenance
- Failure Reporting, Analysis and Corrective Action Systems
- Predictive Maintenance Technologies
- Problem Solving
- Risk Management

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

Course Objectives
By the end of the course, participants will be able to:
- Review reliability-based asset management philosophy
- Describe the role and responsibilities of a reliability engineer
- Define the essential components of a successful reliability program, including Reliability Centered Maintenance, physical asset management, reliability metrics, and interdepartmental partnerships
- Investigate and utilize reliability tools, problem solving methods, and risk management fundamentals, including Failure Reporting, Analysis and Corrective Action System (FRACAS)
- Cite ways to optimize their reliability program, including practicing preventive maintenance plans and discussing 5 predictive maintenance (PdM) technologies

Course Outline

Introduction to reliability excellence and the Reliability Engineering (RE) Role
- RE introduction, 4 work stream scenario
- RE roles and responsibilities
- RE vs. Maintenance Engineering (ME)
- Deep water horizon case study
- Risk assessment
- Risk management
- Statistical analysis
- Reliability modeling
- Functional block diagram activity
- Monte Carlo simulation

Reliability program management
- Reliability Block Diagram (RBD)
- Determining system reliability activity
- Elements of Design for Reliability (DFR)
- DFR behaviors activity
- DFR checklist
- Fault tree exercise

- Reliability program
- RE program assessment
- Reliability Centered Maintenance (RCM)
- FMEA activity
- Control strategies
- Total Productive Maintenance (TPM) activity

Tools and Metrics
- Management of change
- Metrics and system performance
- Your Root Cause Analysis (RCA) program
- Problem identification statistical process control activity
- RCA tools and activities
- Failure Reporting, Analysis and Corrective Action System (FRACAS)
- FRACAS case study
- Preventive maintenance optimization
- Reliability road map

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c334
Good marketing and sales are keys to a successful business. When done properly, marketing produces leads, sales and happy customers that will boost your brand’s equity. While marketing focuses on strategies that can measure and improve your reach and promotional efforts, sales relies on effective planning skills and interpersonal interactions. Whether your aim is to market or sell, the programs in our Marketing and Sales category will help you optimize your results.

Participants who attend any of these programs will acquire knowledge and skills in competencies approved and adopted by leading marketing and sales professionals around the world. From developing strategic marketing plans to learning techniques to increasing success rates and profitability, Meirc’s Marketing and Sales category covers it all. Let us help you make a difference and stand out from the crowd! For a list of suggested programs, please refer to the schedule below or contact us for more information.
Certified Brand Manager

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Branding is the process by which companies distinguish their product offerings from competition. A brand is created by developing a distinctive name, package and design, and by arousing customer expectations about the offering. This course tackles all the competencies needed to build a strong organizational brand and evaluate its performance and perceptions in the market place. It also details the role brand management plays in the strategic marketing process, the steps of the consumer adoption process, the different types of branding strategies and the signs that can indicate a troubled branding strategy.

Target Audience
This course is targeted at managers and marketing personnel who wish to learn to interpret the potential effects of various brand strategies and tactics and assess the value of any type of brand. This program is also ideal for marketing professionals who would like to strengthen, develop and enhance their strategic marketing skills and obtain the highest Return on Investment (ROI) from managing their organization’s brand.

Target Competencies
- Creating brand report cards
- Brand management
- Creating brand value
- Crafting brand identity
- Designing brand equity elements
- Conducting brand audits
- Developing brand strategies

Course Outline

<table>
<thead>
<tr>
<th>Definitions and anatomy of brands</th>
<th>Brand planning and management</th>
<th>The strategic brand management process</th>
<th>Brand equity and identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The definition of a brand</td>
<td>• The concept of customer based brand equity</td>
<td>• The branding process: some useful models</td>
<td>• Brand equity defined</td>
</tr>
<tr>
<td>• Reasons why brands matter</td>
<td>• Building customer based brand equity</td>
<td>• Identifying and establishing brand positioning and values</td>
<td>• Elements of brand equity</td>
</tr>
<tr>
<td>• A brief history of brands</td>
<td>• Three tools to facilitate brand planning</td>
<td>• Planning and implementing brand marketing programs</td>
<td>• Brand loyalty</td>
</tr>
<tr>
<td>• The challenges and opportunities of branding today</td>
<td>• Brand positioning model</td>
<td>• Measuring and interpreting brand performance</td>
<td></td>
</tr>
<tr>
<td>• Understanding branding</td>
<td>• Brand resonance model</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Brand value chain model</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Brand management elements</td>
<td>• Growing and sustaining brand equity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Developing brand vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establishing brand position</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fulfilling brand contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communicating brand position</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Measuring Return on Brand Investment (RoBI)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Methodology</th>
<th>Course Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course involves a variety of case studies and exercises to develop the right skills needed to become a successful branding professional. Group presentations and self assessment tools will also be used for the same purpose.</td>
<td>By the end of the course, participants will be able to:</td>
</tr>
<tr>
<td>• Improve the success of their organization, product or service through careful attention to brand imperatives</td>
<td>• Improve the success of their organization, product or service through careful attention to brand imperatives</td>
</tr>
<tr>
<td>• Craft a powerful brand positioning statement that reflects the brand promise and the expectations of their most valued customers to keep up with ever changing market requirements</td>
<td>• Craft a strategic brand and be able to track its growth and sustainability to optimize brand equity</td>
</tr>
<tr>
<td>• Recognize the dangers and pitfalls of ignoring the laws of branding to create a strong brand identity</td>
<td>• Recognize the dangers and pitfalls of ignoring the laws of branding to create a strong brand identity</td>
</tr>
<tr>
<td>• Identify various brand strategies to come up with sound actions aligned with the status of existing and new markets and products</td>
<td>• Identify various brand strategies to come up with sound actions aligned with the status of existing and new markets and products</td>
</tr>
<tr>
<td>• Evaluate brand performance and take remedial action after conducting a full brand audit and mastering the branding process</td>
<td>• Evaluate brand performance and take remedial action after conducting a full brand audit and mastering the branding process</td>
</tr>
</tbody>
</table>

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c134

<table>
<thead>
<tr>
<th>Definitions and anatomy of brands</th>
<th>Brand planning and management</th>
<th>The strategic brand management process</th>
<th>Brand equity and identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brand awareness</td>
<td>• Brand positioning model</td>
<td>• Brand equity defined</td>
<td></td>
</tr>
<tr>
<td>• Perceived quality</td>
<td>• Brand value chain model</td>
<td>• Elements of brand equity</td>
<td></td>
</tr>
<tr>
<td>• Brand associations</td>
<td>• Brand management elements</td>
<td>• Brand loyalty</td>
<td></td>
</tr>
<tr>
<td>• Creating a brand identity</td>
<td>• Developing brand vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brand vision</td>
<td>• Establishing brand position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brand contract</td>
<td>• Fulfilling brand contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brand stories</td>
<td>• Communicating brand position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brand communication</td>
<td>• Measuring Return on Brand Investment (RoBI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Brand metrics</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Building brand portfolios
- Branding philosophies:
  - The branded house
  - Sub-brands
  - Endorsed brands
  - The house of brands
- Brand growth strategies
  - Flanker or fighting brands
  - Line extensions
  - Brand extensions
- Successful and unsuccessful brand extensions
- The various types of brand architecture: product-brand, “brandunit”, range brand, umbrella brand and endorsement brand

Brand evaluation
- The brand audit questionnaire
- Reviewing the “big idea”
- Evaluating advertising
Certified Business Development Professional

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The Certified Business Development Professional course focuses on the tools and techniques required to develop new business. Without them, sales will stagnate and profits will drop. The course also addresses ways to maximize the company’s profitability by fostering relationships with potential players and key decision makers in the market. By attending this program, business development professionals will acquire what they need to create and implement promotional drives in order to spur the company’s market prospects and to design cost effective yet innovative options to boost sales.

Target Audience
Sales reps, sales supervisors and managers, and account managers who would like to professionally develop themselves by seizing business opportunities and using them to improve personal management and showcasing skills. The course also targets commercial professionals aspiring to consider every potential client as a challenge that will help their performance and their careers.

Target Competencies
- Account qualification
- Customer relationship management
- Re-engineering of commercial processes
- Customer service
- Marketing of products and services
- Business planning
- Lead generation
- Writing business proposals

Course Outline

Business development: overview and best practices
- Business development: definition and scope
- Account analysis and qualification: an overview
- The new landscape of account management and BD
- Understanding the buy-sell ladder model
- Client classification: building an ideal client profile
- Understanding and working the customer loyalty ladder

The business planning process
- Using the STAR business planning process:
  - Strategic analysis
  - Targets and goals
  - Activities
  - Reality check
- Conducting customer surveys to identify important service criteria
- Preparing an account development plan
- Building client chemistry with F.O.R.M

Re-defining your processes for breakthrough results
- Reviewing the selling process:
  - The selling process
  - Functional product/service/company knowledge
  - Unique/distinctive selling points
  - The sales competitors analysis form
- Reengineering your team selling process to avoid mistaking motion for action
  - The value-added selling process
  - A simple framework for developing new business
  - Create and deploy weapons
  - Your best friend: the phone
- Creating A client-centered code of conduct (DART model)
- Designing and implementing key performance indicators
- Creating a balanced scorecard (business performance audit)

Effective negotiation skills
- The definition of negotiation
- Some negotiation philosophies
- The difference between persuading and negotiating
- The five stages of the negotiation process
- The critical rules of negotiation
- The phases of the purchasing decision
- Establishing relative importance of differentiators
- Influencing decision criteria
- Vulnerability analysis
- Workshop: completing your negotiation plan

Building and leading the national business development team
- Stages in team formation
- Building a high performance team
- Defining team roles
- The team motivation mix
- Management versus leadership
- Practices of exemplary leaders (industry practices)

Writing business proposals that sell
- Writing a typical business proposal
- Formatting tips and tricks for winning proposals
- The process of developing successful project proposals
- Workshop: creating your own project proposal

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is endorsed by the Institute of Sales & Marketing Management (ISMM).
For sessions and venues, please visit: www.meirc.com/c135
Why Attend
With competition increasing every day and the mounting pressures that characterize tough economic times, you need proven marketing techniques to generate demand for your existing products and services. The Certified Marketing Professional training course offers a variety of important conventional marketing concepts that will give you solid knowledge about conventional marketing topics such as marketing planning, marketing audit, marketing communications, and marketing research. It is a must for professionals who would like to exploit marketing arenas for the first time or wish to refresh their marketing know-how.

Target Audience
The training course will be of interest to a wide range of marketing, PR, communications, sales and operations professionals. It is of special value to marketing managers in firms, business, organizations and institutions of all sizes and in all business sectors.

Target Competencies
- Marketing planning
- Marketing audits
- Macro and micro environments analysis
- Marketing communications
- Marketing research

Course Methodology
In addition to the classical concepts the course offers, the 'Certified Marketing Professional' course employs a wide array of case studies, templates, and Excel sheets to help participants acquire the right marketing competencies and apply them in a seamless and professional manner.

Course Objectives
By the end of the course, participants will be able to:
- Define the marketing framework of a business organization
- Conduct marketing audits and analysis to better examine the micro and macro environments
- Combine best practices, tools and models to implement an effective marketing and sales management system
- Develop strategies, initiatives and programs to build and sustain a competitive market advantage
- Apply planning and the execution of advanced marketing strategies to enhance organizational results

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c136

Course Outline

Marketing concepts
- Marketing management defined
- Evolution of the marketing concept
- Differences between marketing and selling
- Scope of marketing management
- Setting the scene: the marketing mix
- Using the 4Ps marketing mix model

Marketing audit and planning
- Understanding the marketing environment
- Various marketing analysis techniques
  - ‘PEDSTLE’ analysis
  - ‘SWOT’ analysis
  - The five forces model (M. Porter)
  - Customer analysis
- Competitive analysis
- The marketing audit
- Marketing planning

Market segmentation, targeting and positioning
- Market segmentation defined
- Basis of market segmentation (B2C)
- Basis of market segmentation (B2B)
- Criteria for successful segmentation
- Market targeting
- Market positioning
- Steps in market segmentation, targeting and positioning

Marketing communication and campaigns
- Elements of the communication process
- Steps in creating a promotional campaign
- The goals and tasks of promotion
- The ‘AIDA’ concept
- Setting the advertising budget
- The various media types
- Media scheduling
- Evaluating promotional campaigns

The Product Life Cycle (PLC): a strategic approach
- The PLC concept
- Marketing strategies for PLC
- The promotion mix and marketing objectives
- Characteristics promotion mix elements
- Promotion mix strategies across the PLC
- Push and pull strategies

Marketing research
- Marketing research defined
- The marketing research process
- Secondary and primary data
- Questionnaire design
- Forms of survey research
Certified Sales Manager

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Achieving outstanding sales results in an increasingly competitive world is a difficult task. Only by establishing a modern sales force management system and by training sales management personnel effectively, can today's firm compete. The Certified Sales Manager course provides frontline sales managers with the knowledge, skills, and tools they need to drive bottom line performance. It focuses on improving organization and forecasting skills, as well as other technical competencies aimed at guiding salespeople towards higher performance.

Target Audience
The course is designed for sales managers and directors who have a desire to increase their team's overall performance, productivity and profitability. It is also directed towards managers who want to increase the value they deliver to their sales reps and organization. Finally, the course will be a perfect fit for sales professionals new to, or considering a move to, a managerial role.

Target Competencies
- Sales team management
- Sales planning
- Territory and key account management
- Sales coaching skills
- Sales performance evaluation
- Sales leadership
- Team building and management
- Forecasting techniques

Course Methodology
The course relies on the use of a variety of case studies and exercises to develop a consistent approach to sales team management. Group presentations and self assessment tools will also be used to create a shared language around key sales management competencies.

Course Objectives
By the end of the course, participants will be able to:
- Demonstrate traits of an excellent sales manager facing modern market challenges
- Design and deliver sales strategies, organize sales territories, and use different forecasting models to optimize sales results
- Appraise and train the sales team to generate increased sales and profits
- Conduct sales coaching and counseling sessions effectively
- Use their leadership and team building abilities to improve sales and retain people
- Carry out productive sales performance reviews and use a wide array of sales performance evaluation models

Successful candidates on this course will be awarded Meirc's Professional Certificate (MPC).

This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c137

Course Outline

Sales management and the marketing mix
- Sales management defined
- Sales management functions
- The position of personal selling in the marketing mix
- The sales competency model
- Major mistakes sales managers make

Planning, strategy and organization
- Sales planning fundamentals
  - ‘SWOT’ analysis
- Formulating sales strategies
- Sales forecasting techniques
- Organizing the sales force
  - Structuring and deploying the sales force
- Territory design, allocation, and management
- The build-up and breakdown (territory design models)
- Key account management: best practices
- Account analysis methods (single factor models)

Sales process management
- Understanding the psychology of the buyer
- Characteristics of successful sales people
- Identifying the components of the sales process
- Selling ‘ASAP’
- A framework for change in the sales force
- The customer driven sales force

Sales management capstone competencies
- The recruitment of a sales force
- Recruiting and staffing of a sales force
- Determining the number of sales people (models)
- Training and coaching the sales force

> Developing and conducting a sales training program
> The field training process

Team leadership and motivation
- The team development cycle
- Identifying team roles, strengths and weaknesses
- Coaching sales people for peak performance
- The sales coaching process
- Leadership principles and skills
- Situational leadership
- Motivation guidelines and principles
- The motivation mix

Sales performance management
- The critical importance of setting standards
- Types of standards
- Characteristics of an effective appraisal system
- Criteria for results based evaluations
- Qualitative and quantitative measures of performance
- Sales evaluation models
Customer Relationship Management (CRM): The Power of Information

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Customer relationship management softwares have become very popular in recent years. Extremely powerful and quite economic they hold promises of unparalleled customer insights leading to superior personalized service, customer loyalty and higher profitability. However, many organizations only use CRM as a glorified address book, thereby foregoing much of its capabilities. In this course, and through practical examples and exercises, you will learn to unleash your CRM's potential. From the systematic capture of customer data to its analysis and from drawing the right conclusions to making the most pertinent decisions you will be able to use CRM to maximize customer lifetime value and satisfaction.

Target Audience
This course targets marketing managers, analysts and staff, sales and customer care managers and supervisors as well as interested members of the team involved in designing applications for the organization's CRM system.

Target Competencies
- Analytical and logical thinking
- Decision making
- Customer orientation
- Marketing and sale
- Customer relationship management

Course Methodology
The course uses a variety of techniques such as presentations by the consultant, exercises, self assessment questionnaires, case studies (some based on real industry examples), video clips by top CRM manufacturers as well as class discussions.

Course Objectives
By the end of the course, participants will be able to:
- Explain why Customer Relationship Management (CRM) is essential for attracting, retaining and growing loyal customers
- Defend the uses and objectives of a CRM system
- Make full use of the power of CRM to maximize customer acquisition, profitability and retention
- Use customer insight to design highly effective, as well as cost efficient, marketing campaigns
- Apply an approach to CRM best suited to their organizations

Course Outline

CRM overview
- Definitions of CRM
- A brief history of business data
- The functions of CRM
  - Collecting, organizing and interpreting the data
  - Objectives and benefits sought
  - Sources of data
  - The building blocks
  - Levels of CRM applications
  - The importance of data mining

Introduction to CRM
- Basic template architecture
- Capturing customer data
- Use of simple reports
- Most common CRM applications
  - For the salesforce, customer service and marketing

The power of CRM
- Uncovering hidden patterns
  - Clustering, association, regression, and prediction and classification
- Maximizing Customer Lifetime Value (CLV)
  - Economics of customer retention
  - The five key drivers of customer value
  - Customer lifetime value
- The Recency, Frequency and Monetary value (RFM) method
  - Recency, frequency and monetary value coding
  - Putting it all together
- Customer value metric
  - Size of wallet and share of wallet
- Campaign management
  - Targeting new customers: acquisition strategies
  - Targeting existing customers: retention strategies, up-selling and cross-selling
- Customer classification and segmentation
  - Demographic information, RFM and other metrics
  - Customer profiling and modeling

Planning the implementation
- Choosing a CRM solution
  - Objectives and benefits sought
  - 'Out of the box' functionality
  - Customization and flexibility
  - Integration with current systems
  - Global perspective
  - Price considerations
- How to get started
- Challenges and lessons learned
- Benefits and the thrill of success
Why Attend
Guerrilla marketing is an advertising strategy that focuses on low cost unconventional marketing tactics that yield maximum results. The original term was coined by Jay Conrad Levinson in his 1984 book ‘Guerrilla Advertising’. This alternative advertising style relies heavily on unconventional marketing strategies, high energy and imagination. Guerrilla marketing is about taking the consumer by surprise, making an indelible impression and creating copious amounts of social buzz. It is designed to leave a far more valuable impression with consumers in comparison to more traditional forms of advertising and marketing. This is due to the fact that most guerrilla marketing campaigns aim to strike the consumer at a more personal and memorable level. The course will give the participants all the tools and techniques to prepare and run a full guerilla marketing campaign.

Target Audience
Typically, the course is targeted towards new business owners and start-up entrepreneurs, owners of Small and Medium-size Enterprises (SMEs), marketing professionals working for SMEs, marketing professionals who would like to master low cost and high impact tactics, and marketers who wish to use online and social media tactics for generating traffic and leads.

Target Competencies
- Guerrilla marketing traits
- Guerrilla marketing weapons
- Guerrilla marketing agendas and planning
- Message creation
- Creativity
- Online guerilla marketing
- High impact websites
- Guerilla social media practices

Course Methodology
The course includes self assessment tools, short presentations by the subject matter expert and the participants relevant to particular case studies and exercises, completing own guerilla marketing plan using the participant workbook, and analyzing guerilla marketing practices.

Course Objectives
By the end of the course, participants will be able to:
- Define guerilla marketing and list its core competencies and how they can be effectively applied to improve market share
- Build a competency profile for a guerilla marketer and use the profile to properly execute guerilla marketing tactics
- Design a guerilla marketing plan and calendar aimed at maximizing their organizational competitive advantage
- Apply the basics of online guerilla marketing to boost their e-presence
- Use the key tactics of guerilla marketing to execute a marketing attack with a winning outcome

Course Outline
The Scope of Guerilla Marketing
- Definition of guerilla marketing
- Marketing myths
- Sixteen guerilla marketing competencies
- Guerilla marketing weapons
- Workshop: understanding guerilla marketing practices

Crafting the Guerilla Marketing Profile
- The top ten attributes of a guerilla marketer
- The top ten attitudes of a guerilla marketer
- The guerilla marketing mindset
- Creativity and guerilla marketing

Guerilla Marketing Planning
- Writing a benefits list
- Identifying your competitive advantage
- Developing a meme
- Selecting your guerilla marketing weapons
- Creating a seven sentence guerilla marketing plan
- Planning a guerilla marketing calendar
- Workshop: preparing your guerilla marketing plan and schedule

Online Guerilla Marketing
- Traditional versus digital marketing
- Establishing a website
- Incentives and visitors registration
- Automating your website
- Effective e-mails
- Profiting from your e-mail list
- Fusion marketing
- Integrating social media in your guerilla marketing campaign
  - Facebook
  - Twitter
  - Youtube
- Content marketing
- Twenty social media trends: sharpening your guerilla attack
- Workshop: sharpening your guerilla marketing plan

Launching your Guerilla Marketing Attack
- The pre-attack stage:
  - Maneuver warfare mindset
  - The eight components of an integrated attack
- Offense strategies
- Defense strategies
- The ten-step attack plan
- Maintaining your campaign
- Keeping track
- Improving your marketing
- Workshop: writing your own marketing plan
Key Account Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course is designed to transform participants into business advisors and high yielding and profitable relationship managers whom clients rely on and companies value. The course shows participants how to build long term, value based relationships with large accounts, penetrate them for further business, and maximize the revenue they generate while reducing the time and costs in managing them. The course also provides a strong focus on quantitative approaches to account qualification and account planning best practices.

Course Methodology
The course includes self assessment tools, planning and analytical templates, and psychometric self assessment instruments to measure personal abilities to accommodate different personality styles. Group exercises and case studies will also be integral parts of the training methodology used.

Course Objectives
By the end of the course, participants will be able to:
- Define the functions of key accounts and their importance for the commercial organization
- Identify and prioritize key accounts to measure their profitability and qualify their strategic importance for their company
- Classify the different levels of customer relationships to enhance the way they interface with such customers
- Develop customer focused plans and strategies needed in the development of key accounts
- Build core key account competencies to meet the ever changing challenges in the market of key accounts

Target Audience
This course is targeted at cross functional personnel who seek to understand modern customer management practices to improve cross functional support and develop personal careers in key account management. The course is also conceived for sales managers who oversee the development of key customers, and key account managers responsible for managing the relationship with key customers.

Target Competencies
- Account planning
- Sales forecasting
- Networking skills
- Cost to serve computations
- Account classification models
- Presentation skills
- Time management
- Relationship management

Target Competencies
- Account planning
- Sales forecasting
- Networking skills
- Cost to serve computations
- Account classification models
- Presentation skills
- Time management
- Relationship management

Course Outline

**Key Account Management (KAM) defined**
- The changing nature of sales force activity
- Definition of key account management
- Criteria for qualifying Key Accounts (KA)
- Strategic accounts versus key accounts
- Objectives of KAM
- Managing customer profitability and Customer Relationship Management (CRM)
  - Definition and goals of CRM
  - The value of loyalty
  - Acquisition costs and life time value (LTV)

**Account analysis: defining and selecting KA**
- KAM: best practice actions
- Account analysis insights
- Account analysis methods
  - The single factor models
  - The portfolio models
  - The decision models
- Important 'KPIs' for KA qualification
  - Computing the cost per call
  - Break even sales volume
  - Result based simulation

**Key account relational development model**
- Business partnership defined
- The partnership skill set
- The KA relational development model
  - Pre-relationship stage

**The Key Account Planning process (KAP)**
- Two layers of planning
- Prioritizing efforts
- Important business analysis
  - Customer analysis
  - Past business analysis
  - Competition analysis
- Identifying opportunities
  - 'SWOT' analysis
  - Developing account strategy
  - 'TOWS' analysis

**The critical role of key account managers**
- Understanding the role and responsibilities of key account managers
- Harnessing daily to-do-lists to optimize sales productivity
- Identifying and working with different personality styles
- Presentation skills for key account managers

This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c139
Marketing Communications and Media Planning Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
‘Advertising and marketing’ communication is the art and business of developing and communicating messages which effectively provide consumers with information about products, services and ideas. It is exciting, creative, demanding, rewarding and challenging. The course is designed to provide training in the theoretical and practical aspects of modern marketing communication. Participants will be able to perform advertising and communication functions using a variety of media techniques and review the many digital marketing tools available for campaign success.

Course Methodology
The course includes group exercises and case studies, brief presentations by the participants to defend the findings related to case studies, videos, and comprehensive workshops.

Course Objectives
By the end of the course, participants will be able to:
• Describe the field of marketing communication and explain the characteristics of successful campaigns (offline and online)
• Exercise well rounded knowledge of event concepts and strategies to optimize visibility and brand or company image
• Define the principles of Integrated Marketing Communication (IMC) and describe how companies apply these principles to ensure messages are heard by both consumers and businesses
• Apply insights and skills needed to manage special marketing communication issues and create successful solutions
• Recognize and implement social media vehicles and tactics to maximize the marketing campaign return on investment

Target Audience
The course is designed for professionals in marketing, communication, advertising, public relations, human resources, sales, and business development who need practical, up-to-date knowledge of marketing strategy and techniques. The course is aimed at all types of organizations such as large corporations, government agencies, small businesses and non profit entities.

Target Competencies
• Communication functions
• Media alternatives
• Marketing communication planning
• Media scheduling
• Event concepts and management
• Brand positioning
• Social media campaigns

Course Outline
The role of promotion and the marketing mix
• An overview of the marketing mix
• The role of promotion in marketing
• The elements of the promotion mix
  ▶ Advertising
  ▶ Personal selling
  ▶ Public relations
  ▶ Sales promotion
• Promotion mix strategies across the Product Life Cycle (PLC)

Event management: creating Company or brand exposure
• Creating an event concept
• Key elements of event design
• Event planning and execution
• Aligning event elements with company or brand identity
• Creating an event check-list

Launching an advertising campaign
• Marketing communication objectives
• Characteristics of a successful campaign
• Steps in creating an advertising campaign
• A typical IMC plan template:
  ▶ Situational analysis
  ▶ SWOT analysis
  ▶ Marketing communications objectives
  ▶ Marketing communications message objectives
  ▶ Marketing communications strategies
  ▶ Marketing communications mix
  ▶ Marketing communications budget
  ▶ Marketing communications budget
  ▶ Marketing communication implementation, monitoring and control

For sessions and venues, please visit: www.meirc.com/c140

Marketing and Sales

Meirc Training & Consulting

235
Product Launch and Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

The product launch and management course provides all that is needed to develop an integrated product launch plan. It ensures that nothing goes haywire when the product goes live in the market. This involves quality, marketing and advertising, training, and sales. The convergence of the different functions aligns everyone’s departmental and personal goals to organizational objectives. The course also suggests product launch and management best practices driven by the ever changing customer and market requirements.

Target Audience

This course is designed for professionals with up to five years of new product development experience. It is also aimed at managers of new product planning and development, corporate planners, R&D directors and managers, project managers and directors, and specialists in new product design, product management and marketing.

Target Competencies

- Product planning
- Market and customer analysis
- Environment analysis
- Marketing communication
- ‘Stage-gate’ process for product launches

Course Methodology

The course involves a variety of case studies and exercises aimed at developing the right skills needed to understand, prepare, and monitor product launch plans. The course uses a mix of interactive techniques as well as brief presentations by the consultant and the participants. A group workshop will also showcase all the steps required to launch and promote a product.

Course Objectives

By the end of the course, participants will be able to:
- Recognize the role and importance of the New Product Development (NPD) function and properly link it to marketing practices
- Examine all aspects of the NPD process, and the factors influencing all the stages involved in a successful NPD
- Identify a variety of launch success factors to improve launch process planning and execution
- Point out ways for companies to avoid launch ruts by adopting techniques that appeal to today’s consumers
- Use the right media vehicles to ignite the product launch process and increase the viability of the new product
- Prepare product launch checklists and budgets to overcome roadblocks and manage the launch process

Course Outline

The product in theory and practice
- Product versus brand definitions
- Product management versus product marketing
- Product classification and types
- Product factors influencing competitiveness
- Categories of new products
- Product characteristics
- The product and the marketing mix

The new product development process
- New product defined
- The seven key steps in new product development
- The NPD success factors
- NPD reasons for failure
- Strategy tools: the product-market expansion grid
- NPD strategic options

The product life cycle and New Product Launch (NPL)
- Stages in product life cycle
- Product life cycle strategies
- The ‘stage-gate’ process: structuring the NPL
- The Boston Consulting Group growth matrix
- Analyzing marketing opportunities

New product launch: setting up the stage
- The launch frenzy and hurdles
- Type of launches (soft, minimal and full scale)

- New product launch budgets
- Preparing the product launch checklist and toolkits
- Elements of a successful launch
- The launch plan components
- Setting the product marketing mix and positioning

New product launch: full engagement launch
- The role of advertising agencies
- Selecting media types
- The role of the promotion mix
- Factors affecting the promotion mix
- Strategy execution:
  - Preparing the ‘market requirement document’
  - Preparing the ‘product requirement document’
  - Roadmap for an effective launch plan
  - Adding a tagline (brand evolution)
  - Creating a positioning strategy
  - Writing a press release

The NPL workshop: putting it all together
- Designing and conducting a new product launch
- Presenting the launch plan
- Lessons learned and recommendations
Retail Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course helps existing and potential retail managers acquire the required knowledge and apply the needed skills to grow their businesses and careers. The course provides knowledge and understanding of retailing in the 21st century and how managers can contribute more to the success of their organizations. The course delves into critical strategy development steps necessary to manage retail sales associates, create critical retail metrics to measure performance, and devise a retail sales management approach that really works.

Target Audience
Most participants on this course are retail employees looking to take their retail organization and careers to the next level. The course is also appropriate for new sales managers and assistant managers, as well as anyone pursuing a management career in retail or a related industry.

Target Competencies
- Retail metrics
- Retail planning and strategies
- Recruiting retail sales associates
- Retail sales management
- Retail sales process
- Customer service
- Retail dashboards and scorecards

Course Methodology
The course uses a mix of interactive techniques such as videos, brief presentations by the consultant and the participants, group workshops and case studies, self assessment tools and relevant templates.

Course Objectives
By the end of the course, participants will be able to:
- Build awareness of the retail industry to foster career growth among people who work in retail
- Assess their own strengths and weaknesses to devise sustainable strategies to survive and grow in competitive markets
- Craft and analyze retail metrics to monitor store performance and enhance retail staff productivity
- Master the retail sales management process to lead, coach, and motivate retail sales associates
- Develop and implement HR processes and balanced scorecards to evaluate store and individual performance levels
- Interpret customer behavior in a retail environment in order to produce a positive shopping experience
- Devise an exceptional customer service roadmap to improve customer loyalty and boost sales in a record time

This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c142

Course Outline

The retail environment and challenges
- Retailing defined
- Today's retail environment
- The pillars of retail (7Ps) and related metrics
- Retailing and marketing channels

Retail strategies and business intelligence
- Retail competitive strategies
- The 5 dimensions of a retail strategy
- The ‘est’ model: achieving strategic positioning
- Assessing strengths and weaknesses for better positioning
- Retail leadership guidelines
- The components of retail business intelligence
- Business intelligence and retail operations

Store sales performance metrics
- Critical performance questions
- What to measure and when?
- 15 key retail metrics
- The strategic profit model (DuPont analysis)
- Computing the store’s return on net worth

Retail sales management and coaching
- The new role of the retail sales associates
- Relationship selling and retailing
- The retail sales management process

Retail performance management
- The critical components of retail performance
- Improve the quality of leadership
- Instill a high performance culture
- Develop and implement HR programs and processes
- Evaluating individual performance levels
- Developing balanced scorecards (store and retail sales associates)

Customer service management
- Trends in customer relations
- Shaping customer perceptions
- Developing your own service strategy
- Customer service requirements
- Key ingredients of service strategy
- Facts about customer complaints
- A retail success blueprint
Sales Professional Certificate

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This ISMM endorsed course is perfectly positioned for professionals starting a career in sales. It is also of great benefit for those keen to understand the sales function in general, or those who would like to refresh their selling skills and techniques with the latest development in this vibrant field. This course provides participants with core knowledge about sales as a function and as a process; this means that participants will get solid exposure to sales and its contribution to company growth. They will also gain in-depth understanding of sales and self-management, the art of prospecting, opportunity planning and resource allocation. In addition participants will acquire several skills related to negotiating deals, overcoming obstacles, resolving customer issues and closing sales.

Target Audience
Salespeople, sales support, as well as potential candidates for sales positions who want to build and revitalize their existing selling skills.

Target Competencies
- Partnering: aligning to customer’s needs, building relationships, communicating effectively, setting expectations and negotiating positions
- Insight: building business case, evaluating the customer experience, gathering intelligence, and understanding business context
- Solution: articulating values, formalizing commitment, resolving issues, leveraging success, and managing success
- Effectiveness: aligning to sales process, executing plans, solving problems, maximizing personal time, and using technology

Course Objectives
By the end of the course, participants will be able to:
- Identify and adopt the right professional selling behaviors and skills needed to maximize sales performance
- Develop critical self driven practices to optimize personal and business effectiveness and efficiency
- Distinguish between different sales methodologies and identify the primary focus for each one of them
- Create, implement and support the right sales strategies, goals and objectives through their solid insight into the sales process
- Defend the principles of successful negotiations while furthering personal capabilities to handle objections, and to pitch the right value propositions critical for long term business relationships
- Use questioning and probing techniques to improve prospecting capabilities throughout the sales process

Course Outline

The changing business environment
- Evolution of personal selling
- The new sales competencies
- Behaviors, characteristics and skills of a successful salesperson
- Assessing performance according to specific sales indicators
- Root causes of sales problems
- Personal selling profile

Preparation and self organization
- Targets from a sales perspective
- Personal management
- Time management for sales people
- Understanding the psychology of selling
- Developing a strategy for sales success

Overview of popular methodologies
- Examining sales methodologies
- Successful adaptation of a sales methodology
- Key takeaways

The sales process
- Effective prospecting and pre-visit research
- Characteristics of different selling models, types and structures
- Setting goals based on your sales quota and plan
- Analyzing the territory and conducting account research
- How to conduct effective competitive analysis
  › Neutralize or offsetting perceived competitor’s advantages
  › Working your company’s strengths against competitors’ weaknesses
- Planning your calendar to achieve sales goals and build a sales pipeline
- Identifying resources and methods of generating leads
- Delivering clear and effective presentations
- Handling and overcoming objections
- Achieving positive closing techniques
- Recognizing service as a hard differentiator

Business negotiation skills
- Understanding the principles involved in successful negotiation
- Sales negotiation and vulnerability analysis
- Building a value position and relationship through principled negotiating
- Leveraging the art of persuasion

Managing the customer relationship
- Developing a customer profile
- Service beliefs and philosophies
- Basic attributes of a positive attitude
- Questioning and probing skills
  › Leveraging open and closed questions
  › The importance of listening
- Understanding different buyer behaviors styles in relation to your own
- How to respond to different buyers and different personalities
- Strategies to maintain communication with a customer

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c169
The Strategic and Breakthrough Selling Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This sales course goes far beyond the transfer of information by enhancing core competencies in both functional and interpersonal areas. Its main purpose is to drive significant improvement in sales force performance by addressing the selling skills, communication practices and the ability to adapt different selling styles to meet customers’ requirements. It also focuses on empowering salespeople to progress from transaction focused selling to true consultative selling, thus transforming the sales relationship into a collaboration focused business partnership that produces dramatic, long term and measurable sales results.

Target Audience
Sales reps, sales supervisors and managers, and account managers who would like to master tactics, selling modes, and sales performance issues that are the foundation of successful modern selling. The course is also beneficial for people who are involved in commercial activities at all levels of the organization.

Target Competencies
- Assessing sales force strengths and weaknesses
- Selling
- Forecasting
- Sales planning
- Handling difficult sales negotiations
- Writing business proposals

Course Methodology
The course employs a variety of exercises, case studies, concepts, and related videos to enhance learning. Participants will be working in groups to brainstorm to find practical recommendations and solutions to given selling scenarios and find the most suitable and applicable practices to their individual cases.

Course Objectives
By the end of the course, participants will be able to:
- Identify the changing strategic and operational demands on the sales function and enhance required knowledge and skills
- Devise sales strategies based on the understanding of the different selling modes to manage and suit the customers’ buying process
- Follow various forecasting models to better handle internal and external customers’ expectations
- Apply the top thirteen negotiation tactics after mastering them to handle difficult sales negotiations
- Use Key Performance Indicators (KPIs) and balanced scorecards to monitor sales growth and performance
- Manage and control the customer’s life cycle for better retention and loyalty purposes

This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c254

Course Outline

Selling in the new millennium
- The new selling landscape
- Evolution of personal selling
- The new sales competencies
- The new sales rep profiles
- The root causes of sales problems
- Future trends in selling
- Personal selling profile

Emerging selling modes
- It is not what you sell, it is how you sell
- Mastering the selling process (a value based approach)
- The anatomy of different emerging selling modes:
  - Transactional selling
  - Consultative selling
  - Enterprise selling
  - Solution selling
  - Cross-selling and up-selling techniques
  - Workshop: consolidating selling best practices

Sales planning and forecasting
- The importance of setting a sales plan
- The components of a sales plan
- Sales forecasting guiding principles
- The importance of qualitative and quantitative data
- Sales forecasting techniques:
  - The extreme points method
  - The least square method
  - The moving average method
  - Workshop: writing an effective sales plan

Breakthrough sales negotiation
- Negotiation versus persuasion
- The critical rules of negotiation
- Preparing the ‘negotiation envelope’ and mastering the ‘rule of halves’
- Concession management
- Negotiation tactics
- Workshop: preparing a full negotiation planning template

Monitoring sales performance and growth
- Setting sales metrics and KPIs
- Aligning the sales plan with KPIs
- Using a balanced scorecard to monitor performance
- Workshop: preparing your own balanced scorecard

Managing the customer life cycle and retention
- Understanding the customer life cycle and calculating its value
- The importance of learning different buyer behaviors
- How to deal with buyer behavior styles
- A roadmap for building customer loyalty and retention
- Workshop: setting a customer loyalty plan
The Strategic Marketing Plan

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
A marketing plan clarifies the key marketing elements of a business and maps out directions, objectives, and activities for the business and its employees. This course tackles several aspects of a company’s marketing and promotion plan such as the marketing mix (the 4Ps), the evaluation of marketing opportunities, researching, analyzing and identifying target markets and developing a strategic position for the company in order to implement the strategy. The course covers everything from preparation and implementation of the marketing plan to measuring and evaluating the results of the organizational marketing efforts.

Course Methodology
The course employs a variety of case studies and exercises aimed at enhancing the right set of skills needed to develop and monitor the implementation of a strategic marketing plan. Group presentations and short debriefs related to different strategic marketing planning topics will also be integral parts of the course.

Course Objectives
By the end of the course, participants will be able to:
- Apply a logical step-by-step process to produce a sound marketing plan
- Devise a marketing plan that builds on marketing audit findings
- Use marketing audit findings to identify effective strategies and tactics
- Develop the components of the strategic marketing plan
- Identify and implement the different marketing warfare strategies (offensive, defensive and flanking)

Target Audience
General managers, marketing managers, product and sales managers will find excellent value in attending. Market researchers, planning managers, and other practicing managers associated with the development of marketing plans, will also significantly benefit from the course.

Target Competencies
- Micro and macro analysis
- Setting marketing mix
- Devising ‘SMART’ goals
- Blue ocean strategies
- Managing business portfolio
- Producing a Boston Consulting Group (BCG) matrix
- Structuring a marketing plan

Course Outline

The Marketing Concept
- Scope and functions
- Competitive pressures changing the world
- The smart bomb strategic approach
- Definition of strategic planning
- Organizing the general planning framework

The Marketing Planning Process
- The benefits of planning
- Reasons to write a marketing plan
- The marketing plan format
- The marketing planning process
- Setting ‘SMART’ objectives and goals
- Linking the marketing strategy to the vision, mission and objectives of the company

The Business Situation Analysis
- The components of a company’s environment
- The framework for competitive analysis
- Components of internal analysis
- Components of external analysis
- Competitive and customer analysis
- Environmental analysis
- ‘SWOT’ analysis
- The five forces diagram
- Portfolio analysis and design (the Boston Consulting Group matrix)
- Workshop: marketing analysis

Planning Segmentation, Targeting and Positioning
- Basis for segmentation
- Benefits of segmentation
- The market segmentation process
- Criteria for B to B segmentation
- Effective positioning
- Steps in market segmentation, targeting, and positioning
- Creating a powerful value proposition
- Workshop: crafting a value proposition and positioning

Strategy Development
- Considering different strategic alternatives (‘TOWS’ analysis)
- Analyzing different marketing strategies
- The growth strategy matrix
- Factors shaping the choice of strategy
- Blue ocean versus red ocean strategies
- Workshop: formulating strategies and contingencies

Tactical Planning Applications
- Setting the scene: the marketing mix
- The components of the marketing mix
- Using the marketing mix model
- Workshop: setting the marketing mix

This course is endorsed by the Institute of Sales & Marketing Management (ISMM).

For sessions and venues, please visit: www.meirc.com/c143
Mechanical engineering is at the core of everything the world builds, from small individual parts to large-scale systems and projects. Mechanical engineers are responsible for the design, analysis, manufacture, and maintenance of mechanical components and systems. As such they must be willing to take on complex problems, broadly apply concepts from a variety of disciplines, and stay at the cutting edge of their field.

Faced with such complexity and evolution, mechanical engineers understand that learning in this field never stops. Our aim in this category of courses is to provide the latest know-how in the most relevant mechanical engineering topics.
Gas Turbines:
Operation, Technology and Troubleshooting

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course covers the construction, operation and controls of gas turbines giving participants the knowledge needed to operate, maintain and troubleshoot gas turbine systems. Participants will first learn about the gas turbine cycle and will then delve deeper into construction, operation and maintenance techniques. Topics discussed will include the operation and maintenance of the air inlet and filtration system, the pulse cleaning system and the evaporative cooler. It will also include the various operations of the turbine control panel, the operator mode commands and the operation of the protection systems. Participants will gain an understanding of all the different components of a turbine necessary for the operation, maintenance and troubleshooting of gas turbines.

Target Audience
This course covers the fundamental skills for gas turbine operation personnel and maintenance personnel, including gas turbine operators, gas turbine maintenance technicians, and controls technicians. It will also be beneficial for professionals managing and supervising personnel involved in the operation and maintenance of gas turbines.

Target Competencies
- Gas turbines construction
- Gas turbines operation
- Gas turbines maintenance
- Gas turbines troubleshooting
- Fuel control systems
- Plant operations and controls
- Mechanical engineering

Course Methodology
This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to demonstrate their skills in operating, maintaining and troubleshooting gas turbine systems.

Course Objectives
By the end of the course, participants will be able to:
- Describe the different stages involved in the operation of a gas turbine cycle
- Operate and maintain the air inlet, the filtration system, the pulse cleaning system and the evaporative cooler
- Demonstrate an understanding of the compressor section to include the rotor, variable guide vanes and compressor blading
- Use the relevant turbine control terms to operate and control protection systems
- Explain the construction and operation of the turbine section, including rotor, buckets, nozzles and bearings
- Outline the construction and operation of the liquid and gas fuel control systems, gas control valves and the lube oil system, essential to the operation, maintenance and troubleshooting of a gas turbine
- Describe the construction and the theory behind operation of a generator, including the starting system, the turning gear, the commutated inverter and the cooling methods

Course Outline

Gas turbine theory
- Gas turbine operation cycle
- Air inlet system
- Compressor system
- Combustion system
- Gas path
- Exhaust system
- Support systems

Air inlet and filtration system
- Purpose
- Operation
- Pulse cleaning operation
- Pulse cleaning set points
- Evaporative cooler

Compressor section
- Compressor
- Rotor
- Variable input guide valves
- Blading

Combustion system
- Purpose
- Operation
- Crossfire tubes
- Spark plugs
- Flame detectors

Turbine section
- Construction
- Operation
- Rotor cooling
- Turbine buckets

Support systems
- Fuel control
- Liquid fuel control
- Gas fuel control
- Control valves
- Speed ratio and stop valve
- Lubrication
- Lubrication operations

Generator
- Theory
- Construction
- Starting
- Turning gear
- Commutated inverter
- Cooling

Plant operations and controls
- Control panel
- Terms
- Operator commands
- Controls
- Trip oil
- Over speed
- Over temperature
- Flame detection
- Vibration detection
- Combustion monitoring

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c325

Mechanical Engineering
Why Attend
This course covers the construction, design, operations and maintenance of compressors, and rotary/centrifugal/reciprocating pumps. Topics discussed will include the different types of pumps and compressors, their potential problems, maintenance and testing concepts and troubleshooting techniques. The course will also cover the various methods of pump alignments such as visual, straight edge/feeler gauge, rim and face, reverse dial indication, cross dialing and laser alignment. Participants will also learn how to diagnose soft foot conditions and perform correction techniques.

Target Audience
This course is designed for plant personnel responsible for the installation and maintenance of positive displacement/centrifugal pumps and compressors, including plant maintenance technicians and mechanical maintenance technicians. It will also be beneficial for professionals managing and supervising personnel involved in the operation and maintenance of pumps and compressors.

Target Competencies
- Pump maintenance and troubleshooting
- Compressor maintenance and troubleshooting
- Pump alignment methods
- Soft foot correction
- Mechanical engineering

Course Methodology
This course will be highly interactive and include group discussions, case studies and syndicate work. It will include practical exercises that will allow all participants to use the knowledge they gained to demonstrate their skills in operating, maintaining and troubleshooting pump and compressor systems.

Course Objectives
By the end of the course, participants will be able to:
- Describe the operation of centrifugal and positive displacement pumps including pump design aspects, laws, performance comparisons, characteristic curves and performance testing
- Test rotary pump performance and apply maintenance and troubleshooting techniques accordingly
- Identify reciprocating pump types and perform reciprocating pump maintenance and troubleshooting
- Determine centrifugal pump problems and perform reciprocating pump maintenance and troubleshooting
- Identify compressor types, how they operate, their common problems, and perform troubleshooting techniques
- Apply the various methods of pump alignments such as visual, straight edge and feeler gauge, rim and face, reverse dial indication, cross dialing and laser alignment
- Diagnose soft foot conditions, and apply measurement and correction techniques

Course Outline

### Pump operation and theory
- Centrifugal pumps
- Design aspects
- Pump laws
- Positive displacement pumps
- Performance comparisons
- Special purpose pumps
- Pump characteristic curves
- Performance testing

### Rotary pump maintenance and troubleshooting
- Pump performance
- Pump tests
- Pump problems
- Pump maintenance
- Pump troubleshooting

### Reciprocating pump maintenance and troubleshooting
- Reciprocating pump types
- Pump problems
- Pump maintenance
- Pump troubleshooting

### Centrifugal pump maintenance and troubleshooting
- Pump problems
- Pump maintenance
- Pump troubleshooting
- Pump inspections

### Compressor maintenance and troubleshooting
- Rotary screw compressors
- Rotary vane compressors
- Lobe type compressors
- Reciprocating compressors
- Lubrication
- Cooling

### Pump alignment methods
- Visual
- Straight edge and feeler gauge
- Rim and face
- Reverse dial indication
- Cross dialing
- Laser alignment
- Mathematical alignment formula calculations
- Graphical solutions

### Soft foot correction
- Soft foot definition
- Effects of soft foot
- Types of soft foot
- Measuring soft foot
- Correcting soft foot
- Tolerances

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: [www.meirc.com/c332](http://www.meirc.com/c332)
Meirc’s experience in training is enlightening!
The direct and indirect impacts of the oil and gas industry are widespread and global. Together, oil and gas account for over 56% of the world's energy supply, and ripple effects from the industry can be felt throughout modern economies. For example, oil and gas still powers over 99% of all transportation, an industry which alone represents 17% of the world's GDP and is vital to many of today's other industries and life in general. The importance of oil and gas to the economies of its producers and of its heaviest users is significant. Moreover, its tremendous size is matched by the complexity of the entire industry, which is essentially comprised of numerous sub-industries. Continuous training and development is required in oil and gas due to this complexity.

Our training courses aim to give an overview for those new to the oil and gas industry, as well as a deeper understanding of its processes, equipment and stakeholders for those already in the industry, both upstream and downstream.
Oil and Gas Essentials

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The global oil and gas industry is under sweeping changes due to international pricing competition and with the dynamics of the industry changing, with aging asset infrastructure and the need to decommission equipment in a safe and environmentally friendly way. However as well as aging infrastructure, there is also an aging workforce which is leaving the industry and taking valuable knowledge and expertise with it. With the industry in need of a new workforce to take it strongly in to the future, this clear practical and exciting course gives you the foundation knowledge to help you on your oil and gas industry career.

Target Audience
Anyone wishing to gain an overview or basic understanding of oil and gas, the industry or its operations. This includes, but is not limited to, anyone new to the oil and gas industry, contractors working with clients in the industry, or anyone within a non-technical role in the industry who is seeking a greater understanding of operations.

Target Competencies
- Principles of Oil Production
- Onshore/Offshore Operations
- Oil and Gas Operations
- Oil and Gas Safety

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

Course Objectives
By the end of the course, participants will be able to:
- Recall the structure and lifecycle of the oil and gas industry, and understand how the industry functions from upstream, through midstream to downstream
- Recognize how oil is formed, found, recovered/extracted, processed, transported and sold
- Describe terminologies and functions, including installations, production facilities and onshore/offshore operations and support requirements
- Explain oil and gas operations and the associated challenges, as well as the various systems monitoring and controlling equipment
- Examine why the industry is classified as a high risk safety critical industry

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c349

Course Outline

Introduction to oil and gas and the industry
- History of the industry
- Scope of onshore operations
- Scope of offshore operations
- Global market outlook: energy requirements and statistics
- Characteristics of oil and gas
- Characteristics of rock
- Origin of oil
- Gas migration
- Accumulation of oil and gas
- Traps

Upstream production and equipment
- Production processes
  - Onshore
  - Offshore
- Equipment requirements and uses
  - Onshore
  - Offshore

Risks and upstream exploration activities
- Health and safety
- Security
- Quality management
- Environmental management
- Risk management
- Exploration surveys
- Obtaining drilling rights

Oil and gas drilling
- Drilling rigs
  - Bottom-supported units
- Floating units
- Land based units
- Drilling a well
  - Bits and drilling fluid
  - Circulating system
  - Rotating systems
  - Power system
  - Hoisting system
  - Drilling personnel
  - Selecting a rig
  - Drilling from bottom-supported units
  - Drilling from floating units
  - Formation valuation
  - Well abandonment
- Completion
  - Drilling platforms and land based units
  - Mobile offshore drilling units
  - Directional and horizontal drilling
  - Well completion

Midstream, downstream and decommissioning
- Processing requirements
- Storage and its importance
- Fuel transportation
- Refinery
- Unconventional explanations
- Decommissioning
Pharmaceutical Management

The pharmaceutical industry throughout the MENA region has experienced significant growth over the past several years, as the region’s demographics and economy, coupled with strong government support, have enhanced the importance of the industry. The continuing growth and success of the pharmaceutical industry relies on effective management and development. Strong pharmaceutical management enhances and builds on the organizational and people capabilities and procedures around discovering, testing, purchasing, manufacturing and delivering quality medicines and laboratory products.

Our aim in this category of courses is to support the pharmaceutical industry’s rise within the region by providing the latest know-how in multiple facets of the pharmaceutical development and delivery processes.
Good Manufacturing Practices in Pharmaceutical Production

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
A robust quality system that meets the requirements of pharmaceutical regulators is an essential element of every good pharmaceutical manufacturing operation. This course will introduce participants to the essential features of a US Good Manufacturing Practice (GMP)-compliant quality management system as well as covering recent developments in pharmaceutical regulation. The duties of personnel in the production, quality control and quality assurance departments will be explained, together with requirements for GMP-compliant documentation and records. The expectations of regulators regarding the qualifications, experience and on-going training/development of personnel will also be covered. Special emphasis will be given to the relatively recent topic of pharmaceutical data integrity, including controls required over quality-critical electronic data systems. Participants will also be introduced to the concept and application of quality risk management in a GMP environment.

Target Audience
This course is designed for production and quality control professionals in the pharmaceutical manufacturing industry. It will be particularly beneficial for individuals responsible for compliance or quality assurance such as quality auditors, regulatory affairs professionals, production auditors, regulators, training and production managers, as well as anyone interested in effective GMP compliance tools and techniques. Professionals working with finished pharmaceuticals, combination products or devices will also gain insight on how to better structure their respective quality systems.

Target Competencies
- Good Manufacturing Practice
- Pharmaceutical Quality Systems
- Pharmaceutical Audit
- Data Integrity
- Producing GMP documents

Course Outline

**Essential elements of Good Manufacturing Practices (GMP)**
- Historical background
- General GMP requirements (21 CFR 211)
- Organizational units
- Key roles
- Building management
- Facilities management
- Where to find current information and guidance
- International harmonization
- United States Pharmacopeia
- Quality risk management

**Equipment, processes and materials**
- Validation master plan
- Validating processes: US Federal Drug Authority guidance
- Qualifying equipment: A risk-based approach
- Laboratory equipment
- Computerized data systems
- Good Automated Manufacturing Practices (GAMP) classification
- Control of materials
  - Specifications
  - Approval
  - Rejection
  - Quarantine

**Documentation and the pharmaceutical quality system**
- Pharmaceutical quality system (ICH Q10)

**Course Objectives**
By the end of the course, participants will be able to:
- Explain the importance of Good Manufacturing Practices (GMP) in ensuring patient safety and drug efficacy
- Apply US-compliant pharmaceutical standards to enhance the current pharmaceutical quality management system within their own organization
- Find and continuously implement the current GMP requirements and updates frequently released by US authorities
- Implement pharmaceutical data integrity regulations
- Produce GMP-compliant documents, records and written procedures
- Prepare for regulatory inspections as well as internal and supplier audits

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

**Audits**
- The audit process: Planning, documentation and corrective actions
- Internal audits: Audit schedule
- Supplier audits
- Regulatory inspections: FDA audit observations

**Pharmaceutical data integrity**
- Data integrity definitions and expectations
- Data integrity risks in the analytical process
- Data integrity risks in computerized systems
- Examples of data system controls
- Extracts from FDA data integrity warning letters

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c314
Technical Report Writing and Statistical Analysis for the Pharmaceutical Industry

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

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

Target Competencies
- Technical Procedure Writing
- Technical Report Writing
- Statistical Analysis
- Technical Data Presentation
- Technical Language

Course Methodology
The material used in the training course will be based on exercises as well as regional and international case studies. Participants will frequently work in pairs as well as in larger teams. Participants will have the opportunity to practice their new set of skills in technical report writing. They will be given the option to work on a report using data from their workplace or use model data supplied by the trainer.

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

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

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

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

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

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.
Planning and Strategy, if well utilized, answer the three ultimate questions for any organization: where am I today? Where do I want to be in the future? And how do I best get there? Private and public sector organizations who constantly evaluate each of these questions create and sustain stakeholder value. The Planning and Strategy programs at Meirc Training & Consulting enable participants to think strategically and create effective plans that help achieve their desired goals.

In addition, our programs cover the strategy execution phase through focus on effective control, performance management and innovation. Traditional and emerging schools of thought are continuously contrasted to provide participants with a holistic view of the topic. For a list of our Planning and Strategy programs, please refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Big Data and Data Analytics

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Big Data is a change agent that challenges the ways in which business leaders have traditionally made decisions. Used effectively, it provides accurate business models and forecasts to support better decision making across all facets of a business. This course will provide participants with the skill set to use Big Data to gain an organizational competitive advantage.

Participants will gain a clear understanding of Big Data concepts, how the Digital Economy is transforming traditional business models, and the technologies underpinning Big Data. A practical approach to basic and advanced analytical tools and methods will be used to enable participants to build several analytic models. Participants will actively produce a Big Data plan to be implemented in their organization.

Course Methodology
Participants will be provided laptops and immersed into an interactive environment where they will have the opportunity to test and practice the different data analytic tools and methods. As part of the course, they will actively produce a Big Data plan to be implemented in their organization.

Course Objectives
By the end of the course, participants will be able to:
- Explain Big Data, analytics and the Big Data ecosystem
- Apply appropriate analytics tools and techniques to collect and analyze Big Data, and identify insights that can lead to actionable results
- Leverage advanced analytics to create an organizational competitive advantage
- Deploy the data analytics lifecycle to address Big Data analytics projects
- Use advanced analytics including the Hadhoop ecosystem

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c317

Target Audience
This course is designed for Business Intelligence (BI), analytics, and Big Data professionals. It will be beneficial for business and data analysts looking to add Big Data analytics to their skill sets as well as data and database professionals looking to exploit their skills in a Big Data environment. Analysts and managers across any departments wanting to use forecasting for better decision making will also benefit from this course.

Target Competencies
- Data analytic tools and methods
- Advanced analytics
- Data quality management
- Big Data projects

Course Outline

Big Data overview
- Market trends
- Big Data definitions
- How analytics are being used
- How the digital economy is transforming traditional business models
- The technologies underpinning Big Data
- Data warehousing
- Business Intelligence (BI) solutions
- Business Intelligence (BI) processes

Big Data projects
- The emerging role of a data scientist
- Where to start
- How to run a Big Data project
- Making Board level presentations
- Data analytics in the business world
- The Big Data analytics lifecycle – a virtuous circle

The Big Data landscape
- Big Data technologies
- Database types
- Hadhoop architecture
  - Background
  - Stack overview
  - HDFS
  - Hadhoop distribution
- Hardware architecture
- MAP reduce
- Hadhoop components

Data quality
- Extract data
- Transform data
- Load data
- Importance of data quality
- Internal data sources
- External data sources

Data analytic tools
- Review of data analytic tools
  - SAS, SPSS, KXEN, SQL, Excel, R and others
  - Groupings and segmentation
  - Aggregates and summaries
  - BI reporting
- Predictive analytic models
- BI reporting
- Real time analytics

Introduce the Internet of Things (IoT)
- Definition of IoT
- Trends
- The importance of IoT for your organization
Why Attend
The course offers a comprehensive strategic, tactical, and operational grounding in Business Continuity Management (BCM) from Business Impact Analysis (BIA) through to strategy, governance, exercising, and plan documentation.

Course Methodology
This course is highly interactive and includes group discussions, case studies, and syndicate work. It includes numerous practical exercises that allow all participants to use the knowledge they gained to demonstrate their skills in Business Continuity Management and apply BCM principles directly to their own organizations.

Course Objectives
By the end of the course, participants will be able to:
- Explain the A to Z’s of Business Continuity planning and apply all aspects from Business Impact Analysis (BIA) through to exercising, governance and strategy
- Describe the UAE National AE/SCNS/NCEMA 7000:2015 Standard and the International Standards for Business Continuity (ISO 22301:2012), as well as industry best practice
- Evaluate risk and select the correct resumption strategy
- Demonstrate the differences between and the importance of an Emergency, Disaster Recovery, Resilience, Business Continuity and Incident Management
- Raise awareness and embed BCM in their organization’s culture
- Illustrate the role of the Media and Social Media in a BCM context
- Demonstrate how to exercise and test BCM Plans

Target Audience
This course is designed for anyone new to Business Continuity Management and practitioners who have had no prior formal training. This may include senior managers, operations managers, supply chain managers, procurement managers, business continuity managers, project planners, IT managers, communication managers, BCM analysts, program managers, disaster recovery specialists and government sector employees. It will be particularly beneficial for anyone needing to comply with the UAE National AE/SCNS/NCEMA 7000.2015 Standard or similar international standards as part of their role.

Target Competencies
- Business Continuity Management (BCM)
- Business Impact Analysis (BIA)
- Risk Assessment
- BCM and Emergency Response Planning
- AE/SCNS/NCEMA 7000:2015 Standard Compliant

Course Outline
**Organizational Resilience**
- Definitions
- Understanding the resilience framework
- Risk assessment and threats
- The role of BCM in an organization
- Roles and responsibilities of the BCM team
- BCM standards
- BCM specifications
- Strategic support
- Implementation and resourcing
- Embedding the culture
- Demonstrating ROI
- Achieving top level buy in

**Business Continuity Management System (BCMS)**
- The BCM life cycle
- Business Impact Analysis (BIA)
- BCM policy
- Maximum Acceptable Outage (MAO)
- Recovery Time Objective (RTO)
- Business Continuity strategy
- Scope of BCM

**Embedding BCM in the organization**
- Benefits and key objectives of BCM
- Integration across the organization (and its key partners)
- Management goals
- Program management
- Mapping inter dependencies
- Communicating the plan
- The role of the media
- The role of social media

**Planning process**
- Contents of the BCM plan
- Emergency Response Plan (ERP)
- Communications plan
- Incident Management Plan (IMP)
- Disaster Recovery Plan (DRP)
- Evacuation plan
- Improvement process

**Exercise and testing**
- The importance of exercising and testing the plan
- Types of exercises
- Types of tests
- How to raise awareness within the organization
- How to plan an exercise
- How to evaluate the plan after an exercise

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c354
Why Attend
In this day and age it is no surprise for corporates to be overwhelmed with abundance of unstructured data. ERPs and databases have gotten to a point where it can house amazingly large data sets. The question is what do you do with this data to add value? Your program will introduce business intelligence, hands-on, to allow you to clean, normalize, and interpret large data volumes. You will be able to establish historical relationships, analyze current situation and predict future strategies. The application of BI is borderless, covering operational, tactical and strategic business decisions. It spans all departments and cascades down to all users who perform data reporting, analyses, modeling, integration and automation.

In this program we extensively use MS Excel as an important and readily available BI tool allowing you to develop an exclusive level of expertise and adding immediate value to your job and company.

Target Audience
Business professionals, business analysts, research analysts, marketing and sales professionals, HR professionals, IT professionals, administrative staff, supervisors, general business professionals and staff from any function who need to learn and apply state-of-the-art data analysis techniques to their daily business reporting and decision making.

Target Competencies
- Massaging and normalizing data
- Reporting, analysis and reconciliation
- Interpretation of large data sets
- Modeling and “what-if” scenarios
- Data integration
- Dynamic dashboards and scorecards
- Key performance indicators

Course Methodology
20% of the program is design and structure focused. 80% uses MS Excel as a BI tool. Groups and individuals will be required to complete exercises, case studies, and projects on daily basis.

Course Objectives
By the end of the course, participants will be able to:
- Boost Excel Business Intelligence (BI) expertise in data slicing and dicing, data massaging, and data aggregation and modeling
- Perform data normalization, consolidation, report writing, analysis and reconciliation
- Develop dynamic BI models, dashboards, scorecards and flash management reports by linking-up Excel with Access, web, text, SQL, Oracle and other databases
- Advance and enhance your reports’ look and feel using dynamic visualization techniques
- Acquire numerous tips and tricks to enable you working efficiently

Course Outline

Data analysis tools and techniques
- Consolidating data from separate files and sheets
- Advanced data validation using lists, dates and custom validation
- Powerful array functions
- Cell management tools: Left, right, mid, concatenate, value
- Naming, editing, and managing cells and ranges
- Subtotal, sumif, sumifs, sumproduct, count, countif, counts
- Looking-up data, texts, and values using vlookup
- The incredible table tools technique
- Slicing dates into day names, weeks, week numbers, month names, years and quarters
- Text to columns and dynamic trimming using trim, len
- Managing texts and numbers using replace, find, and substitute
- Text change functions

Mastering data reporting: The 19 must learn pivot tables tools
- Creating pivot tables
- Number formatting techniques
- Designing report layout
- Sorting in ascending, descending and more sort options
- Filtering labels and values
- Expanding and collapsing reports
- Summarize data by sum, average, minimum, maximum, count
- Show values as % of total and % of ...
- Pivot table options
- Inserting formulas
- Date analysis
- Copying pivot tables
- Creating pivot charts
- Dynamic chart labeling
- Mastering the slicer
- Showing report filter pages
- Linking pivot tables and pivot graphs with PowerPoint
- Conditional formatting with pivot tables
- Designing reports using the getpivotdata

Data modeling and integration
- Spinner
- Check box data modeling with if function
- Option box data modeling with if function
- List box data modeling with choose function
- Scenario manager
- Linking excel with text files
- Linking excel with databases (Access)
- Linking excel with SQL
- Linking excel with internet

The look and feel: Charting and visualization techniques
- Using the camera tool
- Working with formula driven visualizations
- Using fancy fonts
- Leveraging symbols in formulas
- Working with sparklines
- Creating unconventional style charts

Tips and tricks
- Controlling and protecting your reports, worksheets and workbooks
- Data entry form
- Custom list
- Text to speech
- Advanced conditional formatting
- Shortcuts for your daily work
Conducting Successful Business Reviews

3-day course in English. Fees: US$ 3,500 (one extra free seat for every 2 paid participants)

Why Attend

Business reviews, whether monthly, quarterly or annually, internal or external, departmental or for the whole organization, can range between the non-productive and mundane to the superb, and highly productive. Successful business reviews result in healthy discussions around strategic directions, untapped growth possibilities, and opportunities to achieve great results. In this workshop we focus on such reviews, for we believe they are a perfect setting for top influencers to openly and transparently discuss progress on strategic initiatives, resolve business challenges, and leverage the past to continuously map out a desired future. This 3 day program is very much hands-on, where participants get the opportunity to actively interact and participate through a number of exciting business cases, while getting exposed to great techniques that make such strategic reviews a resounding success.

Target Audience

This course is designed for executives, senior management, department heads, operations managers, and middle managers who are keen to develop their strategic conversation capabilities, their strategic engagement contribution and influencing and articulation skills in a business review setting and beyond.

Target Competencies

The competencies targeted in this program include:

- Strategic business thinking and planning
- Effective questioning
- Debating and defending strategic points of views
- Performance improvement
- Problem solving
- Leading and influencing others
- Listening and communicating thoughts and ideas
- Facilitating, organizing and time management

Course Methodology

The program uses a mix of interactive approaches from roundtable discussions concerning different business cases, to challenging arguments around the status of the business and how to resolve strategic issues and challenges. This is backed by a detailed plan on how to conduct business reviews, supported by templates that attendees can utilize once they go back to their regular jobs.

Course Objectives

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

- Build a solid understanding around the role of business reviews
- Establish a clear idea on what goes into the business review process
- Explain the business review framework from the 5Ps perspective
- Participate in producing and presenting a business review
- Deal with challenges associated with business reviews

Course Outline

Introduction

- What are business reviews? What role do they play?
- What are the different types of business reviews?
- The Process behind business reviews - what do business reviews tell us (directly and indirectly)

Getting started with business reviews

- Before the business review
  - The objectives
  - The agenda
  - The attendance
  - Standards and ground rules
  - Sources of data
- During the business review
  - Facts, data and topics
  - Actions items, discussion points and decisions
  - Sharing and learning
  - New opportunities and new capabilities
  - Next meeting
- After the business review
  - Minutes of the business review (all items need to be captured)
  - Following up
  - Sharing the content from the business review
  - The evolution of the business review

The 5Ps of a business review framework

- People
- Planning
- Process
- Pipeline
- Performance

The business review presentation

- The retrospective
- Essential slides to include
- Support with data

Looking beyond the business review

- Challenges, effective practices and mistakes to keep in mind
- The 3 components to keep in mind to ensure success of business reviews
Corporate Strategies and Value Innovation

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

This program introduces key concepts, tools, and principles of strategic management that will allow managers to create their organizations’ unique sustainable competitive advantages using differentiation, low cost, or focus strategies. The program also covers key concepts of mergers & acquisitions, horizontal and vertical integration and outsourcing. The program also offers managers insight into the concepts, tools, and methodologies of blue ocean strategy. Participants learn the strategic logic behind creating blue oceans of uncontested market space and gain understanding into how this concept complement and goes beyond traditional approaches to strategy.

Course Methodology

This program uses the interactive and cooperative learning methodology to actively engage participants into the most effective learning process by using lectures, presentations, extensive case studies and analysis, teamwork and brainstorming, and video segments discussions.

Course Objectives

By the end of the course, participants will be able to:
- Distinguish between low cost, differentiation, focus and best cost strategies
- Identify the differences between strategic alliances, mergers and acquisitions and outsourcing
- Apply the basic concepts, tools and frameworks of blue ocean strategy
- Recognize the knowledge of value innovation practices and methodologies of blue ocean strategy
- Relate to how blue ocean strategy is ‘put into action’

Target Audience

Professionals, managers, and executives who are involved in influencing and supporting the corporate and business level strategies of their organization.

Target Competencies

- Business acumen
- Strategy formulation
- Corporate level planning
- Innovation and creativity
- Critical thinking
- Decision making

Course Outline

The five generic competitive strategies
- The three big strategic questions
- Strategy and the quest for competitive advantage
- What is competitive strategy?
- Low cost provider strategies
  - Objectives and key to success
  - Translating a low cost advantage into higher profits
  - Approaches to securing a cost advantage
  - Keys to success in achieving low cost leadership
  - When does a low cost strategy work best?
  - Pitfalls of low cost strategies
- Differentiation provider strategies
  - Objectives and key to success
  - Benefits of successful differentiation
  - Sustaining differentiation
  - When does a differentiation strategy work best?
  - Pitfalls of differentiation strategies
- Best cost provider strategies
  - Objectives and key to success
  - When does a best cost strategy work best?
  - Risks of a best cost strategy
- Focus low cost and focus differentiation strategies
  - Objectives and key to success
  - Approaches to defining a market niche

Complementing the chosen competitive strategy
- Collaborative strategies: Alliances and partnerships
- Merger and acquisition strategies
- Vertical integration strategies
- Outsourcing strategies
- Offensive versus defensive strategies
- Web site and social media strategies

Blue ocean strategy – the new market space
- Red ocean versus blue ocean strategies
- The impact of creating blue oceans
- Value innovation: The cornerstone of blue ocean strategy
- The six principles of blue ocean strategy

Analytical tools and frameworks
- The strategy canvas
- The ‘eliminate-reduce-raise-create’ actions framework
- Reading the value curves

Formulating blue ocean strategy
- Reconstructing market boundaries
- Focusing on the big picture, not the numbers
- Reaching beyond existing demand

For sessions and venues, please visit: www.meirc.com/c75
Developing and Implementing the Business Plan

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
While business plans serve start-ups and businesses seeking investments and financing, they offer businesses an excellent approach to formalize business goals, and outline the operational and financial strategies to meet those goals. Business plans are excellent tools for communicating new business ideas and initiatives, and getting different people to work together on setting out sales forecasts and growth strategies, and developing marketing and sales plans. In addition, business plans provide valuable financial analysis and projections that can help in deciding the viability of new ideas and initiatives.

Target Audience
Department heads, senior managers, managers and supervisors, project managers, team leaders, sales managers, marketing managers, entrepreneurs and others who would like to develop their business ideas or initiatives.

Target Competencies
- Financial analysis, forecasting, and break-even analysis
- Resource scheduling and budgeting
- Communicating and presenting the business plan
- Examine the critical importance of a well thought-out business plan for the success of the organization
- Formulate mission and vision statements to support the business plan
- Describe effectively the business idea or initiative and how it caters to market needs
- Apply 'SWOT' and gap analysis to develop market situation analysis and identify relevant strengths and weaknesses
- Outline the most appropriate goals, objectives and strategies critical for the success of the business plan
- Describe the desired product or service in a compelling and convincing way
- Construct robust and relevant marketing and sales strategies that support the product’s entry to market
- Forecast potential product or service performance and produce required financial projections
- Choose and implement tactics and courses designed to maximize operational success
- Develop a practical plan that will enable management to monitor and control the progress of the organization

Course Methodology
This course is highly interactive. From the outset participants find themselves engaged in identifying business initiatives or opportunities, within their company or on their own, and subsequently embark on developing the required business plan. This course operates more like a workshop where teams are formed, roles are defined and every member contributes to the formation of the business plan. Besides the business planning principles that participants obtain throughout the course, teams will be provided with necessary tools, including notebooks or tablets, to conduct research, market analysis, business analysis and scenarios, forecasting, and financial analysis. Teams will subsequently translate their efforts into a business action plan that they can share with participants, and their colleagues and superiors at work.

Course Objectives
By the end of the course, participants will be able to:
- Explain the critical importance of a well thought-out business plan for the success of the organization
- Formulate vision and mission statements to support the business plan
- Describe effectively the business idea or initiative and how it caters to market needs
- Apply 'SWOT' and gap analysis to develop market situation analysis and identify relevant strengths and weaknesses
- Outline the most appropriate goals, objectives and strategies critical for the success of the business plan
- Describe the desired product or service in a compelling and convincing way
- Construct robust and relevant marketing and sales strategies that support the product’s entry to market
- Forecast potential product or service performance and produce required financial projections
- Choose and implement tactics and courses designed to maximize operational success
- Develop a practical plan that will enable management to monitor and control the progress of the organization

Course Outline
Understanding the need for a business plan
- Definition and benefits of a business plan
- Types of business plans and value chain analysis
- Core ingredients of a business plan

The executive summary (comes last not first)
- The vision and mission statement
- Business idea or Initiative information and growth highlights
- Overview of products or services and summary of future plans

Business idea or Initiative description
- Description of business idea or initiative and market needs
- How are the products or services meeting such needs?
- Who will this product or service serve?
- Competitive advantages and business or initiative success

Market situation analysis
- Industry description and outlook
  - Macro-economic environment
  - Industry-specific environment
- Understanding target market (market or customer segmentation)
  - Distinguishing characteristics of target market
  - Size of the primary target market and market share potential
- Pricing and gross margin targets
  - Pricing and price elasticity
  - Forces that shape price elasticity
- Competitive analysis
  - Competitive market analysis (the Growth-Share matrix)
  - Strengths and weaknesses (leveraging ‘SWOT’)
  - Dealing with market barriers
  - Identifying direct and indirect competitors

Goals, strategies and tactics (leveraging the ‘TOWS’ approach)
- Working with strategic goals and ‘SMART’ objectives
- Examining and deciding against strategic alternatives, tactics, and programs

Organization, management, and resources
- Organizational structure
- Management and resource requirements

For sessions and venues, please visit: www.meirc.com/c170

Planning and Strategy
Management

257
Why Attend
The overall aim of this course is to provide participants with competencies required to prepare, analyze and evaluate feasibility studies. The course involves building a feasibility study financial model using hands-on training on Microsoft Excel. The course also aims at enabling participants to appraise service and industrial investments using different capital budgeting techniques as well as analyzing the related financial parameters.

Target Audience
Project sponsors, senior management, functional managers, project managers and individuals involved in preparing, writing and analyzing feasibility studies. This course is worth 30 PDUs.

Target Competencies
- Planning
- Analyzing data
- Evaluating options
- Thinking proactively
- Managing scenarios
- Cognitive ability

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, group exercises and case studies. The course also includes building a feasibility study model using Microsoft Excel software.

Course Objectives
By the end of the course, participants will be able to:
- Define feasibility study and compare it to business plan
- Identify the crucial elements in the feasibility study
- Build the feasibility study financial model using Microsoft Excel
- Apply different investment appraisal methods and analyze financial parameters
- Analyze the feasibility study and find its merits and shortcomings

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

This course involves practical and hands-on training on a feasibility study financial model using Microsoft Excel. Laptops will be made available by Meirc. The following will be distributed during the course:
- Feasibility study financial model built in Excel – soft copy
- Templates for feasibility study proposals – soft copy

For sessions and venues, please visit: www.meirc.com/c83

Course Outline

Introduction and definitions
- Feasibility study definitions
- Feasibility study objectives
- Feasibility study versus business plan
- Feasibility study cycle
- Feasibility study preparation steps

Feasibility study elements
- Feasibility study report elements
- Executive summary
- Feasibility study outline
- Market feasibility
  - Market research and analysis
  - Market research data types
  - Sales projections analysis
- Technical feasibility
  - Critical technical questions
  - Supply feasibility
  - Operational feasibility
- Financial feasibility
  - Project costs
  - Indirect costs
  - Ongoing costs

Feasibility study financial model using Microsoft Excel
- Building the feasibility study financial model
- Weighted Average Cost of Capital (WACC)
- Cost of equity using the Capital Asset Pricing Model (CAPM)
- Unlevered Free Cash Flow (UFCF)
- Terminal value of the project
- Preparing sensitivity tables
- Creating different scenario analysis

Feasibility study appraisal and analysis
- Financial analysis parameters
  - Liquidity ratios
  - Operating ratios
  - Financial leverage ratios
  - Security ratios
  - Profitability ratios
- Investment appraisal analysis
  - Quantity and sales Break-even Points (BEP)
  - Payback Period (PP)
  - Net Present Value (NPV)
  - Internal Rate of Return (IRR)
  - Profitability Index (PI)

Feasibility study evaluation and implementation
- Internal recommendations and conclusions
- Evaluating feasibility studies
- Common mistakes in using the feasibility study results
- Implementing the proposals
KPIs:
Keeping Score Using the Right Metrics
5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The adage “You can only manage what you can measure” is the fundamental principal Underlined in this course. Numerous case studies and statistics have shown that achievement of strategic and operational goals have a much greater level of success when these goals are measured with the right KPIs. These KPIs will ensure that progress is measured towards the goal and will check to see if the goal is effectively achieved. In this course you will discover the world of KPIs, their types, uses and how they relate to each aspect of the business. You will master the 7 step approach to developing the right KPIs in all areas of the organization. We will also cover the in-depth framework to successfully executing a KPI development project. The workshop will explore cases in KPI development and use and help you practice the logic model that drives proper KPI selection and implementation.

Course Methodology
The course enables the participant to practice the analysis and development of all types of KPIs through a series of workshops. The workshops are team based and use a customized case study that provokes the thought process for KPI development. In addition, a number of real world case studies of KPI use will be discussed and analyzed. Participants will also be provided with an Excel template for KPI scorecard development in addition to a KPI system self assessment and other practical checklists.

Target Audience
All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Course Objectives
By the end of the course, participants will be able to:
• Design the performance measurement system using acquired knowledge in Key Performance Indicators (KPIs), their role, types and uses
• Analyze and develop the most important KPIs relevant to stakeholders and customers
• Assess and develop the most important KPIs to drive internal quality and productivity
• Manage effectively the KPI measurement process in all phases
• Employ tools to ensure the success of the KPI implementation project

Course Competencies
• KPI development and use
• Systems thinking
• Performance management
• Change management
• Proactive thinking
• Problem solving
• Results orientation

Course Outline
The diverse world of KPIs
• Examples of good KPIs
• Explaining KPIs and their crucial role in managing performance
• The key elements of strategy
• Designing a world class KPI measurement system to guide the right organizational decisions
• Defining effective KPIs to address the needs of all key stakeholders
• The logic model in an organization
• Differentiating between types of KPIs and their cause and effect relationships
• Spotting problems with KPI measurement systems and identifying solutions

Selecting ‘mission critical’ outcome KPIs
• Balanced measures: One concept, different frameworks
• 7 steps to determine the most critical KPIs
• Evaluating your existing KPI measurement system for enhancement opportunities
• The ten most popular KPIs
• Defining financial KPIs to measure outcome based goals
• The finance perspective model
• Defining customer value and satisfaction KPIs that result from operational excellence
• The customer perspective - core KPIs
• The Customer Value Proposition (UVP)
• The Customer Satisfaction Index (CSI)

Selecting ‘mission critical’ enable KPIs
• Defining product and service quality KPIs that target optimal industry standards
• The business process perspective: The value chain model
• The eight dimensions of quality
• Product and service quality index report card
• Defining process and operational efficiency KPIs that drive internal activities
• Measuring supplier performance: Scorecard categories
• Measuring society results that ensure sustainability
• Defining human capital performance and satisfaction KPIs that support a high performance culture
• Components of employee satisfaction surveys
• The Employee Satisfaction Index (ESI)
• The learning and growth measurement framework

Succeeding in the KPI implementation project
• 7 steps in the KPI implementation project
• Gaining senior team commitment to drive execution and show commitment
• Establishing a winning KPI team that is diverse and complementary in skills
• Embedding a ‘results oriented’ culture for the KPI project
• Setting up the right KPI development strategy tailored to the organization and its culture
• Marketing the KPI system to all employees to ensure proper understanding of their roles
• Facilitating the use of KPIs by teams in their working environments
• Refining KPIs to maintain their relevance in line with strategic pressures

Managing the KPI measurement process
• Linking KPIs to strategy to ensure measurement of the right things at the right time
• Designing the interlinked KPI measurement system
• Types of KPI cascading
• The performance management process
• Typical challenges in setting KPIs and targets
• Benchmarking and developing inspiring targets
• Collecting and analyzing KPI measurement data
• Reporting KPI results using dashboards that fit management’s expectations
• Boosting performance based on achieved results
Measuring Performance in the Public Sector Using KPIs

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The public sector is increasingly under pressure to match private sector performance and practices. Stakeholders demand the best out of their public sector entities with clear focus on wider society, customer and employee outcomes. In this course, we will cover key elements of world-class performance management systems. We will also discuss KPIs in full and practice their development and use in all areas within a public sector entity and with its partners.

Target Audience
All public sector managers and senior professionals who are involved in influencing, formulating or executing the long-term planning and strategy of their department and/or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Target Competencies
- KPI development and use
- Systems thinking
- KPI measurement
- KPI reporting
- Cross-Entity collaboration
- Problem solving
- Results orientation

Course Outline

KPIs and their link to strategy and operations
- Examples of good KPIs
- KPIs role in managing performance in the public sector
- The key elements of public sector strategy
- Success factors for an effective performance management system
- Defining effective KPIs to address the needs of all key stakeholders
- The system model in an public sector organization
- Differentiating between types of KPIs and their cause-effect relationships
- Typical Issues with KPI Measurement Systems

Public Sector Performance Management Components
- Performance Management Hierarchy
- National KPIs
- Entity Strategic KPIs
- Entity Operational KPIs
- Entity Operational Performance Measures (OPMs)
- Government Wide Shared KPIs

Selecting Public Sector Outcome KPIs
- Balanced Measures: One Concept, Different Frameworks
- 7 Steps to Determine the Most Critical Public Sector KPIs
- KPI Measurement System Evaluation
- Top Ten KPIs
- Definition of Outcome Based KPIs
- The Stakeholder Perspective Model
- Defining Customer Value and Satisfaction KPIs
- The Customer Perspective - Core KPIs
- The Customer Value Proposition (UVP)
- The Customer Satisfaction Index (CSI)

Selecting Public Sector Enabler KPIs
- Examining How KPIs are Selected
- Defining Service Quality KPIs
- The Business Process Perspective: The Value Chain Model
- The Eight Dimensions of Quality
- Product and Service Quality Index Report Card
- Defining Process and Operational Efficiency KPIs that Drive Internal Activities
- Measuring Supplier Performance: Scorecard Categories
- Measuring Society Results that Ensure Sustainability
- Defining Human Capital Performance and Satisfaction KPIs that Support a High Performance Culture
- Components of Employee Satisfaction Surveys
- The Employee Satisfaction Index (ESI)
- The Learning and Growth Measurement Framework
- The Finance Perspective Model

Designing the Performance Management System (PMS)
- Implementing Government-Wide Delivery Agreements
- PMS Purpose and Guiding Principles
- Assigning Performance Management Accountabilities
- Selecting, Validating and Documenting KPIs
- Benchmarking and Selecting Performance Targets
- Collecting, Measuring and Documenting Performance Results
- Analyzing Performance and Root Causes
- Reporting Performance in the Public Sector
- Conducting Operational and Strategy Review Meetings Collaboratively
- Utilizing Performance Improvement Plans

Course Methodology
This course relies on the use of public sector case-studies to demonstrate the different components of performance management. In addition, this course utilizes individual debriefs, group discussions, workshops, and presentations to allow the participant to practice the concepts covered first-hand.

Course Objectives
By the end of the course, participants will be able to:
- Use KPIs to measure strategic and operational performance in their public sector environment
- Employ their knowledge in performance management hierarchy and components
- Select and implement outcome level organizational KPIs
- Select and implement enabler level organizational KPIs
- Design a complete performance management system and process

For sessions and venues, please visit: www.meirc.com/c297
Policy Development in the Public Sector

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The policies set in place by officials at all levels of government establish rules, regulations and procedures that guide the actions of all residents within their jurisdiction. In this course, attendees will learn how to apply best practice tools to develop effective public sector policies using a structured approach. These tools include environment analysis, use of international and local benchmarking, identification of key stakeholders and effective planning.

Target Audience
Research analysts, associates, managers and directors in government and semi government organizations who would like to master the public policy development process.

Target Competencies
- Problem management
- Problem solving ability
- Analysis of data
- Conceptual thinking
- Balanced decision making
- Results orientation
- Gaining commitment

Course Methodology
This course relies on the use of an interactive public sector case study, developed specifically for this course, to demonstrate the different components of effective public policy development. In addition to the customized case, this course utilizes individual debriefs, group discussions, role playing, and presentations as well as best practice benchmarks from different countries.

Course Objectives
By the end of the course, participants will be able to:
- Assess the different policy types available for addressing identified public sector issues
- Apply best practice tools to analyze their current environment and determine the public sector issues that should be addressed
- Use international and local benchmarking effectively in the policy development process
- Apply the different steps involved in developing an effective public sector policy
- Identify key stakeholders to ensure maximum support for newly developed policies
- Develop plans to translate policies into effective actions

Course Outline

Overview of public policy
- Public policy definition
- Origins of public policy
- The role of public policy in building a competitive nation
- Types of public policies
- Public policy case studies
  - Education policy example
  - Labor market policy example
  - Intellectual property ecosystem policy example
- Key factors and considerations in the development process

The public policy development process
- Overview of the public policy development process
- Problem definition in the policy context
- Clarifying the public policy goal
- Generating options and alternatives
- Comparing various options and alternatives
- Implementing the selected policy
- Evaluating the impact of the selected policy

Problem definition in the public policy context
- Recognizing and identifying the real issue
- Analyzing the situation and understanding the impact
- Gathering facts about the different issues
- Getting the right data
- Types of research
  - Primary research development
  - Secondary research development
- Conducting informational interviews
- Challenging given assumptions
- Finding different perspectives
- Determining priorities

Working with stakeholders
- Stakeholder management overview
- Identifying the appropriate stakeholders
- Stakeholder mapping
- Working with stakeholders
- Communicating with stakeholders

Public policy implementation steps
- Understanding success factors
- Assessing implementation capacity
- Assigning responsibility
- Choosing proper instruments
- Aligning with existing entities
- Transferring responsibility to operational entities
- Project management techniques
- Setting up the Project Management Office (PMO)

For sessions and venues, please visit: www.meirc.com/c222
Public Sector Innovation and Smart Cities

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

Public Sector organizations around the world face many pressures including budget cuts, high expectations from the public, and increasing challenges in vital areas such as health and education. While innovation in the private sector has constantly produced new products and services, the public sector is often viewed as slow to respond and even slower to adapt. However, there are several examples of public agencies around the world who are constantly innovating by developing imaginative policies and introducing creative products and services through smart cities. The purpose of this course is to introduce approaches that can help public sector organizations become better innovators by combining greater creativity with more focus on evidence and impact.

Target Audience

Research analysts, associates, managers and directors in government organizations who would like to learn more about government innovation methodologies and approaches.

Target Competencies

- Innovative thinking
- Creativity
- Conceptual thinking
- Problem-solving ability
- Analysis of data
- Balanced Decision-Making
- Results orientation
- Flexibility

Course Methodology

This course relies on the use of interactive public sector case-studies to demonstrate the different components of effective innovation in the public sector. In addition, this course utilizes individual debriefs, group discussions, role playing, and presentations as well as best-practice benchmarks from different countries.

Course Objectives

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

- Support the need for public sector organizations to better create, improve and adapt through the implementation of innovation systems
- List the stages of innovation needed to positively impact public sector policy decisions
- Apply human centered design principles to public sector policies and procedures
- Outline different benchmarks of successful smart cities around the world
- Identify the crucial innovation blocks needed for a mature public sector innovation system

For sessions and venues, please visit: [www.meirc.com/c295](http://www.meirc.com/c295)

Course Outline

Overview of public sector innovation

- The definition of public sector innovation
- Innovation in the private sector
- The importance of public sector innovation
- The ability to adapt and improve
- Obstacles to public sector innovation

Stages of innovation

- Opportunities and challenges
- Generating ideas
- Developing and testing
- Making the case
- Delivering and implementing
- Growing and scaling
- Changing systems

Human centered design

- Having the right mindset
  - Creative confidence
  - Learning from failure
  - Embracing ambiguity
- Using the right methods
  - Framing your design challenge
  - Creating a project plan
  - Building a team
- Secondary research
- Group and expert interviews
- Defining your audience
- Creative ideation
  - Downloading your learnings
  - Creating frameworks
  - Brainstorming rules and guidelines
  - Creating a concept

- Rapid prototyping
- Integrating feedback and iterating
- Idea implementation
- Resource assessment
- Building partnerships
- Staffing your project
- Funding strategy
- Pilot project
- Creating a pitch
- Monitoring and evaluating
- Continuous feedback

Smart cities

- A brief history of the smart city
- Piloting smart city technologies
- Using city resources
- Smarter ways to collect data
- Smarter ways to make decisions
- People-Centered smart cities

Crucial Innovation Building Blocks

- Leadership support
- Budget and finances
- People mix and attitudes
- Organizing innovation in the public sector
- The right culture
- Governance accountability
- Risk management
- Innovation as part of a broader system
- Future technologies
Why Attend
Organizations are facing tremendous challenges to remain current in a fast changing environment. This is evidenced by the fact that only 11% of the Fortune 500 companies from 1955 still exist today! So how can organizations remain resilient and guarantee their existence beyond the next business cycle? The answer may lie through adopting the concept of strategic agility. In this course, we will visit the key elements that are employed within such a grand concept. We will cover the essentials of strategic agility by focusing on creating the right thinking mindset, then discussing scenario planning and strategies for this new world. We will conclude the course by exploring the new realities of organizational design and leadership models required to remain agile.

Target Audience
All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Target Competencies
- Strategic thinking
- Critical thinking
- Innovative thinking
- Agile leadership skills
- Scenario planning
- Organization design

Course Methodology
This course relies on the use of case studies to demonstrate the different components of strategic agility. In addition, this course utilizes individual debriefs, group discussions, workshops, and presentations to allow the participant to practice the concepts covered first hand.

Course Objectives
By the end of the course, participants will be able to:
- Employ tools and techniques to ensure their thinking remains agile
- Plan scenarios to navigate their organization’s uncertain future
- Apply customer and operational strategies to support the agile organization
- Convert their agile strategies into organizational models that support execution
- Utilize leadership models that ensure people support the strategic agility mindset

For sessions and venues, please visit: www.meirc.com/c294

Course Outline

**Essentials of strategic agility**
- Definition of strategic agility
- Changing management paradigms
- Simple, complicated and complex systems
- Carrying strategic dialogues
- Communicating the why versus the what
- Gamestorming versus brainstorming
- Critical thinking versus strategic thinking versus innovative thinking
- Importance of adopting multiple business perspectives
- Avoiding misleading perceptions
- Strategic agility techniques

**Scenario planning**
- Developing shared organizational perspective
- Definition of scenarios
- Objectives of scenario planning
- Types of futures
- Strategic thinking versus strategic planning
- Scenario planning process
- Major drivers of change
- ‘Impact-Uncertainty’ matrix
- From scenarios to strategy

**Strategies for the agile organization**
- The 5 essential strategic questions
- Core strategic components
- Achieving competitive advantage
- Customer switching costs
- Customer Lock-In strategies

- Price discrimination
- Competing in network markets
- Economies of scale and scope
- Growing through mergers and acquisitions
- Growing organically

**Designing the agile organization**
- Translating strategy into design
- Defining a business model
- Determining your value proposition
- Designing structure and layers
- Determining organizational processes
- Central versus decentralized organizations
- Structural dilemmas
- Introducing Wikinomics

**Leading the agile organization**
- Definition of agile leadership
- Why people follow leaders
- Role of an agile leader
- Examples of great leadership models
- The parallel involvement process
- Five ways of handling conflict
- Leading through change
- The 20-60-20 rule
- Developing your personal leadership brand
Strategic Thinking and Planning

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
An organization without strategy is like a ship without a rudder. How can organizations continue to provide exceptional value to stakeholders and customers if they are not clear on where they are heading and how they will get there? The answer is they can’t. This is where the role of strategy becomes essential. Strategy is about setting ambitious goals, understanding the surrounding current and future environment and providing a sense of direction for the organization. It is the core focus of this best selling course at Meirc. In this course, we will cover the 7 steps of the strategy management process, starting with the ‘thinking’ components of strategy, moving into the ‘planning’ component and ending with ‘execution’. At the end of the course, participants will be able to implement or improve the strategic process at their organizations to reach their vision and achieve their mission.

Target Audience
All managers and senior professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scoreboard course managers, business unit and department managers and business analysts.

Target Competencies
- Strategic thinking
- Strategic planning
- Operational planning
- Performance management
- Results orientation
- Data analysis
- Market analysis
- Critical thinking

Course Outline

Strategic thinking and planning
- The strategic management process
- Strategic thinking versus strategic planning
- Benefitting from strategic management
- Evolution of strategic models
- Moving from strategy to organizational planning

Analysis of the environment
- The 5 Cs of strategic analysis
- Porter’s 5 forces impact Potential Industry Earnings (PIE)
- Creating and capturing value
- Conducting ‘SWOT’ analysis
- Plotting ‘SWOT’ analysis
- Fundamentals of ‘PEDESTL’ framework

Vision, mission statements and values
- Using vision and mission statements
- What is a vision? what is a mission?
- Formulating vision and mission statements
- Embracing organizational values
- Communicating the vision, mission and values

Assessing strategic choices
- The 3 primary goals of competitive strategy
- The strategy pyramid
- Porter’s generic competitive strategies
- IKEA’s cost leadership
- Innovating in the industry value chain
- Developing a competitive advantage ‘how to win’
- Cirque du Soleil value curve

Strategic objectives, KPIs and targets
- Ensuring strategic alignment in the organization
- Developing effective strategic objectives
- Using the Balanced Scorecard (BSC)
- Creating Critical Success Factors (CSFs)
- Using Key Performance Indicators (KPIs)
- Characteristics of the right KPIs
- Developing different types of KPIs (lead versus lag)
- Setting ‘SMART’ targets

Developing operating plans
- Cascading from vision to action plan
- Criteria for effective action plans
- Developing strategic initiatives
- Operational KPIs and the triple constraints
- Developing departmental plans
- Managing the execution of strategy
- KPI dashboard reporting
- Survey: Barriers to strategy execution

Course Methodology
The course enables the participants to practice the development of each of the strategy management steps. They will act as organizational managers in developing each strategic component for an organization of their choosing. We will also discuss and reflect on recent case studies in strategy including Starbucks, IKEA, Cirque du Soleil and other Middle East based organizations. The most important strategy tools and frameworks will be discussed and put into practical use during the course.

Course Objectives
By the end of the course, participants will be able to:
- Apply strategic thinking to analyze their current environment and determine organizational ambition
- Employ the strategic management process to best achieve the desired ambition
- Assess and choose strategies that create a sustainable competitive advantage for the organization
- Determine strategic objective, Key Performance Indicators (KPIs) and ‘SMART’ targets for the organization
- Convert strategic plans to operating plans through creating strategic initiatives and sequencing activities
- Participate in the performance management cycle to ensure proper execution of chosen strategies

For sessions and venues, please visit: [www.meirc.com/c190](http://www.meirc.com/c190)
Strategy Management in the Public Sector

Why Attend
The public sector’s role and its classical paradigm of slow movement is changing. This fast-paced change requires a specialized look at the meaning of strategy management in this exciting sector. Compared to private sector organizations, the public sector has a tremendously complex network of stakeholders, partners, and customers with varying expectations. Beyond that, each public sector entity needs to understand its role in achieving higher purpose goals that meet the competitiveness ambition of the jurisdiction in which it operates.

In this course, we will define and practice the importance of competitiveness as a nation. We will also deep dive into the elements of the strategy pyramid in the public sector starting with setting a national vision, cascading this vision to entities, putting the right Key Performance Indicators (KPIs) to measure success, deciding on public policy and collaborating with partners to execute the strategy through initiatives.

Target Audience
All managers and professionals who are involved in influencing, formulating or supporting the planning and strategy of their government or semi-government entity, department or corporation. The course is also beneficial to those who are responsible for linking, measuring and improving the performance of the organization, including sector and department managers, strategy or performance management professionals, balanced scorecard course managers, and research analysts.

Target Competencies
• Strategic thinking and planning
• Service innovation
• Performance management
• Partnerships development
• Policy making
• Leadership skills
• Critical thinking
• Public sector competitiveness skills

Course Outline

Ambition and role of the public sector
• Benefits of strategic management in the public sector
• Illustrating types of institutions in the public sector
• Strategy management framework in the public sector
• Public sector strategy definitions
• Cascading the national vision to entity level
• Examples of national visions of nations
• Defining strategic themes linked to citizens’ needs
• Role of government in achieving themes
• Determining underlying national outcomes and KPIs
• Using international indices in target setting
• Measuring a nations’ ability in building a competitive environment
• Becoming competitive as a nation: porter’s model

Strategic planning in the public sector
• Building a strategy map tailored to the public sector
• Answering the 3 questions of the strategic planning process
• Using ‘SWOT’ analysis
• Fundamentals of ‘PEDESTL’ framework
• Determining stakeholders & customers: building a stakeholder map
• Cascading national outcomes and KPIs into sectors
• Developing vision and mission statements
• Developing strategic objectives and KPIs using the balanced scorecard model

Public policy development
• Understanding public policy and its uses
• Linking public policy to strategic planning
• Phases of public policy development
• Determining root causes of a policy problem
• Defining types of policies
• Developing policy options
• Criteria to consider when assessing policy options

Managing strategic initiatives and partnerships
• Building initiative charters
• Assessing the impact of initiatives
• Understanding partners’ roles and cause and effect relationships
• Determining accountabilities
• Designing delivery agreements between different stakeholders
• Ensuring cross-entity collaboration

Designing the Performance Management System (PMS)
• PMS purpose and guiding principles
• Selecting, validating and documenting KPIs and targets
• Collecting, measuring and documenting results
• Analyzing performance and root causes
• Reporting performance
• Conducting operational and strategy review meetings collaboratively
• Utilizing performance improvement plans

Course Objectives
By the end of the course, participants will be able to:
• Describe the overall public sector structure, ambition and the need for competitiveness to achieve national prosperity and growth
• Translate stakeholder ambition and needs into a strategic plan to achieve an entity’s mandate
• Employ the public policy development process effectively to achieve the strategic plan
• Design and manage strategic initiatives and cross-entity collaboration mechanisms to effectively execute strategies
• Utilize a practical performance management system to develop and sustain a performance culture

For sessions and venues, please visit: www.meirc.com/c191

Planning and Strategy Management

Training & Consulting

265
Successful Planning, Organizing and Control

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Managers’ primary challenge is to get things done, effectively and efficiently, with and through people. This course introduces the four universal functions of management known as Planning, Organizing, Leading and Controlling (POLC) to help managers achieve just that. Analyzing and forecasting are also important tools of planning and the course introduces techniques such as environmental scanning, budgeting, and break even analysis. The course also covers basic concepts of project planning such as Work Breakdown Structures (WBS), ‘PERT’ diagrams, Gantt charts and Load charts.

When major projects or initiatives are launched, many times effective change must take effect within the organization for the outcome of the project or initiative to be properly achieved. For this purpose, the course also introduces a module on change management and dealing with resistance to change. In this module participants will learn the principles of change management and how to implement five managerial activities that are essential to managing people resistance to change.

Target Audience
Anyone within the organization whether he or she is a staff, department head, manager or supervisor who has the need to develop his or her ability to plan, organize, control and achieve their goals and objectives on time and within the quality standards expected.

Target Competencies
The competencies targeted in this course are:
- Proactive planning
- Critical thinking
- Critical analysis
- Efficiency
- Effectiveness
- Dealing with change

Course Methodology
This course uses the interactive and cooperative learning methodology by integrating a variety of learning techniques such as lectures, participants led presentations, individual and group activities and exercises, self assessment tools, role plays, case analysis and video discussions.

Course Objectives
By the end of the course, participants will be able to:
- Explain the importance of planning and employ the ‘SMART’ criteria to objectives setting
- Use environmental scanning, budgeting, and break even analysis as tools for planning and forecasting
- Define projects and apply project management techniques such as ‘PERT’ diagrams, Gantt charts and Load charts
- Recognize the importance of control and properly utilize key performance measures to keep work on track
- Assess the impact of organizational change and manage people’s resistance to change

Foundation of planning
- The functions of management
- What is planning?
- Elements of planning
- Types of plans
- Planning in the hierarchy of an organization
- Efficiency versus effectiveness
- Benefits of planning
- Why many managers and supervisors still fail to plan?
- Elements of good plans

Planning tools and techniques
- Analysis of the environment
- Forecasting techniques
- Benchmarking definition
- The benchmarking process
- Allocating resources and budgets
- The breakeven analysis
- Limitations of breakeven analysis

Project planning and scheduling
- Definition of a project
- The work breakdown structure
- Simple network diagrams
- Steps in developing a ‘PERT’ chart
- Forward and backward scheduling

Control and performance measurement
- What is control?
- The planning and controlling link
- Why is control important?
- The control process
- Measuring: What and how?
- Sources of information for measuring performance
- Managerial decisions in the control process
- Organizational performance measures
- Feedforward, concurrent and feedback controls
- Information controls and balanced scorecards
- Contemporary issues in control

Managing and controlling resistance to change
- Forces for change
- Rate of success in change efforts
- Why organizational change fails
- The 10 principles of change
- Five activities contributing to effective change management
- Force field analysis

Course Outline

For sessions and venues, please visit: www.meirc.com/c76
The Balanced Scorecard: Achieving Performance Excellence
5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Aligning business activities to a company’s vision and strategy is a must to ensure operational excellence. Easier said than done, since this will require specific processes to communicate objectives in a clear manner to all stakeholders, coupled with a robust system to monitor the organization’s performance against strategic goals from all perspectives.

The Balanced Scorecard which was developed by Drs. Robert Kaplan (Harvard Business School) and David Norton ensure the above are met. In this hands-on course and after presenting the balanced scorecard elements (vision, mission, goals, objectives, KPIs, targets and initiatives), participants will have the chance to build the balanced scorecard to a virtual company using a tested step-by-step model. The knowledge gained from attending this course will ensure that the participants will be able to review or develop the balanced scorecard to their department or company.

Target Audience
All managers and supervisors involved in strategic planning and performance management. The course is also very helpful to those involved in improving performance and measuring results.

Target Competencies
- Management and leadership
- Strategic planning
- Performance management
- Influencing and communication for impact
- Innovation
- Analytical thinking
- Entrepreneurship

Course Methodology
The course uses a mix of interactive and hands-on techniques. Beside brief presentations by the consultant and the participants, the thrust will be on developing all the elements of the balanced scorecard to a virtual company which the trainer will introduce on day one. There will also be many group exercises throughout the five days.

Course Objectives
By the end of the course, participants will be able to:
- Explain the benefits and importance of a strategy focused organization (SFO)
- Develop a ‘SWOT’ analysis, vision and mission statements and strategic goals for their organization or department
- Use ‘SMART’ objectives and key performance indicators (KPIs) to track the performance and productivity at all levels in their organizations
- Apply the approach of best-in-class benchmarking technique to set targets for each KPI
- Design a balanced scorecard based on the Kaplan and Norton model

For sessions and venues, please visit: www.meirc.com/c95

Course Outline

Benefits of strategic management and planning
- The Strategy Focused Organization (SFO)
- Why implement the balanced scorecard
- The importance of the balanced scorecard
- Strategic planning needs and benefits
- A strategic planning model
- Balanced scorecard steps and timeline

'SWOT' analysis, vision and mission statements
- The purpose of a ‘SWOT’ analysis
- ‘SWOT’ in brief
- Linking the results of the ‘SWOT’ findings to future objectives and initiatives
- Definition of a vision statement
- Importance of a structured mission statement

Developing performance measures and control systems
- Goals, objectives and targets
- ‘SMART’ objectives
- Developing strategies
- Key Performance Indicators (KPIs) and Units of Measures (UOMs)
- Aligning KPIs to company strategy
- Obstacles to measurement
- Developing strategies and initiatives that will assist in achieving the targets

Benchmarking as a tool to set targets
- Objectives and basics of benchmarking
- The who, what and why of benchmarking
- Different methods of benchmarking
- The benchmarking process
- Who to benchmark against

The Balanced Scorecard (BSC) as a strategic management system
- Strategic planning and strategy execution
- Reasons behind failures of well formulated strategies
- Translating the vision to everyday actions
- Importance and history of the balanced scorecard
- The premise behind the balanced scorecard
- Principles of the Strategy Focused Organization (SFO)
- Measuring business strategy from financial, customer, internal, business or process and learning and growth perspectives
- Strategic alignment and goal setting
- Linking the balanced scorecard KPIs to strategy
- Strategy map: specifying relationships and making them testable
- Soft and hard KPIs
- Leading and lagging KPIs
- The importance of initiatives
- Evaluating initiatives
- Managing initiatives
- Cascading the balanced scorecard
- Implementing a balanced scorecard program
- Reporting and evaluating results
The Business Management Simulation Workshop

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
In this course, we will use Cesim’s ‘SimFirm’ simulation tool to practice all essential decisions made by managers in real life. The tool is a product based business management simulation that integrates the functional areas of production, marketing, and logistics. It increases the participants’ awareness of operating a company from a general management perspective.

The simulation integrates a range of concepts from various management related disciplines, including marketing, production, logistics, and financial decision making. In addition, it links the organization to the wider context of business world and stakeholders.

Target Audience
All managers and business professionals who are involved in supporting the planning and strategy of their department or organization, as well as those who are involved in core business or support department management and supervisory roles.

Target Competencies
- Strategic decision making
- Financial analysis
- Business forecasting
- Sales and marketing skills
- Critical thinking
- Production and logistics management
- Teamwork
- Quality management

Course Methodology
This course uses a web based simulation course with graphical interface where participants enter their strategic decisions. The task for the teams is to manage the sales and operations of an international pharmaceutical company. Key success factors include accurate forecasting and planning, analytical approach to decision making and good teamwork. Teams will develop and execute strategies for their simulated company operating in different markets with specific customer behavior, cost structures, and currency fluctuations. Teams will compete against each other and focus on cumulative earnings as the winning criteria.

Course Objectives
By the end of the course, participants will be able to:
- Increase awareness of operating a company from a general management perspective
- Recognize the interactions among the various companies and external influences in a complex and interrelated environment
- Interpret and forecast market situations and market results and translate them into goal oriented decisions
- Use fact based analytical decision making techniques by linking the decisions to cash flows and bottom line performance
- Utilize teamwork and problem solving methods in a dynamically evolving marketplace

Course Outline
The power of business management simulation
- How the Cesim SimFirm simulation can maximize your company performance
- Familiarizing teams with the case study
- Factors affecting market size
- Sales and marketing decisions
- Distribution and delivery priorities
- Production decisions
- Financing decisions
- Conducting a practice round using the simulation platform

Discovery learning during decision rounds
- Studying and interpreting market outlook
- Calculating product level gross margin and distribution priorities
- Managing optimal inventory levels without losing potential sales
- Balancing investment in promotion and quality improvement
- Choosing the best pricing strategy
- Making the right production plan
- Selecting financial decisions to support your annual plan

Strategy: The game plan towards achieving your vision
- Surpassing the competition with the 4 elements of the strategy pyramid
- Planning for victory through determining where to play and how to win
- Applying Porter’s grand strategies
- Guaranteeing results by turning strategy into action

Teamwork: The secret weapon of sustainable strategy execution
- Taking the team from formation to full potential performance
- Leading a team through clear skies and storms
- Eliminating conflict to achieve a common team goal

Product quality: Building a product that your customers desire
- Investing in the organizational engine – production and logistics
- Maximizing quality to build a lasting customer impression
- The ‘PDCA’ cycle

Supply and demand management: embracing the customer's perspective
- Mastering price elasticity of demand to retain and grow your customers
- Managing production and delivery levels for lean operations
- Creating a profitable product portfolio

Marketing and customer care: creating endless promoters for your brand
- Reaching all your customers through targeted promotion
- Revealing the customer care secret that the Ritz-Carlton and apple employ

Financial management: Driving profitability and long term shareholder value
- Making the right financial decisions to lead and grow
- Analyzing the key financial statements
- Studying the 5 key financial ratios that can make or break your business

Wrap-Up
- Team presentations of their company performance
- Review of lessons learned from all simulation rounds
- Celebrating teams’ successes and realized profits

This is a highly interactive course using Cesim’s web based business simulation game. Participants will be provided laptops for the duration of the course.

For sessions and venues, please visit: www.meirc.com/c192
The Certified Balanced Scorecard Practitioner

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The historic paradigm where a manager mainly uses financial dashboards to make strategic decisions is no longer valid. Time and time again, research has shown companies that are sustained value creators have used a holistic view of organizational performance to supplement financial data. The balanced scorecards has emerged as the tool of choice for a majority of successful organization to do just that and manage their strategies to achieve outstanding performance.

In this course, we will go through Meirc’s 5 steps for balanced scorecard development. Participants will practice each of the steps of project preparation, strategy development, strategy mapping, strategy cascading and execution and refinement. The course outcomes will enable participants to execute effectively and efficiently their next balanced scorecard initiative or to improve on an existing one in their organizations.

Target Audience
All managers and professionals who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard course managers, business unit and department managers and business analysts.

Target Competencies
- Strategic planning
- Performance management
- Change management
- Systems thinking
- Problem solving
- Teamwork

Course Methodology
This course uses a customized case study that enables participants to practice each step in the process through team workshops and discussions. Additionally, as a certified course, teams have the option to sit for a test at the end of the course and work on a subsequent project to solidify their learning in their working environment.

Course Objectives
By the end of the course, participants will be able to:
- Use the Balanced Scorecard (BSC) framework and its components in advanced strategy settings
- Prepare for the balanced scorecard implementation project using a practical approach
- Develop organizational strategy using the balanced scorecard to drive the process
- Map the organizational strategy into themes and objectives that cut across the BSC perspectives
- Cascade developed strategy to operations in order to align all business units and employees
- Utilize a practical annual strategy execution process to develop and sustain a performance culture

Course Outline

Advanced applications of the Balanced scorecard (BSC) framework
- Eliminating the 4 barriers to strategic implementation using the BSC
- Linking BSC elements in practice
- Applying the BSC in the ‘for profit’ and ‘non profit’ sectors and highlighting differences
- Aligning everyone’s work to the strategy
- Demonstrating impact of the BSC
- Reviewing case studies in BSC utilization
- Meirc’s 5 phases of BSC development
- Key terms and use

Preparing for the BSC implementation
- 7 features of successful BSC programs
- Preparing and rolling out the BSC work plan
- Getting leadership commitment
- Resourcing and mobilization
- Launching the change management program
- Communicating and ‘gauging the pulse’
- Conducting organizational readiness assessment

Developing strategy using the BSC
- Utilizing the strategy development process
- Creating the strategy development project schedule
- Conducting company level analysis: ‘SWOT’
- Conducting macro level environmental analysis ‘PEDESTLE’
- Refreshing the vision, mission and values
- Assessing strategic choices

Mapping strategy using the BSC
- Defining the economic model using strategic themes
- Creating the BSC project schedule
- Running BSC development workshops
- Defining criteria for setting strategic objectives
- Utilizing strategy maps to show cause and effect relationships
- Determining characteristics of the right KPIs
- Using leading and lagging KPIs in BSC perspectives
- Effective approaches to setting targets
- Developing and prioritizing improvement initiatives

Cascading strategy using the BSC
- Typical timeline to aligning business units
- Approach to theme cascading
- Cascading strategic objectives using 3 approaches
- Creating a line of sight in the organization
- Cascading BSC to support functions – BSC examples
- Determining strategic job families from the BSC

Executing and refining the strategy
- Linking budget to strategy
- Designing the office of Strategy Management (OSM)
- Defining BSC software system requirements
- Utilizing the performance management cycle
- Managing the performance review process
- Reporting results using BSC dashboards
- Linking the BSC to incentives

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: [www.meirc.com/c193](http://www.meirc.com/c193)
Why Attend
Why do some organizations continually succeed in meeting stakeholders’ expectations while others do not? Why do some organizations have a roller coaster performance record? One of the key differentiators between all these types of organizations is the existence and proper execution of a mid to long term strategy. In this course, we will dig deep into many well established frameworks, tools and techniques for strategic planning and execution. Participants will be able to pinpoint the real reasons behind long term strategic performance and be able to replicate this success in their own organizations.

Target Audience
All levels of managers and company personnel who are involved in charting and supporting the execution of the company plans to achieve its strategic goals and objectives.

Target Competencies
- Strategic planning
- Competitive analysis
- Trend analysis
- Driving customer value
- Analytical thinking
- Strategy execution

Course Outline

The managerial process of crafting and executing strategy
- The three big strategic questions
- Key elements of a successful strategy
- Strategy and the quest for competitive advantage
- The importance of strategy
- The strategy making, strategy execution process
- Types of strategic objectives required
- Corporate and business level strategies
- Functional and operational level strategies
- Breadth of strategy crafting and implementation

Evaluating a company’s external environment
- The components of a company’s micro and macro environments
- Key questions regarding industry and company environment
- The industry’s dominant economic traits
- Porter’s five industry forces model
- Typical weapons for competing
- Key success factors for competitive success
- Fundamentals of ‘PEDESTL’ framework
- Determining external opportunities for the organization
- Determining external threats impacting the organization

Evaluating a company’s resources and competitive position
- Situational analysis: key questions
- Role of ‘SWOT’ analysis in crafting a better strategy
- Defining the organization’s internal strengths
- Competencies versus core competencies versus distinctive competencies
- Defining the organization’s internal weaknesses
- Identifying weaknesses and competitive deficiencies
- Porter’s generic strategies
- Key indicators of how well strategy is working
- Value chain innovation

Building an organization capable of good strategy execution
- Crafting versus executing strategy
- Management challenges in executing strategy
- The strategy implementers
- Putting together a strong management team
- Building core competencies and competitive capabilities
- Defining strategic objectives
- The balanced scorecard (BSC)
- Creating critical success factors (CSFs)
- Key performance indicators (KPIs)
- Matching your organizational structure to your strategy

Managing internal operations
- From strategic plan to action plan
- Lining up your resources behind the drive for good strategy execution
- Establishing and instituting policies and procedures that facilitate strategy execution
- Adopting best practices and striving for continuous improvement
- Building information and operating systems that proficiently support your strategy
- Tying rewards and incentives to strategy execution
- Guidelines for designing an effective compensation system

Corporate culture and leadership
- Initiating a corporate culture that promotes good strategy execution
- Features of the corporate culture at Nordstrom
- Spreading the company’s culture
- Types of corporate cultures
- Leading the strategy execution process

Course Methodology
The course uses a customized case study to cover all topics of the course. In addition, participants will be able to practice each framework, tool or technique covered in their own teams. As a certified course, participants will also have the chance to sit for an exam at the end of the course and subsequently work on project that solidifies their knowledge in practice.

Course Objectives
By the end of the course, participants will be able to:
- Apply effectively the strategy management process using essential strategic thinking and planning tools and techniques
- Employ models and frameworks to strategically analyze the external environment of an organization
- Identify and build organizational competencies, capabilities and competitive position
- Mobilize the organization to execute a measurable strategic plan in order to achieve the organization’s vision
- Translate the strategic plan into internal operations with focus on continuous improvement
- Select a corporate culture that promotes good strategy execution

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c194
The Effective Analyst: From Research to Execution

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Solving problems in the business world is essential to keeping things moving along smoothly. While problems differ in complexity, almost all of them can be approached in a structured manner that increases the chances of finding a successful solution. Analysts who are able to master this structured approach and apply it practically, from research to execution, are an asset to any organization.

Target Audience
New and advanced analysts and project managers who are involved in researching, analyzing and investigating issues related to their organization.

Target Competencies
- Problem management
- Problem solving ability
- Analysis of data
- Creativity
- Conceptual thinking
- Balanced decision making
- Results orientation

Course Methodology
This course relies on the use of an interactive case study, developed specifically for this course, to demonstrate the different components of effective problem solving. In addition to the customized case, this course utilizes individual debriefs, group discussions, role playing, and presentations.

Course Objectives
By the end of the course, participants will be able to:
- Define a problem and ensure that the ‘right’ question is being answered
- Breakdown a problem into smaller issues that can be tackled independently
- Create a work plan that prioritizes resources and focuses on the key issues
- Identify the right sources for data through research and expert interviews
- Interpret data and build a structured argument for findings
- Develop a structured story to present to leadership
- Explain findings to team members and senior leadership

For sessions and venues, please visit: www.meirc.com/c223

Course Outline

Overview of the role of the analyst
- The changing role of the analyst
- Adding value to your organization
- Active data gathering
- Overview of problem solving approaches
- Generating creative solutions
- Intelligence versus creativity
- Decision making and choosing between alternatives

Structuring problems
- The importance of structuring
- Defining the right issue
- Using the issue statement
- Dividing issues into manageable sections
- The use of logic trees in problem solving
- Developing issue trees
- Generating hypothesis trees
- How to find good hypotheses
- Proving and disproving hypotheses

Prioritizing and planning
- The importance of prioritizing work
- Eliminating non essential issues
- Using the 80:20 rule
- Prioritization methodologies
- Using the prioritization matrix
- Developing practical project plans
- Building an effective work plan
- The concept of synergy
- Characteristics of high performing teams

Conducting analyses
- Getting the right data
- Types of research
- Primary research development
- Secondary research development
- Conducting informational interviews
- Active listening
- Guided dialogue
- Asking ‘so what?’
- Summary versus synthesis

Communicating and presenting
- Turning data into findings
- Building effective arguments
- The pros and cons of different argument types
- Top down communication
- Communicating findings by telling a ‘story’
- Story telling elements
- Designing powerful presentations
- Presenting to senior management
- Continuous improvement
Scan > Follow > Interact
High-level project management maturity can only be achieved in organizations when projects are thoughtfully selected and effectively managed. Meirc Training and Consulting offers a wide range of project management programs designed to increase project management maturity in organizations by providing you with the tools and skills you need to manage project tasks and lead diverse project teams. The programs cover all phases of project management from establishing the PMO, analyzing project feasibility, using project management software, to dealing with project risks and mastering project KPIs.

Meirc also offers programs that assist project professionals to be certified as PMPs and RMPs. All programs are approved by PMI® thus allowing you to earn the PDUs you need to get certified. For a list of these programs, refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Certificate in Advanced Project Management

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge and the skills needed to perform in-depth analysis for a project during the planning and the implementation phases. Participants in this interactive course will learn all the critical tools and techniques required to make decisions to optimize the successful execution of a project in a dynamic environment.

Target Audience
Personnel who are seeking in-depth knowledge of creating and managing project plans. The course is also designed to provide comprehensive time, cost and risk management for complex projects. This course is worth 30 PDUs.

Target Competencies
- Project management
- Scheduling
- Planning
- Project costing
- Capital budgeting
- Project control
- Risk management

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

Course Objectives
By the end of the course, participants will be able to:
- Define project management framework, processes and tools in compliance with Project Management Institute (PMI) standards
- Apply different methods of project selection and capital budgeting
- Construct project diagrams, schedules and plans and use different techniques to perform an in-depth analysis on project schedules and plans
- Identify different methods for cost estimating and project budgeting
- Manage time and cost deviations through applying earned value analysis
- Employ risk management plans and apply risk response strategies to ensure successful implementation of the project
- Develop program management plans in compliance with Project Management Institute (PMI) standards

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

Course Outline

Overview of project management
- Defining project management terminologies
- Project management benefits
- Triple constraints
- Project life cycle
- Project stakeholders
- Effect of organizational structure

Project selection
- Project selection models
- Benefit cost ratio
- Average Rate of Return (ARR)
- Payback period
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Decision trees

Project planning and scheduling
- Project charter
- Project scope statement
- Building work breakdown structure
- Duration estimation
- Program Evaluation and Review Technique (PERT)
- Relationships between activities
- Network diagram
- Critical Path Method (CPM)
- Manipulating logic
- Resource allocation
- Resource leveling
- Duration acceleration

Project budgeting
- Cost estimating techniques
- Cost baseline
- Project budget
- Slack management
- Compression by crashing

Project control
- Variance analysis
- Dashboards and scorecards
- Key performance indicators
- Earned value
- Managing deviations

Project risk management
- Project risk identification
- Qualitative risk analysis
- Quantitative risk analysis
- Project risk response planning
- Contingency and management reserves

Program management
- Program life cycle
- Developing program work breakdown structure
- Developing program schedule
- Developing program financial plan

For sessions and venues, please visit: www.meirc.com/c68
Establishing and Managing the Project Management Office (PMO)

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge required to build and manage the Project Management Office (PMO). The course involves coaching participants on assessing the project management maturity level of their organization and implementing strategies to increase it. The course also aims at assisting participants in tailoring a project management methodology that fits their organization environment.

Target Audience
PMO directors and managers, members of project office, project sponsors, functional managers, senior management and all individuals involved in building and managing the Project Management Office (PMO). This course is worth 30 PDUs.

Target Competencies
- Strategy execution
- Leading
- Communicating
- Planning
- Coaching
- Teamwork

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and psychometrics assessments. The course also features the use of a number of group exercise and case studies followed by plenary discussions.

Course Objectives
By the end of the course, participants will be able to:
- Relate organizational strategy to project framework
- Develop a business case that outlines PMO challenges and opportunities
- Evaluate and increase the organization project maturity level
- Create the PMO charter and implement the strategy phases
- Construct a project management methodology and governance
- Assemble the PMO team and establish performance measurements
- Discover the consulting role of PMO in knowledge management

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

PMO related templates will be distributed during the course in soft and hard formats.

For sessions and venues, please visit: www.meirc.com/c84

Course Outline

The Strategic PMO
- PMO key roles
- PMO benefits
- The link between strategy and projects
- Aligning strategy with projects
- The strategy and projects framework

PMO Business Case, Organization, Structure and Functions
- Portfolios, programs and projects
- Developing a strong PMO business case
- Organizational structure for projects
- PMO types
- PMO functions

Maturity and the PMO
- Defining maturity and capability
- Steps for increasing maturity level
- Baseline maturity assessment
- Project management health check
- Maturity gap analysis steps
- Organizational project management maturity model (PMI-OPM3)

PMO Planning, Preparation and Strategy
- Creating the PMO charter
- Objectives and milestones
- Using gap analysis to set milestones
- Implementation strategy phases
- Measuring success metrics

Establishing a Project Management Methodology and PMO Governance
- Defining project methodology
- Establishing methodology steps
- Elements of methodology
- Methodology quality dimensions
- Defining governance
- Governance framework

Human Capital and the PMO
- Key issues in people management
- Staffing the PMO
- Competency identification
- Performance measurement and rewards
- Career paths and leadership development
- Best practices for people management in the PMO

Project Knowledge Management and the PMO
- Key success factors in knowledge management
- The knowledge management process
- Project closeout and capturing lessons learned
- The knowledge gap in project management
- PMO as a community of practice
- Measuring and monitoring project performance
Managing IT Projects Effectively

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the knowledge and the skills needed to successfully manage an IT project throughout the life cycle of the project from the initial concept to the final delivery. Participants in this interactive course will learn all the critical tools and techniques required to play a leading role as an IT project manager in analyzing the requirements, performing project plans, developing project budget, leading the project team and evaluating overall performance.

Target Audience
Project managers and senior professionals who seek to manage small to large sized projects or to broaden their knowledge and improve their skills in the key functions of project management. This course is worth 30 PDUs.

Target Competencies
- Project management
- IT design
- Scheduling
- Planning
- Project costing
- Capital budgeting
- Project control
- Risk assessment and management

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

Course Objectives
By the end of the course, participants will be able to:
- Manage Information Technology (IT) projects using project management methodology
- Evaluate the business needs and the feasibility studies of IT projects to ensure proper justifications in the early stages of the project
- Relate project requirements and objectives to stakeholders’ needs in a clear and compelling manner
- Master fundamental project planning activities and processes and set realistic measurable objectives and estimate project costs and schedules using proven techniques
- Identify the role of the project manager during the design and the implementation phases of the project
- Identify all the activities during the execution phase and establish an effective control process to ensure execution in line with project plans

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c69

Course Outline

Overview of Information Technology (IT) project management
- Defining project management terminologies
- Common project characteristics
- Working with end users
- Skills needed by IT project manager
- Challenges in IT project management
- IT project life cycle
- IT project structure
- IT project manager roles and responsibilities

Project concept
- Assessing business needs and opportunities
- Developing project concept
- Evaluating financial benefits and costs
- Identifying stakeholders
- Establishing conceptual solutions
- Developing the business case

Project requirements
- Gathering and defining requirements
- Functional and non-functional requirements
- Analyzing and prioritizing requirements
- Documenting requirements

Project planning
- Building work breakdown structure
- Estimating project duration and resources
- Activity sequencing
- Network diagram
- Critical path analysis
- Schedule planning
- Gantt charts
- Milestone charts
- Resource planning
- Resource leveling
- Cost estimating
- Risk management planning
- Subsidiary management plans

Project design
- Developing preliminary design
- Performing gap analysis
- Prototyping IT solution
- Preparing technical specifications documentation
- Design techniques
- Solution alternatives

Project implementation and closeout
- Managing project team
- Conflict management
- Managing stakeholders
- Managing schedule
- Managing cost
- Administering contracts
- Earned value analysis
- Guidelines for regaining project control
- Performing quality assurance
- System testing
- Change management
- Delivery and transitioning
- Administrative and contractual closeout phase
- Guidelines for project closeout
- Benefits from each project office type
- Roles and responsibilities

Accredited by Project Management Institute (PMI)
Managing Project Stakeholders

Why Attend
The overall aim of this course is to assist participants identify project stakeholders and manage their expectations. Participants will learn how to develop stakeholder management plans, stakeholder registers, and strategies for effectively engaging stakeholders in project decisions and execution. The course also aims at sharpening participants' leadership, negotiation, communication, and conflict management skills to foster the appropriate stakeholder engagement in project decisions and activities.

Target Audience
Project managers, members of project office, project sponsors, functional managers, senior management and individuals interested in project stakeholder management. This course is worth 30 PDUs.

Target Competencies
- Managing projects
- Planning
- Leading
- Communicating
- Conflict resolving
- Negotiating

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants coupled with a number of psychometric assessments. The course also features the use of a number of group exercises and case studies followed by plenary discussions.

Course Objectives
By the end of the course, participants will be able to:
- Categorize project stakeholders and build the stakeholder management plan
- Analyze the interest and influence of project stakeholders
- Arrange the stakeholder communication channels and manage stakeholder conflicts
- Choose the appropriate leadership style for each project stakeholder
- Examine stakeholders buy-in through continuous observation
- Apply win-win negotiation techniques with project stakeholders

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c274

Course Outline

Stakeholder Management Overview
- The balanced approach
- Stakeholder defined
- Categorizing stakeholders
- Stakeholder engagement assessment matrix
- Stakeholder engagement and expectations management
- Stakeholder management plan

Prioritizing Project Stakeholders
- Power and interest
- Power and influence
- Power and knowledge
- Custom metrics stakeholder register
- Stakeholder groups
  - Project team members
  - Executive stakeholders
  - Other stakeholders

Stakeholder Communication and Conflict
- Stakeholder communication plan
- Stakeholder communication channels
- Holistic approach to communication
- Functional and dysfunctional conflicts
- Levels and types of conflicts
- Conflict management styles
- Managing stakeholders in a virtual world
- Managing difficult stakeholders

Leading Stakeholders
- A sixth sense for project management
- Project managers are leaders
- Leading without direct authority
- Situational leadership model
- Choosing the right leadership style
- Mapping the leadership style with stakeholder maturity level

Stakeholders Buy-in
- The circle of support process
- Including stakeholders
- Observing stakeholders
- Responding to stakeholders

Negotiating with Stakeholders
- Types of negotiations
- The five stages of the negotiation process
- Negotiation strategies: the probing technique
- Five critical concepts of win-win negotiations
- Learning negotiation skills
- Negotiation best practices
- Ten tips for project-related negotiations
Managing Projects Using Microsoft Project

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to train participants on the use of MS Project software and enable them to discover all its features. Additionally, participants will be able to develop project plans and calendars, customize different charts, views and tables. The course also aims at training participants on different project related techniques such as resources assignments and leveling, tracking progress and consolidating project plans.

Target Audience
Project schedulers, project planners, project coordinators, project managers, members of project office and anyone interested in project management. This course is worth 30 PDUs.

Target Competencies
- Planning
- Scheduling
- Organizing
- Executing
- Controlling
- Report designing

Course Methodology
The course relies heavily on hands-on training using Microsoft Project software. The methods used will also include a mix of interactive techniques; such as: brief presentations by the consultant and the participants, group exercises and discussions.

Course Objectives
By the end of the course, participants will be able to:
- Define projects and identify project constraints
- Develop project files and calendars
- Schedule tasks and entering recurring tasks
- Produce resources and assign them to tasks
- Identify critical path and apply resource leveling
- Prepare baselines and track project progress
- Design project status reports and customize charts
- Create resource pools and consolidate project plans

Course Outline

Understanding projects
- Project definition
- Triple constraints
- Project management processes
- Project life cycle

Starting a new project
- Create a project file
- Setting project calendar
- Entering and manipulating new tasks
- Entering milestones

Scheduling tasks
- Establishing tasks dependencies
- Setting up task constraints
- Entering recurring tasks
- Splitting tasks

Managing resources
- Adding and entering resource capacity
- Resource calendar
- Assigning work resources to tasks
- Finding the right resource
- Effort driven scheduling

Identifying critical path and resource allocation
- Network diagram
- Critical path analysis
- Resource allocation
- Resources leveling

Tracking progress
- Saving project baseline
- Tracking project as scheduled
- Entering task completion percentage and actual values
- Rescheduling incomplete work
- Updating baseline

Organizing and formatting project details
- Sorting and grouping project details
- Filtering project details
- Customizing tables, views and Gantt charts
- Customizing and printing reports
- Viewing and reporting project status
- Spotlight report

Consolidating projects and resources
- Creating resource pool
- Linking projects to resource pool
- Consolidating project plans
- Creating dependencies between projects
- Earned value calculations

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

This course relies on hands-on training on MS Project. Laptops will be made available by Meirc for the duration of the training. In addition, the book 'Microsoft Project 2013: Step By Step' will be distributed at the course, in hard and electronic copies.

For sessions and venues, please visit: www.meirc.com/c85

Meirc Training & Consulting
Mastering Project Metrics, KPIs and Dashboards

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the skills needed to design and apply project metrics and key performance indicators (KPIs). Moreover, the course assists participants in identifying the driving forces for better value based project metrics and allows them to design project dashboards. The course enables participants to master the features of MS Project in reporting project performance and taking corrective and preventive actions.

Target Audience
Project managers, members of project office, project sponsors, functional managers, senior management and individuals involved in developing and managing project metrics and KPIs. This course is worth 30 PDUs.

Target Competencies
- Scheduling
- Managing execution
- Monitoring and controlling
- Proactive thinking
- Analyzing data
- Communicating with stakeholders

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, group exercises and case studies. The course also includes hands-on training using Microsoft Project software.

Course Objectives
By the end of the course, participants will be able to:
- Identify the driving forces that will lead to better project metrics
- Define and select the right project metrics
- Develop and apply project Key Performance Indicators (KPIs)
- Create project KPIs and reports using MS project
- Design a project dashboard and traffic light reports
- Construct value based project metrics

Course Outline
The driving forces for better project metrics
- Executive view of project management
- Project management methodologies types
- Framework versus methodology
- 'Engagement' project management
- A new look at defining project success
- Stakeholder relations management cycle
- Project scope creep
- Project health checks

Project metrics
- Project management metrics: early years versus current view
- Understanding project metrics
- Metrics requirements
- Characteristics of project metrics
- Project metrics categories and types
- Selecting the right project metrics
- Metrics and the Project Management Office (PMO)

Project Key Performance Indicators (KPIs)
- The need and use for project KPIs
- KPIs characteristics
- KPIs categories
- KPIs selection
- KPIs measurement
- KPIs interdependencies

Managing project metrics and KPIs using MS project
- Developing earned value metrics and KPIs
- Reports versus views
- Formatting tables in a report
- Formatting charts in a report
- Creating a custom report

Project dashboards
- Traffic light dashboards reporting
- Dashboards and scorecards
- Benefits of dashboards
- Rules for dashboards
- Dashboard design tips

Value based project management metrics
- Combining success and value
- Recognizing the need for project value metrics
- The need for effective measurement techniques
- The relationship between project management and value
- Creating project value metrics
- Value metric measurement

Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

This course involves practical and hands-on training on MS Project. Laptops will be made available by Meirc. In addition, an electronic copy of the book 'Top 25 Project Management KPIs' will be distributed during the course.

For sessions and venues, please visit: www.meirc.com/c86
Preparation for Project Management Professional (PMP) Certification

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to prepare participants for the Project Management Professional (PMP) certification through discussing the exam requirements and analyzing its questions format. Additionally, participants will get the opportunity to practice many similar exam questions. The course also aims at assisting participants in employing the project life cycle through in-depth description of the five process groups and ten knowledge areas related to project management.

Target Audience
Project managers, members of project office, project sponsors, functional managers, senior management and individuals interested in PMP certification. This course is worth 35 PDUs.

Target Competencies
- Managing projects
- Initiating projects
- Planning projects
- Executing projects
- Controlling projects
- Closing projects

Course Methodology
The course uses a mix of interactive techniques such as group exercises, brief presentations by the consultant and the participants, practicing exam questions and simulations.

Course Objectives
By the end of the course, participants will be able to:
- Review the PMP exam requirements and application process
- Define several key terms and recognize the relationship among portfolio, program and project management
- Describe how organizational influences affect the methods used for managing projects
- Identify the integration of various processes and project management activities
- Breakdown the project scope to include all required project work
- Compute activities durations required to complete the project
- Estimate activity costs and project budgets
- Outline the project quality policies and objectives
- Assemble the project team and manage its performance
- Create and properly communicate project information
- Develop a project risk management plan and examine project risks
- Plan the procurement steps to acquire products and services needed from outside the project team
- Analyze stakeholder expectations and their impact on the project

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC). Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®). This course is worth (35) PDUs.

The following resources will be distributed during the course:
- Project Management Body of Knowledge (PMBOK), fifth edition, hard copy
- Project Management Professional (PMP) handbook, soft copy
- Exam Questions Bank, hard copy

For sessions and venues, please visit: www.meirc.com/c87

Course Outline

<table>
<thead>
<tr>
<th>PMP credential overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Project Management Institute (PMI)</td>
</tr>
<tr>
<td>Credential overview</td>
</tr>
<tr>
<td>Exam overview</td>
</tr>
<tr>
<td>Application process</td>
</tr>
<tr>
<td>Questions format</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PMP introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>The PMBOK guide</td>
</tr>
<tr>
<td>Project managers areas of concern</td>
</tr>
<tr>
<td>Portfolios, programs and projects</td>
</tr>
<tr>
<td>Project definition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational influences and project life cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational types</td>
</tr>
<tr>
<td>Managing project constraints</td>
</tr>
<tr>
<td>Process groups</td>
</tr>
<tr>
<td>Knowledge areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integration management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop project charter</td>
</tr>
<tr>
<td>Develop project management plan</td>
</tr>
<tr>
<td>Direct and manage project work</td>
</tr>
<tr>
<td>Monitor and control project work</td>
</tr>
<tr>
<td>Perform integrated change control</td>
</tr>
<tr>
<td>Close project or phase</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scope management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan scope management</td>
</tr>
<tr>
<td>Collect requirements</td>
</tr>
<tr>
<td>Define scope</td>
</tr>
<tr>
<td>Create WBS</td>
</tr>
<tr>
<td>Validate scope</td>
</tr>
<tr>
<td>Control scope</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan schedule management</td>
</tr>
<tr>
<td>Define activities</td>
</tr>
<tr>
<td>Sequence activities</td>
</tr>
<tr>
<td>Estimate activity resources</td>
</tr>
<tr>
<td>Estimate activity durations</td>
</tr>
<tr>
<td>Develop schedule</td>
</tr>
<tr>
<td>Control schedule</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan cost management</td>
</tr>
<tr>
<td>Estimate costs</td>
</tr>
<tr>
<td>Determine budget</td>
</tr>
<tr>
<td>Control costs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan quality management</td>
</tr>
<tr>
<td>Perform quality assurance</td>
</tr>
<tr>
<td>Control quality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human resource management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan human resource management</td>
</tr>
<tr>
<td>Acquire project team</td>
</tr>
<tr>
<td>Develop project team</td>
</tr>
<tr>
<td>Manage project team</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communications management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan communications management</td>
</tr>
<tr>
<td>Manage communications</td>
</tr>
<tr>
<td>Control communications</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan risk management</td>
</tr>
<tr>
<td>Identify risks</td>
</tr>
<tr>
<td>Perform qualitative risk analysis</td>
</tr>
<tr>
<td>Perform quantitative risk analysis</td>
</tr>
<tr>
<td>Plan risk responses</td>
</tr>
<tr>
<td>Control risks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Procurement management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan procurement management</td>
</tr>
<tr>
<td>Conduct procurements</td>
</tr>
<tr>
<td>Control procurements</td>
</tr>
<tr>
<td>Close procurements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify stakeholders</td>
</tr>
<tr>
<td>Plan stakeholder management</td>
</tr>
<tr>
<td>Manage stakeholder engagement</td>
</tr>
<tr>
<td>Control stakeholder engagement</td>
</tr>
</tbody>
</table>
Preparation for Risk Management Professional (RMP) Certification

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to prepare participants for the Risk Management Professional (RMP) certification. Additionally, participants will be able to develop project risk management plans and risk registers. The course also aims at assisting participants in performing qualitative and quantitative assessments for developing appropriate risk responses. In line with the above, participants will devise key performance indicators for monitoring and controlling project risks.

Target Audience
Risk managers, project managers, and members of project office, project sponsors, functional managers, senior management and individuals interested in RMP certification. This course is worth 35 PDUs.

Target Competencies
- Risk planning
- Risk identifying
- Risk assessing
- Risk reviewing
- Communicating
- Leading
- Motivating

Course Methodology
The course uses a mix of interactive techniques such as group exercises, brief presentations by the consultant and the participants, practicing exam questions and simulations.

Course Objectives
By the end of the course, participants will be able to:
- Review the RMP exam requirements and application process
- Define several risk key terms and develop a solid framework of risk management
- Plan risk management and manage the risk register
- Identify project risks using different techniques
- Evaluate qualitatively the identified project risks
- Estimate quantitatively the overall effect of risk on the objectives of the project
- Develop effective response actions that are appropriate to the priority of the project risks
- Calculate and control project risks through reassessments and audits
- Outline the leadership and communication competencies related to risk management

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).
Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

The following resources will be distributed during the course: a soft copy of the Risk Management Professional (RMP) handbook and a hard copy of the Exam Questions Bank.

For sessions and venues, please visit: www.meirc.com/c88

Course Outline

PMI-RMP credential overview
- The Project Management Institute (PMI)
- Credential overview
- Exam overview
- Application process
- Questions formats

Introduction to project risk
- PMBOK guide review
- Defining and classifying risk
- Approach to risk management
- Risk critical success factors
- Project risk management processes

Plan risk management
- Steps to generating the risk management plan
- Planning meeting and analysis
- Risk register contents
- Risk register update cycle
- Managing the risk register

Identify risks
- Information gathering techniques
- Diagramming techniques
- Analysis techniques
- Seven basic tools of quality

Perform qualitative risk analysis
- Risk probability and impact assessment
- Risk probability and impact matrix
- Risk data quality assessment

Perform quantitative risk analysis
- Risk categorization
- Risk urgency assessment

Perform quantitative risk analysis
- Interviewing and understanding standard deviation
- Probability distributions
- Sensitivity analysis
- Expected monetary value analysis
- Decision tree analysis

Plan risk responses
- Risk response strategies
- Contingency response strategy
- Types of reserves
- Fallback plan

Monitor and control risks
- Risk reassessment
- Risk audits
- Variance and trend analysis
- Earned value management
- Reserve analysis

Risk communication and leadership
- Risk communication process
- General management and leadership styles
- Conflict management
- Motivational and management theories
Why Attend
The overall aim of this course is to provide participants with the necessary skills required to plan their projects by creating project scope statements and project work breakdown structures. Additionally, participants will be able to develop key performance indicators for monitoring and controlling their project schedule and budget. The course also aims at assisting participants in appraising the feasibility of their projects by applying capital budgeting techniques. Finally, participants will effectively plan project stakeholders’ engagement and manage their expectations.

Target Audience
Project managers, members of project office, project sponsors, functional managers, senior management and individuals interested in project management. This course is worth 30 PDUs.

Target Competencies
- Planning projects
- Organizing projects
- Executing projects
- Controlling projects
- Cognitive ability
- Communication

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and psychometrics assessments. The course also features the use of a number of group exercise and case studies followed by plenary discussions.

Course Objectives
By the end of the course, participants will be able to:
- Plan projects using statement of work and Work Breakdown Structure (WBS)
- Schedule projects activities and build the project network model
- Calculate project budgets and schedule variances using Earned Value (EV) techniques
- Select the right projects using capital budgeting techniques
- Relate to project stakeholders through better negotiation and communication skills

Course Outline

Planning projects
- Project management definitions
- Projects versus operations
- Managing project constraints
- Applications of project management
- Potential benefits of project management
- Definition of project life cycle
- Defining project requirements
  - Statement of Work (SOW)
  - Project specifications
  - Milestone schedule
  - Work Breakdown Structure (WBS)
- WBS decomposition problems
- WBS guide lines and checklists

Scheduling projects
- Linking activities and WBS sequencing
- Forward and backward scheduling
- Critical Path Method (CPM)
- Slack and float management
- Program Evaluation and Review Technique (PERT)
- Schedule compression techniques
- Myths and realities of schedule compression
- Resource planning and leveling

Organizing and controlling projects
- Project organization and project control
- Mastering earned value management
- Schedule and budget variances
- Project forecasting
- Project management reporting
- Auditing a project
- The role of software in project management

Selecting projects using capital budgeting techniques
- Definition of capital budgeting
- Cost of capital
- Accounting Rate of Return (ARR)
- Payback Period (PP)
- Net Present Value (NPV)
- Internal Rate of Return (IRR)

Managing project stakeholders
- Identifying stakeholders
- Stakeholders types
- Stakeholder power and interest grid
- Planning stakeholder management
- Managing stakeholder engagement
- Controlling stakeholder engagement

Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®).
This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c89
Project Management Using PRINCE2 Approach

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The overall aim of this course is to provide participants with the proper understanding, methodologies, processes, and themes used to manage a project successfully according to PRINCE2 principles. The course also aims at preparing participants for the PRINCE2 certification exams, both foundation and practitioner levels, through experimenting different project scenarios and case studies.

Target Audience
Project professionals including: project managers, Project Management Office (PMO) staff and project team members. This course is worth 30 PDUs.

Target Competencies
- Directing projects
- Initiating projects
- Controlling projects
- Managing product delivery
- Managing stage boundaries
- Closing projects

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants, PRINCE2 exam sample questions and scenarios. The course also features the use of a number of group exercise and case studies followed by plenary discussions.

Course Objectives
By the end of the course, participants will be able to:
- Identify PRINCE2 principles, themes and processes
- Apply PRINCE2 to successfully start and initiate a project
- Define the project’s structure of accountability and responsibilities
- Assess the continuity of project viability and define means to deliver the products
- Create and verify products that are fit for purpose and control project uncertainty
- Outline approved changes to the baseline and control unaccepted deviations
- Plan and manage the product delivery and stage boundary processes
- Conclude the project according to PRINCE2 principles

Meirc is assigned as a Registered Educational Provider (R.E.P.) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

For sessions and venues, please visit: www.meirc.com/c90

Course Outline

Overview of PRINCE2
- Introducing PRINCE2
- The structure of PRINCE2
- The PRINCE2 principles
- Benefits of using PRINCE2

Starting a project successfully with PRINCE2
- Starting up a project process activities
- Initiating a project process activities
- Preparing the strategies
- Using the PRINCE2 principles and themes to successfully start a project

Organization theme
- Common project organizational challenges
- Three project interests
- Four levels of management
- The project management team
- Customer and supplier environment

Business case and plans themes
- Business case outputs, outcomes, and benefits
- The benefits review plan
- Business case responsibilities
- Levels of plans
- The PRINCE2 approach to plans
- Product based planning technique

Quality and risk themes
- Quality assurance and project assurance
- Quality planning
- The quality review technique
- The PRINCE2 approach to risk
- Risk management strategy components
- The risk management procedure

Change and progress themes
- Types of issues
- Change authority
- Issue and change control procedure
- Tolerances and exceptions
- PRINCE2 controls
- Using stages to control a project

Managing the middle of a project successfully with PRINCE2
- Overview of the middle of a PRINCE2 project
- The controlling a stage and managing product delivery processes
- The managing a stage boundary process

Managing the end of a project successfully with PRINCE2
- Overview of the end of a PRINCE2 project
- The closing a project process
- Using the PRINCE2 principles and themes to close the project
Why Attend
The overall aim of this course is to enable participants to plan, manage and control project risks. Moreover, participants will be able to develop a project risk management plan and identify project risks related to the project’s triple constraints which are: scope, schedule and resources. The course also aims at assisting participants in qualifing and quantifying project risks and developing appropriate risk responses. In line with the above, participants will also design and calculate key performance indicators for monitoring and controlling project risks.

Target Audience
Project risk managers, risk owners, project managers, members of project office, project sponsors, functional managers, senior management and individuals interested in project risk management. This course is worth 30 PDUs.

Target Competencies
- Planning risks
- Identifying risks
- Assessing risks
- Evaluating responses
- Monitoring risks
- Reviewing risks

Course Methodology
The course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants and group exercises. The course also includes calculations and analysis of real case studies related to project risk management.

Course Objectives
By the end of the course, participants will be able to:
- Develop project risk management plans
- Identify project scope risks
- Predict project schedule risks
- Examine project resource risks
- Apply quantitative and qualitative risk assessments
- Plan strategies for negative and positive risks
- Devise metrics to monitor and control project risks

Course Outline
Planning risk management
- Risk components
- Project selection
- Risk preferences
- Project risk planning processes
- Risk management plan elements

Identifying scope risks
- Sources of scope risk
- Scope change risks
- Defining deliverables
- Work Breakdown Structure (WBS)
- Bottom-up approach

Identifying schedule risks
- Sources of schedule risk
- Activity definition
- Estimating activity duration
- Applying estimating techniques
- Activity sequencing and multiple critical paths

Identifying resource risks
- Sources of resource risk
- Resource planning methods
- Staff acquisition
- Cost estimating and cost budgeting
- Managing project risk

Qualifying and quantifying project risks
- Quantitative and qualitative risk analysis
- Risk probability
- Risk impact
- Qualitative risk assessment
- Quantitative risk assessment
  - Risk assessment matrices
  - Quantifying risks using PERT analysis
  - Common continuous risk distributions
  - Expected Monetary Value (EMV) analysis
  - Decision tree analysis

Developing risk response strategies
- Categories of risk
- Risk management strategies
- Risk response planning
- Contingency planning
- Risk registers and implementing preventive ideas

Monitoring and controlling project risks
- Implementing response plans
- Collecting project status
- Metrics and trend analysis
- Project reviews and risk reassessment

Meirc is assigned as a Registered Educational Provider (R.E.P) with the Project Management Institute (PMI®). This course is worth (30) PDUs.

Project risk related templates will be distributed during the course.

For sessions and venues, please visit: www.meirc.com/c91
Creating and maintaining a positive image for your organization has always been an imperative condition for its survival. Before the advent of social media a company could ponder how to handle a Public Relations crisis over a day or two. In today's world of social media, such durations can spell the difference between survival and bankruptcy. Effective and timely PR can save a company and turn a crisis into an opportunity. Poor PR on the other hand, can ruin it.

Whether you need to develop a PR campaign to promote your company or acquire crucial media skills; whether you wish to advance your knowledge about events and conferences management or implement a Corporate Social Responsibility (CSR) initiative, Meirc's PR training programs will give you the information you need and guide you in the right direction. For a list of these programs, please refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
Certified Public Relations Professional

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This course will take you step-by-step through proven best approaches to PR planning and management. By following these steps, PR professionals will achieve results that can be measured and reported back to top management, and directly contribute to the organization’s success by enhancing its reputation and improving its relationships. You will be shown how the fundamentals of PR are vital, and how skillful diplomatic handling will help you understand reputation and relationships. A PR Professional can often be in a challenging, difficult and even confusing situation; therefore, attending this course will enable you to develop the skills to present practical and achievable plans that win management confidence.

Target Audience
Managers, supervisors and officers experienced in public relations. Other key personnel whose work involves contact and interaction with the internal or external public, particularly in the areas of personnel, marketing, sales, training and administration will also benefit from this course.

Target Competencies
- Planning, organizing and leading
- Controlling and evaluating
- Written communication
- Public speaking and media handling
- Building rapport
- Providing and receiving feedback
- Understanding difficult personalities
- Dealing with difficult personalities
- Kinds of verbal communication
- How to prepare for a presentation or a speech
- Rehearsing your presentation or a speech
- Verbal and non verbal skills while presenting
- Writing the eye and ear
- Fundamentals of writing
- Written communication media
- Preparing a press release
- Writing and producing newsletters
- Designing and producing brochures
- Preparing articles for magazines
- Principles of dealing with the press during a crisis

Course Objectives
By the end of the course, participants will be able to:
- List the functions of Public Relations (PR) in a changing environment
- Plan and organize a PR program by familiarizing themselves with the main functions of a PR professional
- Practice the key communication skills and techniques essential for performing their PR duties
- Implement their know-how to communicate effectively with the internal and external publics of the organization
- Justify the role of a PR professional in supporting the image and reputation of the organization by becoming proficient in both verbal and written communication
- Plan and execute a press conference

Course Methodology
The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently in a multilateral environment. The course will be built on presentations, role playing and group exercises, experience sharing with roundtable discussions as well as team exercises and group debriefs.

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c146
Why Attend
Corporate Social Responsibility (CSR) is the principle which drives businesses to support communities and people without expecting direct financial returns. It is best demonstrated when CSR practices are used to connect the business to the community by supporting social issues and interests. The difficulty is finding a balance between doing good and making sure the practices benefit your business as well as the community and its constituents. This course covers CSR methods, tools, principles and practices, the ethics of CSR, communicating CSR, as well as the challenges of CSR and how to deal with them.

Target Audience
Professionals in private companies, 'NGOs', local, regional and international organizations and governments who are currently involved in CSR, or would like to be involved in CSR, and wish to apply and embed the concept of CSR in their institution.

Target Competencies
- Planning, organizing and leading
- Written and verbal communication
- Inspiring and building rapport
- Analyzing and evaluating

Course Methodology
This training course is designed to be interactive and participatory. To maximize its effectiveness, the course relies on the use of films and videos, individual and team exercises, and case studies and scenarios.

Course Objectives
By the end of the course, participants will be able to:
- Familiarize themselves with the history concepts and Caroll’s four part definition of Corporate Social Responsibility (CSR)
- Outline why is CSR important in the public and private sectors
- Recognize how business ethics, CSR and corporate governance are converging
- Illustrate the evolution and revolution of CSR
- Reach optimal communication outcome by implementing the 10 rules for effective CSR communication
- Create competitive advantage by identifying various CSR challenges

Course Outline

Introduction to CSR
- Preliminary definitions of CSR
- Corporate citizenship concepts
- Business criticism in a CSR cycle
- Historical perspectives
- Evolving view points on CSR
- Caroll’s four part definition

Why is CSR important?
- People, planet and profits theory
- Two views of CSR
- Should corporations be involved in CSR?
- Arguments for and against CSR

CSR and ethics
- Definitions and relationships
- Business ethics developments
- Ways companies integrate ethics
- Engagement in global code of business ethics
- Making decisions on ethical issues

The evolution and revolution of CSR
- The rise and fall of CSR
- The failure of CSR: 3 curses
- Embracing the future: 5 principles
- Shapeshifting: from CSR 1.0 to CSR 2.0

Rules for effective CSR communication
- Characteristics of information relating to CSR
- Rule #1: act first, talk later
- Rule #2: the why and the wherefore
- Rule #3: be prepared
- Rule #4: CSR must be a boardroom priority
- Rule #5: involve the employees
- Rule #6: extract messages
- Rule #7: everybody is different
- Rule #8: embrace dialogue
- Rule #9: become an example of good practice
- Rule #10: responsible product brands

Challenges of CSR
- Friedman versus Russell
- Dimensions of CSR
- Models of CSR
- Features of CSR models
- CSR in developing countries
- Drivers of CSR in developing countries
- CSR implementation framework
- Common mistakes in CSR
- Factors to consider in business case for CSR
Why Attend

What do the 2010 British Petroleum spill, the disappearance of Malaysia Airlines flight MH 370, and the financial crisis of 2008 have in common? They were all unexpected crises that rocked the world and created seemingly insurmountable PR challenges for the organizations involved. This course provides participants with the opportunity to identify how a crisis can impact an organization and what should be done to mitigate its effects. The course focuses on how to prepare the communication function to respond rapidly and effectively in the event of a crisis in order to be able to manage perceptions in media and online.

By attending this course, you will learn best practices in crisis communication management, situation analysis, risk assessment, crisis team formation and responsibilities, protocols, and resources to be used such as crisis manuals and communication tools.

Target Audience

This course is targeted at team leaders, supervisors and managers of public relations sections as well as any staff member who may be involved in managing communication issues during a crisis.

Target Competencies

- Public speaking
- Verbal and non-verbal communications
- Influencing audiences
- Building rapport
- Motivating subordinates
- Organizing and leading projects

Course Methodology

The workshop is designed to be interactive and participatory with the occasional use of various educational and training tools. The course also relies on the use of real life cases aimed at helping the participants translate the theory into application in an effective and efficient manner. The course is built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world crises and policy choices which participants will be confronted with.

Course Objectives

By the end of the course, participants will be able to:
- Identify and list the different types of crises and their aspects
- List the various principles of crisis communication
- Devise crisis management processes aimed at mitigating potential crises in their organizations
- Demonstrate the benefits of using the media in a crisis situation
- Evaluate and prioritize the dimensions involved in crisis communication management
- Analyze and interpret results achieved through crisis communication management

For sessions and venues, please visit: www.meirc.com/c281

Course Outline

Introduction
- Definition of a crisis
- Overview of communication
- Various types of crises
- Key aspects of a crisis
- Evolution of a crisis

Principles of crisis communications
- Setting your clear objective
- Responding quickly
- Accepting responsibility
- Appropriate messaging
- Profiling your audience
- Showing and maintaining credibility
- Coordinating with others
- Continuous monitoring

Crisis management process
- Pre-crisis phase
  > Crisis Management Plan (CMP)
  > Crisis Management Team (CMT)
  > The spokesperson role
- Crisis event phase
  > Initial response
  > Reputation repair
- Post crisis phase
  > Lessons learned
  > Follow up with communication

Crisis communication and media
- Media and communication
- Media as a partner in crisis response
- Social media and crisis communication
- Social media as a beneficial tool or a challenge
- Dynamic use of social media in crisis communication

Dimensions of crisis communication management
- Standard operating decisions dimension
- Victims management dimension
- Trust and credibility dimension
- Behavior dimension
- Professional expectations dimension
- Ethical dimension
- Lessons learned

How to measure your results in a crisis
- Measuring outputs
- Measuring impact
- Measuring outcomes
- Steps for a measurement program
  > Defining your objectives
  > Defining your audience
  > Defining your criteria and what you are benchmarking against
  > Deciding upon your timing, budget and measurements tools
  > Analyzing results for conclusions and recommendations
Why Attend
This course presents principles and practices for individuals who plan and organize events, meetings, conferences, or conventions. By gaining a clear understanding of the event planning process, developing management skills and getting familiar with the best practices in the event industry, participants will be better prepared to run their own event or conference. This course will also cover event planning tools to manage time, space, money, human resources, information, materials and problems that may arise through the event planning process.

Target Audience
Managers, supervisors and officers involved in the planning or management of events, exhibitions and conferences as well as managers and officers of public relations.

Target Competencies
- Planning, organizing and leading
- Analyzing and evaluating
- Verbal communication skills
- Building rapport
- Delivering and receiving accurate feedback

Course Methodology
The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently in a multilateral environment. The course will be built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and policy choices delegates are confronted with.

Course Objectives
By the end of the course, participants will be able to:
- Identify the types of events and conferences in order to execute a more effective plan
- Organize, assess and motivate various committees involved in managing events and conferences
- Promote their events and conferences by planning and setting a step by step promotional plan
- Explain the various functions for managing events and conferences
- Prepare and control the financial aspects of a conference
- Plan and organize different kinds of exhibitions
- Examine all activities in order to evaluate them and to follow up on the events

For sessions and venues, please visit: www.meirc.com/c148

Course Outline

Events and Conferences Planning
- Definition of events and conferences
- Types of events and conferences
- Aim of a conference
- Importance and concepts
- Collecting information needed in planning
- Setting smart objectives
- Preparing the event plan with detailed activities and schedules
- Selecting the venue and agreeing on the site of the event or conference

Organization of the Event or Conference
- Choosing the human resources for the management of the event or conference
- Forming different specialized committees
- Training and motivating the teams in charge of managing the event or conference

Promotional Activities for Events and Conferences
- Marketing the conference
- Factors attracting participants
- Promotion and advertisement of events or conferences
- Steps needed for the promotion and marketing of the event or conference
- Setting a plan for the promotion of events and conferences

The Different Functions for Managing Events and Conferences
- The official airline carrier
- Arrangements accommodations
- Conference registration process
- Social programs
- Public relations and media

The Financial Aspects of the Conference
- Preparing the conference budget
- Fixed expenses
- Variable expenses
- Conference revenues
- Determining the registration fees
- Financial committee

Organizing of Exhibitions
- Importance of exhibitions in conferences
- Goods and services in a conference
- Pricing policy in exhibitions
- Application for an exhibition
- Promoting the exhibition
- Managing of exhibitions
- Criteria for selecting exhibitors
- Contacting exhibitors

Follow Up and Evaluation of Conference and Events Activities
- Monitoring the event or conference activities
- ‘SMART’ objectives
- Key factors in assessment
- Benefits of follow up
- Coordination and follow up committee
- Follow up and evaluation
Public Relations and Media Skills

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
PR professionals should be prepared to use their skills to present a positive image of their company at all times. They must be prepared to respond quickly to any crisis that may arise. By putting the right effort into building a solid reputation during good times your business will be able to withstand the negative press if a crisis were to arise. Participants on this course will understand their role as PR professionals, acquire verbal and written communication techniques, and get the ability to evaluate crisis situations and to deal with the media while promoting the organization’s reputation.

Target Audience
Public Relations officers and other key personnel in the organization whose work involves contact and interaction with the internal and external public, particularly managers and supervisors in the areas of personnel, marketing, sales, training and administration. Managers and employees involved in media activities will also benefit from this course.

Target Competencies
- Verbal and non verbal communication
- Presentation skills
- Influencing
- Time management
- Evaluating
- Decision making

Course Methodology
The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently. The course will be built on four pedagogical pillars: Presentations and facilitation by the trainer, group exercises, roundtable discussions, video clips case studies and debriefing.

Course Objectives
By the end of the course, participants will be able to:
- Analyze and assess the latest Public Relations (PR) concepts and strategies in a variety of contexts
- Appraise certain PR techniques and approaches appropriately in order to link them to the working environment
- Demonstrate key PR skills relating to verbal and written communication, as well as editorial, layout and production techniques
- Apply the main media skills in PR
- Effectively present and deliver oral messages in public
- Use their PR skills as promotional tools

Course Outline

PR concepts
- Criteria for successful PR
- PR tools
- Definition, roles and situations
- Qualities for successful PR staff

PR and communication skills
- Importance of communication in PR
- The PR officer as communicator
- Exchange of messages
- Models of communication process
- Overcoming communication barriers
- Importance of body language in PR activities
- Definition of effective writing
- Use of clear language
- Writing memos, letters
- Preparing colorful newsletters
- Designing and preparing attractive brochures

PR responsibilities
- Corporate image identity and reputation
- Benefits of an effective corporate image
- Internal and external spheres
- Forming a corporate image on the spheres

PR and the media
- Definition of media
- Types of media
- Recorded and live interviews

- Behavior during media interviews
- PR and the media: the tools
- Press conferences
- Preparing press kits
- Preparing press releases
- Dealing with the media
- Building good relations with the media
- Dealing with the press during times of crisis

Presentation skills and delivering a speech
- Key characteristics of dynamic speakers
- Importance of preparation
- Selecting topic and purpose
- Analyzing the audience
- Rehearsing the speech
- Public speaking anxiety
- Verbal characteristics and eye contact

The PR promotional role
- Consumers decision making process
- Corporate community involvement
- Marketing PR (MPR)
- PR role in marketing
- Sponsorship and promotions
- Organizing different exhibitions

For sessions and venues, please visit: www.meirc.com/c149
Public Relations Campaigns: From Planning to Execution

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
We cannot emphasize enough how important it is to plan ahead for your public relations organizational program. A PR plan is imperative to a professional, comprehensive campaign. According to modern-day research, more than 50% of new businesses fail the first year. Why? Lack of proper planning and resources in their PR function. If you find it challenging to write a PR plan or find it daunting to execute it, then do not worry. This course will have you covered. By attending this highly engaging and interactive course, you will be guided through a road map which will give you the knowledge and skills necessary to create and implement a successful PR campaign.

Target Audience
PR officers and any other key personnel involved in creating and enhancing a positive image for their organization.

Target Competencies
- Planning and organizing
- Leading and directing
- Analyzing and evaluating
- Inspiring and building rapport
- Communication skills

Course Methodology
The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently in a multilateral environment. The course will be built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and solutions.

Course Objectives
By the end of the course, participants will be able to:
- List and define PR concepts and differentiate between PR and advertising
- Create and implement a PR plan
- List contributions of PR campaigns to strategic management
- Manage a crisis using PR means
- Explain the importance of organizational and corporate image
- Measure PR effectiveness

Course Outline

<table>
<thead>
<tr>
<th>PR recap</th>
<th>Creating and implementing a public relations plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>• PR definitions, concepts</td>
<td>• PR plan: definition and needs</td>
</tr>
<tr>
<td>• Stakeholders in PR</td>
<td>• Characteristics of a PR plan</td>
</tr>
<tr>
<td>• The many components of PR</td>
<td>• Situation analysis 'SWOT'</td>
</tr>
<tr>
<td>• Key differences between PR and advertising</td>
<td>• Target audience(s)</td>
</tr>
<tr>
<td></td>
<td>• Goals (what do we hope to accomplish?)</td>
</tr>
<tr>
<td></td>
<td>• Objectives (what needs to be done?)</td>
</tr>
<tr>
<td></td>
<td>• Key messages: simple and descriptive</td>
</tr>
<tr>
<td></td>
<td>• Strategy (methods to accomplish objectives)</td>
</tr>
<tr>
<td></td>
<td>• Tactics (deadlines and cost)</td>
</tr>
<tr>
<td></td>
<td>• Timeline and responsibilities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contributions of PR campaigns to strategic management</th>
<th>Importance of organizational image</th>
</tr>
</thead>
<tbody>
<tr>
<td>• PR and strategic management</td>
<td>• Public opinion (attitudes, opinions, actions)</td>
</tr>
<tr>
<td>• Training a strategic approach</td>
<td>• Building organizational image</td>
</tr>
<tr>
<td>• What PR can accomplish</td>
<td>• Variables of managing image</td>
</tr>
<tr>
<td>• Environmental scanning</td>
<td>• Image and reputation management</td>
</tr>
<tr>
<td>• Internal and external environment</td>
<td>• From identity to reputation</td>
</tr>
<tr>
<td>• Issues management</td>
<td>• Relationship management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Crisis management using PR means</th>
<th>Measuring PR effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Defining and identifying a crisis</td>
<td>• Purpose of evaluation (output, outcome)</td>
</tr>
<tr>
<td></td>
<td>• Evaluating (process and goals)</td>
</tr>
<tr>
<td></td>
<td>• Matching objectives and results</td>
</tr>
<tr>
<td></td>
<td>• Measurement (production, exposure)</td>
</tr>
<tr>
<td></td>
<td>• Weaknesses of traditional approach</td>
</tr>
<tr>
<td></td>
<td>• Measurement techniques</td>
</tr>
</tbody>
</table>

For sessions and venues, please visit: [www.meirc.com/c150](http://www.meirc.com/c150)
The Essentials of Business Etiquette and Protocol

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

First impressions are often made within 7 seconds of a meeting and are difficult if not impossible to change. This course helps you leave a great first impression. The course addresses how to deal with others in a business setting, taking into account differences in culture and region. Since business is often conducted over lunch or dinner, dining skills can also impact someone's opinion of you as a potential business partner. This course will give you tips how to apply proper manners and business etiquette in many different settings. Many diplomatic 'incidents' occur due to personnel's lack of understanding of various protocol standards. In this course we introduce the international rules of protocol that need to be implemented during formal occasions and visits.

Target Audience

Personnel officers, public relations professionals, events organizers, personal assistants, employees in the hospitality business and all those whose position requires dealing and interacting with important persons in both government and private sectors.

Target Competencies

- Public speaking
- Verbal and non-verbal communication
- Influencing
- Presentation delivery
- Building rapport

Course Methodology

The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently in a multilateral environment. The course will be built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (roundtable discussions) and exposure to real world problems and policy choices delegates are confronted with.

Course Objectives

By the end of the course, participants will be able to:
- Behave correctly in both business and social situations
- Interact and communicate effectively with different types of guests
- Demonstrate personal and professional conduct
- Plan VIP visits and formal occasions while executing the role of the ideal host
- Apply proper communication etiquette
- Implement different variations in protocol and etiquette from different cultures, nations and regions

For sessions and venues, please visit: www.meirc.com/c151

Course Outline

Principles of business etiquette and protocol
- Definitions and concepts
- Guiding principle
- Importance of etiquette in business
- Importance of protocol in business
- Why are manners important?
- Creating the right corporate image
- Six basic principles

Achieving communication success
- Communication levels and definitions
- The 4 principles of communication
- Elements of the communication process
- Communication delivery aspects
- Barriers to effective communication
- Overcoming communication barriers
- Communicating across cultures
- Managing perceptions and biases
- Communication key qualities
- Listening etiquette

Personal and professional conduct
- Universal expectations for behavior
- Etiquette for formal occasions
- Handling difficult personalities
- 4 choices for dealing with various behaviors
- International business etiquette
- Customs and cultures
- Best practices

Planning and hosting VIP occasions
- Preparation for official visits
- Protocol at events and summits
- Key qualities of the ideal host
- Seating strategies
- Risk and contingency planning
- Mistakes to avoid
- Meeting at airports

Proper communication etiquette
- Phone etiquette
- Meeting etiquette
- Email etiquette
- Titles and forms of address
- Exchanging gifts

Variations in protocol and etiquette
- Administrative protocol
- Flags, anthems and logos
- Awkward situations and solutions
- Panoramic view of variations
Winning Social Media Strategies for Public Relations

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Social Media Strategy has been hailed as one of the most powerful PR platforms in recent years. In this social media strategy training course we will show you how to improve your PR, improve your profitability and ensure an enviable competitive position, long term, within your industry. If you are interested in any, or all, of these propositions, then this course is for you.

Target Audience
PR professionals at a beginner or intermediate level, account representatives, associates, territory managers, business owners, strategists, executives and marketers who are involved in interactive PR strategies and would like to gain a practical understanding of the latest techniques and tools available to leverage social media for public relations success.

Target Competencies
- Verbal and non-verbal communication
- Building rapport
- Competitiveness and analysis of data
- Understanding prospects’ motivational needs
- Customer oriented
- Influencing others
- Inspiring and persuading others
- Providing and receiving feedback
- Assertiveness

Course Methodology
This training course is designed to be interactive and participatory. To maximize its effectiveness, the course relies on the use of video clips, individual and team exercises, and case studies and scenarios. Moreover, the course uses a mix of interactive techniques, such as brief presentations by the consultant and the participants. This is a hands-on training course using laptops, which will be made available by Meirc.

Course Objectives
By the end of the course, participants will be able to:
- Employ social media effectively to develop leads and better PR
- Publish content people want to read and search engines reward with high rankings
- Migrate from individual PR activities to online PR
- Monitor the web for buzz and communication affecting their brand
- Use tools like blogs, and social networking to enhance their online presence
- Recognize how to gain followers on Twitter, Facebook and LinkedIn and instantly communicate with current and potential customers
- Listen to customers using social media channels while saving time on emails and phone calls to reach more people via social networking
- Create online leadership for their organization by following a step by step approach for building an online PR strategy

Course Outline

PR on the web
- The rules of web marketing and Public Relations (PR)
- The convergence of marketing and PR on the web
- Content writing that drives action
- Using social media to learn about your audience
- Targeting audiences more effectively
- Finding new customers and expanding your audience
- Management challenges

Web based communication to reach buyers directly
- Content rich web sites and online media rooms
- Online news releases, reaching the media and developing leads
- Blogging for business and marketing
- Search engine and viral marketing
- The power of Search Engine Optimization (SEO) in beating your competitors
- Hands-on practice: creating blogs
- The benefits for your brand

Social PR and networking on the web
- Leveraging social media to engage customers and build your brand
- Hands-on and practical approach to Twitter, Facebook and LinkedIn
- Social selling on social networks
- Tweeting your way to success
- Tools to engage customers and ignite your business
- Engaging your customers and the public on LinkedIn
- Facebook marketing techniques

- The integration of all networks to achieve viral effects
- Getting people to know, trust and like you online
- Social selling importance in B2B sales
- Increase website traffic and search ranking using social media
- Keys to success in webspace

Developing an online PR strategy
- Creating an online PR plan
- Developing internet PR strategies
- How to master business social media to brand yourself
- Building, cultivating and measuring success on the new web
- Overview of analytics and interpretation of results and graphs
- Social PR analytics
- Blog presentation by participants and suggestions for improvement
- Empire Avenue and the power of PR online
- Klout, Kred, Trustcloud and the measure of influence on the web

Templates and checklists
- Website benchmark scorecard
- New and incremental customers
- Measuring site conversion
- Action plan worksheet
- PR training follow-up
Meirc...helps you rise and takes your career higher!
"Quality is not an act, it is a habit". Although this quote by Aristotle was made centuries ago, its relevance in today’s quality-focused world is stronger than ever. Customers are becoming increasingly spoiled for choice and organizations are realizing, sometimes too late, that quality is the one thing they cannot compromise. Moreover, professionals in the field of quality are being challenged to identify problems, analyze for root causes and suggest solutions. The suite of programs offered by Meirc in the Quality and Productivity category offers you up-to-date internationally recognized content guaranteed to help you achieve excellence in every aspect of your business.

Whether it is a productivity improvement issue or a drive towards excellence; whether it’s a certification from the American Society for Quality or the European Foundation for Quality management, our accredited programs are designed to help you acquire the habit Aristotle so eloquently wrote about! For a list of these programs, please refer to the schedule below. For more information about the category or any of its programs, please contact us and we will be more than glad to assist.
ASQ Approved Lean Six Sigma Green Belt

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Come and learn breakthrough methodology that can save your company millions of dollars! The Six Sigma methodology is a systematic application focused on achieving significant financial results and increasing customer satisfaction. When properly deployed on carefully selected business projects, this methodology can lead to a significant reduction, and in many cases elimination, of defects, process waste and out-of-control processes which translate into dramatic business gains.

This Six Sigma and Lean course teaches participants the Define, Measure, Analyze, Improve and Control (DMAIC) methodology using case studies from several industries. Participants will learn to define improvement projects to satisfy customers and reduce variation. This ‘Lean Six Sigma’ training course will teach and prepare individuals to implement the principles, practices, and techniques of ‘Lean Six Sigma’. Green belts traditionally lead process improvement projects to eliminate waste and defects, process waste and out-of-control processes which translate into dramatic business gains.

Target Audience
Individuals from all organization departments including finance, quality and business operations staff functions as well as those who have direct intervention as process owners or stakeholders.

Target Competencies
- Six Sigma
- Lean
- SS
- Poka yoke
- Descriptive statistics
- Hypothesis testing
- Measurement system analysis
- Control charts and stability
- Process capability
- Statistical process control

Course Methodology
This course is instructor-led and classroom-based. The instruction is a blend of lectures, applications as well as individual and team based exercises. Laptop computers will be used extensively during the course to practice on Minitab. Various exercises and a case study will be used to direct and illustrate the implementation of a project. Learned skills are practiced and applied through individual and team exercises as well as to individual projects. Participants will be able to apply the concepts learned in the course to a business improvement project assigned to them by their management sponsor. Games and discussions will be used to enrich course delivery.

Course Objectives
By the end of the course, participants will be able to:
- Develop the Six Sigma methodology and apply its roadmap
- Apply the principles of the Six Sigma DMAIC performance improvement model
- Examine in detail the various elements of building a complete project for improvement
- Develop statistical hypotheses using simple statistical tools
- Use quantifiable tools to solve problems related to an improvement project
- Eliminate waste and defects by applying Lean and Six Sigma
- Collect, analyze, and quantify data that enable process improvements
- Employ statistical analysis using statistical tools and software

Participants attending this course will receive:
- 20+ FREE e-templates and sheets on quality tools and applications
- 30 days FREE MINITAB License
- 6 Months FREE ASQ Membership

Certificate of successful completion is issued by Meiric and ASQ upon the successful completion of a Six Sigma project after the course completion. This is an approved ASQ course and further Certification for Six Sigma can be obtained from ASQ by registering for the ASQ exam on www.asq.org.

CEUs available: 1.9

Prerequisites
A defined management approved business improvement project that provides a positive business impact to your organization of $10,000 to $50,000. The knowledge and skills learned in this training course will be applied to this project. Knowledge of basic statistics is highly recommended. Basic college level algebra will be helpful to understand statistical concepts. Devote at least 25% of your time at your work environment to work on your project.

Participants must bring their laptop computers for this course pre-installed with Minitab 17 statistical software. Administrator privileges to install additional software may also be required.

Course Outline

Six Sigma overview
- History and origins
- Why Six Sigma?
- Cost of poor quality
- Project details

Define phase: tools and methods
- Charter the improvement project
- Define the scope
- Six Sigma project definition
- Project selection process
- Define the Voice of Customer (VOC) and ‘CTQ’
- Kano model analysis
- Team development phases
- Communication plan
- Project planning and management

Measure phase: introduction and tools
- Types of data
- Computing ‘DPMAQ’ and sigma levels
- Process mapping
- FMEA’s and cause and effect
- Graphical analysis
- Analysis of Variance (ANVOA) and multi plot diagrams
- Chi square analysis
- Histograms
- Measurement systems analysis: 'gage R&R'
- Sampling techniques
- Introduction to Minitab and ‘QIMacro’ software

Analyze phase: introduction and tools
- Probability and basic statistics
- Control charts and stability
- Data normality
- Process capability, ‘Cp’ and ‘Cpk’

Improve phase: introduction and tools
- Piloting and implementation
- Introduction to lean enterprise
- Types of waste
- Lean tools
- ‘SS’ program
- Value stream mapping
- Lean and Kaizen

Control phase: introduction and tools
- Statistical process control
- Standardization and documentation
- Control plans
- Mistake proofing

Green belt project and tollgate review
- Project charter submission
- Tollgate questions
- Tips and tricks to get your project started

For sessions and venues, please visit: www.meirc.com/c98
ASQ Certified Manager of Quality/Organizational Excellence Refresher

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Become the quality expert for your organization. The CMQ/OE is a professional who is ready to make the right quality-related decisions at any level of the organization. This is a certification exam preparation or refresher course. This CMQ/OE certification preparation course is presented in a way that reinforces current knowledge, re-introduces applications that may not be used every day, explains the rationale for use, and highlights both multiple choice and constructed response sample questions. Also, participants will receive course materials and a copy of the The CMQ/OE Handbook: Fourth Edition.

Target Audience
Individuals who desire to reinforce their skills, knowledge, and capacity to understand the CMQ/OE body of knowledge in preparation for taking the ‘ASQ’ Certified Manager of Quality/Organizational Excellence Examination.

Target Competencies
• Quality improvement and management
• Problem solving
• Organizational leadership
• Team building
• Strategy development and deployment
• Process management
• Measurement: assessment and metrics
• Training and development
• Managing people and processes
• Communication
• Project management
• Quality system and quality models

Course Methodology
This is not an introductory course but one that is intended for those planning to sit for the Certified Quality Manager exam. However, the topics are covered in sufficient detail so that people with little advanced knowledge of the concepts will be able to master them with practice. Each topic is presented in a practical, easy to follow manner that emphasizes the practical application of the tools covered. Participants will be given the opportunity to practice tools during class as well as with optional homework exercises. A comprehensive manual, designed for use as an exam reference book, is provided to each attendee. The manual provides a review of exam topics and many sample exams.

Course Objectives
By the end of the course, participants will be able to:
• Review the body of knowledge in preparation for the ASQ Certified Manager of Quality/Organizational Excellence (CMQ/OE) examination
• Apply the components of the Body of Knowledge (BOK) to further focus their preparation efforts
• Explain, through discussions, the main concepts in each of the BOK elements
• Refine their thinking approach in preparation for the ‘constructed response’ section of the examination
• Practice sample tests

Participants attending this course will receive:
• 20+ FREE e-templates and sheets on quality tools and applications
• 30 days FREE MINITAB License
• 6 Months FREE ASQ Membership

Taking this course does not constitute nor imply the successful passing of the Certified Manager of Quality/Organizational Excellence examination. There is NO exam at the end of the course. The actual ASQ exam is to be arranged by the participant with ASQ directly. Dates and locations are advised by ASQ. For more information please visit: www.asq.org.
CEUs available: 1.9

Pre-work assignments are an important part of this course and attendees are expected to complete the assignments prior to the start of the first class. This course is a refresher and, due to time limitations, is not intended to cover all the components of the Body of Knowledge in great depth. Taking this course does not constitute, nor imply, the successful passing of the ‘ASQ’ Certified Manager of Quality/Organizational Excellence examination. The "Certified Manager of Quality/Organizational Excellence" book (By R. Westcott) will be used as the main handbook for training and will be provided to participants on the first day.

For sessions and venues, please visit: www.meirc.com/c99

Course Outline

Introduction: course materials, practice questions and Bloom’s taxonomy
• Body of knowledge, preparation tips, suggestions for more effective test taking

Organizational leadership, teams strategy development and deployment
• Leadership styles
• Teams and team building techniques
• Change management

Strategic plan development and deployment
• Strategic planning models
• Business environment analysis
• Strategic plan deployment
• Organizational performance measurement

Management elements and methods
• Principles of management
• Management theories, styles and tools
• Human resources management
• Financial management
• Risk management
• Communication skills and abilities
• Project management
• Project documentation
• Quality system
• ISO and other third party standards
• Other quality methodologies
• Quality philosophies

Quality and process management tools
• The seven classic quality tools

• Mapping the process
• Analyzing the process
• Innovation and creativity tools
• Lean tools
• Theory of Constraints (TOC)
• Basic statistical use
• Statistical analysis
• Process capability
• Qualitative assessment

Customer focused organizations
• Customer identification and segmentation
• Internal and external customers
• Customer needs and voice of the customer
• Customer satisfaction and loyalty
• Basic customer service principles

Supply chain management
• Supplier selection and communications
• Supplier performance and improvement
• Supplier certification, partnership and alliances

Training and development
• Training needs analysis and plans
• Training material design and delivery
• Training effectiveness and evaluation
ASQ Introduction to Quality Engineering

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Learn essential quality engineering concepts and tools to enhance your effectiveness as a quality engineer. This course teaches quality engineering concepts and tools. Participants will learn essential information about quality systems, auditing, product and process control and design, quality methods and tools, applied statistics, ‘SPC’, and design of experiments. Participants will also learn about quality engineering concepts and tools such as quality systems, auditing, product and process control and design, quality methods and tools, applied statistics, ‘SPC’, and Design of Experiments (DOE). Participants will enhance their engineering expertise and their effectiveness as quality engineers with this comprehensive introduction to key quality engineering concepts and tools critical to success in the field of quality engineering today. Please note that, while this course addresses many areas of the body of knowledge for the ‘Certified Quality Engineer’ examination, it is not designed as an exam refresher or a preparatory course for the exam.

Target Audience
Engineers, quality control personnel, inspectors, testing personnel, or those interested in the quality engineering profession.

Target Competencies
- Quality management
- Continuous improvement
- Quality philosophies and foundations
- Process control
- Quality systems
- Quantitative methods and tools
- Leadership
- Process and performance capability
- Product and process design
- Process and performance capability

Course Outline

Overview of management and leadership principles
- Collecting and summarizing data
- Descriptive statistics
- Graphical methods for depicting relationships
- Graphical methods for depicting distributions
- Hypothesis testing and paired comparison tests
- Continuous distributions
- Statistical decision making
- Relationship between variables
- Linear regression and simple linear correlation
- Statistical Process Control (SPC)
- Objectives and benefits
- Common and special causes
- Selection of variable and rational subgrouping
- Control charts
- Process capability studies and indices
- Design and analysis of experiments
- Terminology and ‘ANOVA’
- Planning and organizing experiments
- Preventive action
- Corrective action
- 20+ FREE e-templates and sheets on quality tools and applications
- 30 days FREE MINITAB License
- 6 Months FREE ASQ Membership

Participants attending this course will receive:
- CEUs available: 1.9

For sessions and venues, please visit: www.meirc.com/c100
Certified Quality Management Professional

5-day course in English or Arabic. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Quality management has evolved to become an internationally sought and rewarding career. The quality management body of knowledge is developed to cover areas of leadership, communication, strategy, and technical skills in quality and project management among many other competencies. This course aims to develop these skills and provide participants with the tools and methodologies to shift into this rewarding career. The course will showcase the most common tools and methodologies used by quality professionals. Moreover, the course will highlight some of the leadership traits that every quality professional should develop. The course will also introduce the team development cycle that a quality team should go through. A blend of skills and applications through a practical project are the ultimate deliverables of this very unique course.

Course Methodology
The course will challenge the participants with exercises, workshops and presentations. Role plays and group discussions will make this course a unique and fun experience for every participant. Assessments and gap analysis tools will be used throughout the course. Videos will also be shown to emphasize and clarify some learning points.

Course Objectives
By the end of the course, participants will be able to:
- Explain the role and impact of leadership to support quality management systems
- Describe the importance of quality in organizations and review various quality schools and teachings by gurus
- Assess team dynamics and the role of teams to support continual improvement projects
- Contrast the most used quality philosophies and tools and use them to establish priorities within their organization
- Appraise the ethical commitment needed by quality professionals

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c101

Target Audience
Individuals, leaders, supervisors and all those who are engaged in quality management implementation and improvement of organizational performance.

Target Competencies
- Quality management
- Quality control and assurance
- Quality tools
- Leadership
- Team management
- Ethics
- Quality methodologies

Course Outline

Leadership and management in quality
- Definition, similarities and differences
- Can leadership be taught and developed?
- Traits of a true quality leader
- Role of leadership in supporting quality management systems
- Situational leadership in quality

Quality basics and definitions
- Definition and concept of quality
- History of quality
- Benefits of implementing a quality model
- Review of common quality models
- Review of quality gurus
- Quality philosophies
- Deming’s 14 points
- Juran’s trilogy
- Crosby’s zero defect mindset
- House of quality and Quality Function Deployment (QFD)
- Six Sigma methodology
- Lean principles
- Quality models, awards and methodologies
- Malcolm Baldridge national quality award and EFQM
- Dubai quality award
- HH Sheikh Khalifa excellence award
- ISO9001:2008
- Total quality management

Building teams in a quality management system
- Why team thinking is important in quality management projects
- Barriers to teams achievement
- Characteristics of effective teams
- Team development cycle
- Team members selection tools

Improvement tools and techniques
- The seven classic quality tools
- Cause and effect diagram
- Pareto chart
- Control charts
- Histogram
- Check sheet
- Scatter diagram
- Flow charts
- Management elements and planning tools: the new tools
- Process improvement tools
- Contingency and risk planning tools
- Failure Mode and Effects Analysis (FMEA)

Ethics in quality management
- American Society for Quality code of ethics
Certified Six Sigma Yellow Belt

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
This thought provoking course uses the renowned Motorola methodology to identify and solve problems in organizations. Targeting the yellow belt level, this course will provide participants with the knowledge to identify improvement opportunities in their organizations and help kick off the Six Sigma methodology with their teams. Participants will learn the different phases of Define, Measure, Analyze, Improve, and Control (DMAIC) and how to build the project charter. Additionally participants will learn about the quality tools and required statistics to help them formulate problem statements and translate them into measurable format. Participants will be given tools to assess their organization’s readiness to launch Six Sigma projects.

Target Audience
Managers, supervisors and professionals who wish to understand Six Sigma, its use and how it relates to work and business improvement.

Target Competencies
- Six Sigma
- Problem solving
- Critical thinking
- Quality tools
- Applied statistics
- Change management

Course Methodology
The course will present participants with the chance to practice the skills acquired through exercises and case studies in order to hone the different skills needed in all Six Sigma phases. Group and individual presentations will also be conducted. Additionally videos will be shown about real life companies which have implemented the Six Sigma methodology.

Course Objectives
By the end of the course, participants will be able to:
- Define and understand quality concepts and their evolution
- Discuss Six Sigma and why it is necessary to sustain business improvement
- Explain the role of Six Sigma in customer service and continual improvement
- Apply and implement the Define, Measure, Analyze, Improve, and Control (DMAIC) problem solving methodology (yellow belt level)
- Examine the statistical background supporting Six Sigma projects
- Compare between the various tools usually used in a Six Sigma project
- Explain how to deploy Six Sigma and assess organization readiness to launch a successful Six Sigma project

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c102

Course Outline

Introduction to quality
- What is quality
- History of quality
- Benefits of quality systems
- Meet the ISO 9000 family
- Cost of poor quality
- Evolution of quality management
- Quality management principles and six sigma
- Quality maturity ladder

Definitions of Six Sigma
- What is Six Sigma and what does sigma mean?
- History of Six Sigma
- Why should organizations use Six Sigma?
- Savings from Six Sigma
- Six Sigma as an improvement strategy

Six Sigma in customer service
- Effects of Six Sigma on customer satisfaction
- Levels of sigma performance
- The Kano model and quality function deployment
- The fruit of Six Sigma

Implementing Six Sigma
- The methodology
- The DMAIC stages (Define, Measure, Analyze, Improve and Control)
- Roles for managers and employees
- Six Sigma and Lean
- Roles of green belts and black belts

Statistical analysis in Six Sigma
- Sigma as a metric
- Sources of variation
- Calculation of process capability and sigma level
- The commute example
- Software to support analysis

Problem solving using Six Sigma
- Six Sigma tool box
- Control charts
- Pareto charts
- Cause and effect diagrams
- Why-why diagrams
- Scatter diagrams
- The turtle diagram

Deployment of Six Sigma
- Project selection and charter importance
- Leadership and employee involvement
- Selection of Six Sigma projects: guidelines
- Characteristics of a successful Six Sigma project
- Corporate commitment: 10 questions for leaders
- Sources of high impact opportunities
- Characteristics of projects to avoid
Training & Consulting 301

EFQM:
Journey to Excellence (J2E)
3-day course in English. Fees: US$ 3,800 (one extra free seat for every 2 paid participants)

Why Attend
What is the definition of excellence? What are the fundamental concepts that organizations need to embody in order to become excellent? Are there criteria for excellence that an organization can use to assess itself? How to ensure continuous improvement across all aspects of the organization? The EFQM excellence model was developed to answer all of the above questions. In this course, we will explain the EFQM excellence model and its 3 main components. Participants will be able to review, reflect on and practice each component in a group environment. Upon completion, participants will be able to assess their organizations’ level of excellence and determine areas for strategic improvement.

Target Audience
Professionals, leaders, supervisors and all those who are engaged in excellence, quality management implementation and improvement of organizational performance. Individuals who are leading or participating in organizational effort to apply for distinguished national and international quality awards based on the EFQM model will also find the course beneficial.

Target Competencies
- Achieving excellence
- Business management
- Results orientation
- Leadership skills
- Continuous improvement
- Strategy management
- KPI management

Course Methodology
This course uses a set of workshops which enable the participant to reflect on the EFQM topics covered. It also introduces the ‘Quick Check’ Excel based assessment tool.

Course Objectives
By the end of the course, participants will be able to:
- Use self assessment as an improvement tool
- Develop a roadmap for their organization’s action plan
- Prioritize improvement actions to ensure effective use of resources
- Develop a plan to engage people within their organization to drive improvement efforts
- Utilize tools and techniques to improve performance
- Defend EFQM’s levels of excellence to determine own goals and aspirations
- Recognize the cultural aspects of excellence to improve non tangible strengths

Successful candidates on this course will be awarded EFQM’s official Journey to Excellence (J2E) qualification and certificate.

For sessions and venues, please visit: www.meirc.com/c195

Course Outline

The Journey towards Excellence
- The ingredients of sustainable improvement
- Defining the burning platform
- The Committed to Excellence (C2E) process
- EFQM levels of excellence
- What is excellence?
- Mapping stakeholders and their expectations

The EFQM Excellence Model
- What is driving change?
- Fundamental concepts, criteria and ‘RADAR’
- Phases of excellence
- The 5 enablers of the model
- Mapping strategic themes
- Conducting a self assessment
- Applying ‘RADAR’ for continuous improvement

Prioritizing Opportunities to Improve
- Prioritizing the output of self assessment
- Using Pareto analysis
- Improve versus maintain versus reduce
- Assessing impact versus ease

Managing Improvement Projects
- The six phases of a project
- Project success criteria
- Using ‘RADAR’ to implement improvements

Preparing for the C2E Site Visit
- Site visit planning is a critical step
- The role of the validator
- Site visit agenda example
- How the validator works
- C2E recognition

Putting the Model into Practice
- The excellence journey
- Using the quick check tool
- Creating annual action plans

Planning the Next Steps
- Sustainable improvement requirements
- Planning the self assessment
- EFQM management document
EFQM:
Leaders for Excellence (L4E)
3-day course in English. Fees: US$ 3,800 (one extra free seat for every 2 paid participants)

Why Attend
What is the definition of excellence? What are the fundamental concepts that organizations need to embody in order to become excellent? Are there criteria for excellence that an organization can use to assess itself? How to ensure continuous improvement across all aspects of the organization? The EFQM Model was developed to answer all of the above questions. In this course, we will fully explain the EFQM Excellence Model and its 3 main components. Participants will be able to review, reflect on and practice each component in a group environment. Upon completion, participants will be able to assess their organizations’ level of excellence and determine areas for strategic improvement.

Target Audience
Professionals, leaders, supervisors and all those who are engaged in excellence, quality management implementation and improvement of organizational performance. Individuals who are leading or participating in organizational effort to apply for distinguished national and international quality awards based on the EFQM Model will also find the course beneficial.

Target Competencies
- Business management
- Results orientation
- Leadership skills
- Continuous improvement
- Strategy management
- KPI management

Course Methodology
This course uses a real life case study supplied by EFQM for participants to practice the different topics. It also introduces the Business Excellence Matrix (BEM) Excel based assessment tool.

Course Objectives
By the end of the course, participants will be able to:
- Apply the EFQM excellence model, the ‘RADAR’ logic and the fundamental concepts within their working environment
- Use a set of quality management tools to lead their organization’s journey to excellence
- Interpret an assessment feedback report
- Defend the use of the ‘DMAIC’ approach, and supporting improvement tools, to pinpoint and address the root cause of improvement areas identified
- Adopt a structured approach to effectively address identified areas through improvement projects
- Justify the use of the business excellence matrix approach to develop an enabler map for their organization and complete a self assessment

Successful candidates on this course will be awarded EFQM’s official Leader for Excellence (L4E) - Level 1 qualification and certificate.

For sessions and venues, please visit: www.meirc.com/c196

Course Outline

The EFQM Excellence Model
- Responding to drivers of change
- The definition of excellence
- The 8 Fundamental Concepts (FCs) of excellence
- Using the 9 excellence model criteria: model dynamics
- Applying the 5 enablers criteria
- Applying the 4 results criteria
- Integrating of FCs into the model
- Mapping strategic themes using the model

Applying the ‘RADAR’ Logic for Continuous Improvement
- Elements of ‘RADAR’: Results, Approach, Deployment, Assess and Refine
- Using RADAR with enablers
- Using RADAR with results
- Identifying organizational strengths and areas for improvement
- Preparing meaningful feedback to management

Excellence Achievement and Recognition
- EFQM’s recognition schemes and levels of excellence
- Characteristics of excellent and award winning organizations
- Progressing in the journey to excellence
- Assess and refine attributes

Driving Organizational Improvement
- The change spectrum
- RADARizing improvements
- Criteria for prioritizing organizational improvements
- ‘SMART’ objectives
- Implementing improvements using the ‘DMAIC’ methodology
- Cause and effect diagrams
- Understanding your sphere of influence
- Four step process to analyze problems

EFQM Model Management Documents
- The format of the management document
- Compiling the components of an EFQM management document
- Using the enabler map to detail approaches
- Completing a self assessment using the business excellence matrix
- Achieving level 2 certification
Improving Productivity through Quality Enhancement and Cost Reduction

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
How do organizations improve productivity? What is productivity to start with? This course presents best practices on how to boost productivity by focusing on quality and cost saving initiatives. Best practices and tools from organizations that implemented quality methodologies to improve their processes and achieve faster cycle times, lesser defects and simplified operations will be shared with participants. Participants will also learn how to apply these practices in their organizations and understand how to manage change. They will master the skills to leverage the existing culture to their advantage by creating a burning platform and moving the organization into a new mindset. This course is critical for every organization aiming to save cost and become more efficient and productive.

Target Audience
Managers, supervisors and all those who are responsible for, or indirectly involved in, a cost or profit center or a quality improvement function.

Target Competencies
- Problem solving
- Change management
- Quality
- Cost reduction
- Lean
- Six Sigma
- Management

Course Methodology
This course relies on the use of exercises and workshops to engage participants and help them learn new concepts and practices. Group and plenary discussions will be used. Participants will be required to debate and present their findings. Some videos with case studies will be presented as well.

Course Objectives
By the end of the course, participants will be able to:
- Define productivity and various types of organizational waste
- Identify areas of poor productivity due to poor quality and suggest ways to increase effectiveness and efficiency
- Justify and apply quality improvement tools and techniques in order to improve productivity
- Apply several cost reduction strategies in order to meet changing global, statutory and market conditions
- Recognize and apply measuring initiatives and set targets in order to improve productivity

For sessions and venues, please visit: www.meirc.com/c103

Course Outline

Productivity defined
- Definitions
- Process based view
- Productivity limitations
- The ‘Muda’ factor
- Eight types of waste
- Cost of poor quality

Principles of cost reduction: the quality approach
- Quality defined
- Avoiding wastage and adding value to the customer
- Cost reduction strategies
- Cornerstones of quality
- Setting up a cost reduction program
- Cost savings project selection roadmap
- Barriers to cost reduction programs
- The resistance psychology in humans
- The role of suggestion schemes

Productivity improvement tools
- Productivity improvement project road map
- Tool selection
- Brainstorming
- Pareto
- How-how method
- Why-why method
- Ishikawa fish-bone diagram
- Six Sigma
- Lean principles
- Non value added analysis
- Re-engineering
- The ‘Focus’ method

Cost reduction opportunities
- Goals and questions around productivity
- Streamlining the organization
- The ‘ESSA’ method
- Savings in utilities, material and services costs
- Barriers to a cost cutting program
- 140 ideas to cut costs

Measuring your productivity initiatives
- Key performance indicators
- Types of measures
- Setting targets for cost reduction
- Benchmarking
- Types of benchmarking
- The balanced scorecard
- The dashboard
Why Attend
A diagram is worth a million words. When it comes to understanding and improving processes, the science and art of process mapping becomes very handy. This is the main theme of this course which aims to develop process mapping skills for participants by helping them understand the different types of process mapping approaches from simple flow charts to value stream mapping. Various process assessments will be presented and discussed. Toyota famous Lean principles will be explained and used to help participants understand how to improve processes through mapping in service and manufacturing organizations.

Target Audience
Individuals involved in improvement projects, processes identification, work design, productivity improvement or quality auditing initiatives.

Target Competencies
- Process mapping
- Process improvement
- Lean
- Process measurement
- Benchmarking

Course Methodology
This course will engage participants in various simple and complex process mapping exercises. The course will challenge participants through the use of actual case studies and scenarios. Lectures, group discussions and presentations will be used to achieve the learning objectives.

Course Objectives
By the end of the course, participants will be able to:
- Define processes and their importance for the proper functioning of an organization
- Identify the international standards for approaches to processes
- Examine various process assessment methodologies
- Generate process analysis charts and construct process maps for improvement
- Justify the need to measure processes as an improvement tool

Course Outline

Process definitions and elements
- Process definition
- Process approach to improvement
- Advantages of process mapping
- Elements of a process
- Benefits of process maps
- Attributes of a process map:
  - Who is the customer?
  - What is critical to their satisfaction?
  - Where can we obtain process performance data?
  - How well do our processes satisfy their needs?
  - What is our business value chain?
  - What is process efficiency and effectiveness?
  - Stakeholders analysis

Understanding process approach as per international quality standards
- Understanding process approach
- Process characteristics
- The Plan, Do, Check, Act (PDCA) approach
- Opportunities in terms of reducing cycle time, defects and non value added explained

Process assessments approaches
- Key terms
- Mapping process
- Types of mapping tools
  - Simple flow charting
  - Geo graphs, spaghetti and workflow diagrams
  - Swim lane (deployment) flowcharts
  - Supplier, Input, Process, Output, Customer charts (SIPOC)

› Value added and non value added analysis
› Value stream maps
› Cycle time map
- Process hierarchy
- Process maps symbols
- ‘IDEF0’ process map
- Lean thinking to reduce waste in processes
- The eight types of waste found in processes
- 5S: a framework to organize and maintain your workplace
- Failure Mode and Effects Analysis (FMEA)

Process analysis and improvement
- Customer oriented processes
- Support oriented processes
- Management processes
- Diagnosis of a process
- Analyzing and improving a process
- Turtle diagram
- Using process maps to identify root causes
- 12 cornerstone tools to process streamlining
- Problem solving techniques
- Process auditing as a tool for continuous improvement
- Process mapping in Six Sigma projects

Process measurement and benchmarking
- The need to measure
- Process Key Performance Indicators (KPIs)
- Benchmarking and the balanced scorecard
Simplification of Work Processes and Procedures

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
'Going back to basics'. This is the main theme of this highly interactive course which aims to help participants recognize the need to simplify their organizational processes and procedures. The course will provide the participants with international best practices which will help them understand causes of complexity and identify areas for improvement by focusing on eliminating waste, simplifying procedures, and standardizing and automating opportunities. Participants on this practical course will also learn tools to map and diagram processes and procedures revealing issues and opportunities for improvement. Various hands-on tools will present participants with the opportunity to transfer this knowledge to their organization and expect immediate results.

Target Audience
Managers, supervisors and employees who are involved in the design, simplification, or are end users, of procedures.

Target Competencies
- Simplification
- Process mapping
- Lean and waste
- Organizational design
- Productivity
- Layout design

Course Methodology
This course depends heavily on hands-on exercises and analysis of case studies. Through presentations and group discussions, participants will share ideas and discuss opportunities. Additionally plenary debriefs will be used to enhance the learning experience.

Course Objectives
By the end of the course, participants will be able to:
- Recognize the principles of organizational design and their linkage to complexity
- Identify the impact of complex policies and procedures in organizations
- Examine the use of flow charts and work flow techniques
- Compare various tools for simplification and mapping
- Analyze and effectively distribute work allocated to employees in an organizational unit
- Appraise the importance of office layout and processes in terms of improving efficiency

Course Outline

The role of management process and organizational design
- Planning the work
- Organizing and allocating resources
- Types of plans
- Directing and controlling individual and organizational performance
- The organizing function and process
- Principles of organizing
- Designing organizational charts
- The direct link between charts and procedures

Policies and procedures
- Definitions and concepts
- Signs of complicated procedures
- Importance and goals of procedures
- Work simplification goals
- Procedure for developing effective procedures
- Productivity defined

Work flow techniques
- The parallel and sequential techniques
- The stages of work simplification:
  - Selection of procedure(s)
  - Collecting data
  - Data analysis and evaluation
  - Suggestions for improvement
  - Implementation
  - Follow-up and evaluation
- The use of flow charts in simplification of procedures
- Simple process flow procedure charts

Mapping and analysis tools for simplification of processes and procedures
- Process mapping
- Value stream mapping
- Supplier Input, Process, Output, Customer (SIPOC) analysis
- Turtle diagram
- Shell 'ESSA' model for simplification
- Swim lane charts
- Procedures process flow chart
- The multi column process chart
- Questions to get you started
- Simplification of procedures to improve productivity
- Reducing wastage in human effort, time, space and material
- Improving employees' efficiency and effectiveness

Concept and importance of work distribution chart
- Preparing and analyzing a work distribution chart
- Reallocation of workload and redistribution of jobs

Simplifying space design and layout
- Office and department layout analysis
- Using spaghetti diagram for analyzing distance and department layout
- Redesigning offices by using office layout charts

For sessions and venues, please visit: www.meirc.com/c106
Why Attend
This course presents a blend between strategy and quality to help participants develop the right skills to plan their organization’s quality strategic plans. The course will take participants through the history of quality and strategy and then link it with practical applications. Participants will learn how to analyze current organizational status identifying gaps and future needs. The course will also examine the strategic planning process from initiation to selection of initiatives. Moreover the identification process of quality key result areas will be discussed. Participants will leave with tools, skills and knowledge to start their own journey to strategize for their quality departments and produce deployment plans.

Target Audience
All quality managers and staff who are involved in influencing, formulating or supporting the long term planning and strategy of the quality department or organization, as well as those who are responsible for linking, measuring and improving the performance of others. The course is also suitable for those employees who are targeted for development or promotion within the quality function.

Target Competencies
- Strategic planning
- Quality management
- Management and planning
- Control and Key Performance Indicators
- Quality frameworks

Course Outline
Strategic quality management and strategic thinking
- Quality evolution and concepts
- Dimensions of product quality
- Dimensions of service quality
- Quality management system: the components
- Strategic deployment of quality frameworks and excellence awards
  - European Foundation for Quality Management (EFQM)
  - Dubai quality award / HH Sheikh Khalifa Excellence Award
- The core principles of strategic quality management
- Evaluation of strategic management
- Strategic thinking versus strategic planning in quality departments
- The strategic planning and control process
- Benefits of strategic management to the quality professional
- The building blocks of strategic planning
- Barriers of strategic implementation

Analysis of the environment
- Situation analysis tools in quality departments
- Quality stakeholders analysis
- Defining quality visions and missions
- Developing a quality statement
- Setting quality strategic goals
- Identifying critical success factors in quality
- Key result areas and key performance indicators
- Core competencies and core values

Goals, objectives and creative strategies
- Goals, objectives and targets for the quality division
- Financial versus non financial objectives
- The use of key result areas in quality sector
- Adopting effective strategies to achieve excellence
- Examples of strategic objectives
- Examples of quality department strategies
- Moving from critical success factors to strategic goals

Developing operating plans
- From vision to action plan
- The how-how technique to develop quality related initiatives
- Criteria of effective action plans
- Linking goals, strategies, action plans and budgets
- Developing a quality department plan

Measuring quality management strategy achievement
- Approaches to control in quality
- Using Key Result Areas (KRAs) to create Key Performance Indicators (KPIs) for process control
- Examples on quality KPIs
- Setting targets
- The balanced scorecard for the quality department
- Quality dashboard
Total Quality Management (TQM):
Tool Box for Continual Improvement

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course will provide participants with comprehensive knowledge on quality history, evolution, gurus and quality tools. Through various workshops and role plays the course will focus on applications of quality systems, models and methodologies including excellence awards, ISO systems and breakthrough improvement methodologies such as Lean and Six Sigma. This highly interactive course will help participants apply powerful quality tools used in leading organizations. The participants will leave with best practices on how to select, design or apply quality structures and tools in their organizations.

Target Audience
Individuals, managers, supervisors and all those who are engaged in quality models, awards, ISO and TQM implementation and improving organizational performance.

Target Competencies
- Problem solving
- Quality tools application
- Quality models and system selection
- Lean and Six Sigma applications
- Change management
- ISO systems
- Benchmarking

Course Methodology
This course relies on the use of workshops, role plays and group debriefs aimed at helping participants understand various quality concepts and applications. The course also features hands-on experience on quality tools applications. This course is supported by various videos on quality tools and systems. Team discussions and presentations are also used throughout the course to foster participants’ understanding of quality concepts.

Course Objectives
By the end of the course, participants will be able to:
- Explain the importance of quality models and identify various quality concepts and frameworks used by quality gurus
- Discover the success elements of Total Quality Management deployment (TQM)
- Use TQM improvement tools to enhance customer satisfaction and improve processes within their organization
- Describe various types of benchmarking tools and techniques to boost quality initiatives
- Apply widely used improvement methodologies

For sessions and venues, please visit: www.meirc.com/c108

Course Outline

Introduction to Total Quality Management (TQM) concepts
- Definition of quality and quality models
- History of quality
- What is TQM?
- TQM critical success factors
- The relationship between ISO 9000 and TQM
- Benefits of implementing a quality model
- The cost of poor quality
- The gurus comparison (Deming, Crosby, Juran, etc.)
- National quality awards:
  - The Malcolm Baldrige national quality award
  - EFQM, Dubai Quality Award and HH Sheikh Khalifa Excellence Award
- Selecting the right model for your organization
- The quality maturity ladder

The Success Elements of TQM
- Customer driven quality
- Plan, Do, Check, Act (PDCA) model
- Eight step problem solving methodology
- Process thinking
- Eliminating the non value added
- Management by facts and data
- Continual improvement and Kaizen
- Enhanced employee participation and decision making through idea generating systems
- Employee reward and recognition

Improvement Tools and Methodologies
- What is a quality tool?
- The seven quality control tools
- Cause and effect diagram, check sheet, control charts, histogram, Pareto chart, scatter diagram, stratification
- Brainstorming
- Tree diagrams: how-how and why-why diagrams
- Force field analysis
- Affinity diagrams
- Process mapping: ‘the turtle’
- Poka yoke
- Lean thinking
- The seven types of waste in organizations
- Visual management and 5S program
- Six Sigma

Benchmarking as a Tool to Improve Quality and Business Processes
- What is benchmarking? why benchmark?
- Levels of benchmarking
- Pros and cons of different benchmarking approaches

Methodology for a Continuous Improvement Process
- The eight steps to achieve improvement
- Critical success factors and common failure factors in TQM
Meirc’s experience in training is enlightening!
A strong safety record is no accident. Effective security is not by chance. Organizations that want to achieve impeccable records in safety and security know that such achievements can only be attained through continuous training, up-to-date knowledge, and proactive planning. The safety and security management courses we deliver are designed with such goals in mind. They are practical and impactful and by attending them, participants will learn from case examples and acquire internationally recognized techniques and practices aimed at helping them improve safety and security in their own organizations. From the instilling of a safety culture to Job Safety Analysis (JSA) and from Emergency Action Plans (EAPs) to crisis management, our safety courses are comprehensive and effective for interested participants within any industry.

Equally, our security courses deliver best practice techniques on access management, investigations and physical intervention. These courses are designed for security managers and personnel at all levels.
Why Attend
The sheer range of potential incidents and emergencies that can disrupt or even stop production are increasing. If managed correctly then not all of these incidents will become critical or be classed as a crisis, but those that result in increased losses or put increased demand upon the organisation will have serious consequences for the company, the shareholders and stakeholders or the country itself badly damaging the reputation of all those involved in the response. This course will teach you that meeting this commitment involves more than just being fully prepared.

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

Target Competencies
- Designing appropriate response plans
- Organizing Emergency Control Centers
- Controlling Emergency Response Teams
- Analyzing incidents and allocating duties
- Developing crisis management strategies

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

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

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

This Course is Accredited by JOIFF - delegates will receive an accredited certificate that is recognised worldwide

For sessions and venues, please visit: www.meirc.com/c318

Course Outline

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

Crisis management – control models
- Command and control systems
- Crisis management – emergency planning
  - International laws
  - Regulations

Writing the emergency response plan
- Contents critical to the emergency response plan
  - Emergency organization
  - Emergency procedures
- Assessment of available resources
- Implementation
- Training
- Distribution of emergency plan
- Updating the plan

Organizing incident control
- Emergency Control Centers (ECC)
  - Communications
  - Equipment
  - Resources
  
- Emergency Response Teams (ERT)
  - Health and safety
- Crisis Management Teams (CRT)
- Forward Incident Control (FIC)
  - Control points

Emergency action procedures
- Response and media
- Emergency action procedures
- Evacuation
- Medical emergencies
- Fire
- Explosion
- Hazardous materials
- Environmental

Emergency response model
- Media relations and recovery
- Flixborough case
- Texas BP Refinery case
- BIG Spring Refinery case
- Regional based cases
HAZOP Study Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
HAZOP (Hazard and Operability) study is one of the most widely used hazard identification methods in the world and is utilized across many different industries. Countless potential risks and problems can be identified by using the systematic and structured approach of HAZOP. A successful HAZOP study is only possible if the study is led effectively. Without good leadership, studies ‘drift’ and become, at best, design reviews; or, at worst, contractual arguments. This course will provide participants with an understanding of the HAZOP methodology and why it works, as well as key skills to take on the role of a HAZOP Team Leader. Participants will learn how to function as a HAZOP study Leader including: preparing and selecting a team, choosing nodes, estimating timescales for completion, avoiding common problems, and formulating reports.

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

Target Competencies
- Developing the HAZOP Study
- Leading the HAZOP Study
- Report Writing
- Team Management

Course Methodology
Case study examples will be used for exercises to ensure that the participants can focus on understanding the requirements for HAZOP leadership. All participants will be given the opportunity to fulfill the roles of Leader and Scribe during workshops and to practice guiding a team through the HAZOP process. A proprietary HAZOP software package will be demonstrated and participants will have the opportunity to ‘set up’ a study using this software. This course heavily utilizes an in depth practical exercise in which participants will recreate a HAZOP study from the preparation stage through to making organizational recommendations.

Course Objectives
By the end of the course, participants will be able to:
- Prepare for a successful HAZOP study that clearly identifies scope and timeframes
- Select and motivate the HAZOP team to complete the study on time and with results
- Guide productive HAZOP study meetings to reach positive outcomes
- Identify and solve problems that arise during HAZOP studies
- Create effective and user-friendly HAZOP study reports
- Analyze HAZOP study results and make organizational improvement recommendations

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c321

Course Outline

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

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

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

Putting a HAZOP study into practice: A case study
- A continuous and guided HAZOP study workshop
- Preparing the study
- Taking the lead
- Identifying the components
- Formulating the team
- Motivating the team

Reviewing the HAZOP case study
- Identifying common mistakes
- What needs to be changed
- Improvement methods
- Preparing HAZOP reports
- Implementing recommendations
Health, Safety and Environment Workshop

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

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

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

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

Target Competencies
- Verbal and non-verbal communication
- Planning, organizing and leading
- Building rapport
- Providing and receiving feedback
- Analyzing and evaluating

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

Course Objectives
By the end of the course, participants will be able to:
- Identify the sources of harmful acts
- Explain how safety is a function whereby everyone is responsible
- Recognize that accidental injuries are caused by unsafe acts, behavior and conditions
- Prepare a job safety analysis and give job safety instructions
- Conduct an accident investigation and complete a meaningful accident report
- Respond to various work accidents and emergencies
- Plan and conduct a safety audit

For sessions and venues, please visit: www.meirc.com/c152

Course Outline

Definitions and Overview
- Why the concerns for safety?
- Various definitions of accident, safety, health
- World Health Organization (WHO) and OSHA
- Reaching threshold limit values
- The 6 es in safety

Industrial Hygiene
- Recognition, evaluation, control
- Types of hazards in the workplace
- The four categories of hazards
- Control methods used in a safe environment
- Accidents costs and reporting

Job Safety Analysis (JSA) and Safety Audit
- Objectives of JSA
- JSA uses
- Benefits of JSA
- Procedures to follow for an effective JSA
- How to keep accurate recordings
- Importance of an audit
- Safety audit tools
- Benefits of a safety audit
- Consequences after the audit

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

Management of Health and Safety
- Planning and setting objectives
- Organizing to ensure accomplishment
- Leading to inspire action
- Controlling performance
- Concerns for management: safe & sound

Proper Behavior in Case of an Accident
- Types of work related accidents
- First aid basics and their needs
- CPR in an emergency
- Calling for help when you need it

Ergonomics and Good Posture
- Bad work habits and their effects
- Negative effects of bad ergonomics
- Correction of bad habits
How to Be a Leader in Safety and Health

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The purpose of this course is to provide managers and safety professionals with a deeper understanding of their role in determining and implementing safety program outcomes. How to be a leader in safety is conducted in order to change the organization’s mindset about its health and safety culture. It shows and focuses on the importance of top management involvement in guiding and motivating the process of implementing new approaches and the change management process which can be a challenge for some organizations who are seeking a significant improvement in health and safety performance. When routine and traditional risk reduction approaches do not produce the desired results, a new strategy should be put in place. Through many real life examples and interactive exercises, a step-by-step process is introduced to the participants to enable them to influence health and safety policies and procedures in their organizations. Moreover, participants will be ready to take a leadership role and promote good health and safety practices and to implement changes related to health and safety.

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

Target Competencies
- Health and safety management
- Planning and organizing
- Investigating and assessing
- Providing and receiving feedback
- Building rapport
- Analyzing and evaluating
- Leadership

Course Methodology
The workshop is designed to be interactive and participatory, including various pedagogical tools to enable the participants to function effectively and efficiently in a multilateral environment. The course will be built on four pedagogical pillars: concept learning (lectures and presentations), role playing (group exercises), experience sharing (round table discussions) and exposure to real world problems and policy choices delegates are confronted with.

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

Target Competencies
- Health and safety management
- Planning and organizing
- Investigating and assessing
- Providing and receiving feedback
- Building rapport
- Analyzing and evaluating
- Leadership

Course Outline

Introduction to Safety Management
- Get top management commitment
- Top management commitment and employee involvement
- Cost impact to business
- Total quality safety management
- Health and safety management system
- Effective communication
- Analyzing incidents and accidents

Hazard Analysis and Control and Emergency Action Plans (EAP)
- Hazard defined
- Controlling exposure
- Hazards categories
- Components of an effective EAP
- How do I evaluate my workplace?
- What are the steps in developing an EAP?
- Policies and procedures

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

Management Aspects of an Effective Safety Culture
- Management role
- Demonstrating commitment
- Elements of safety and health management system
- Defining and developing accountability
- Developing programs that support safety culture

Measuring the Safety Culture
- Nature of all safety systems
- Assessment techniques
- The Deming cycle
- What should be evaluated?
- Evaluation tools
- Developing and implementing the action plan
Introduction to Security Management

Why Attend
This program, delivered by a highly experienced Arabic-speaking security expert, will provide participants with an insight into the fundamentals of managing modern and effective security operations. It will address a wide variety of topics such as security policies and procedures, physical (site) security and incident management and investigation, to enable all participants to understand the principles of security and risk management.

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

Target Audience
This course is designed for personnel involved in the development, implementation and/or management of security operations and/or strategy. Security managers, physical security specialists, risk management professionals, as well as security officers wishing to take on security management responsibilities, will highly benefit from this course.

Target Competencies
- Security Management
- Security Policies and Procedures
- Physical Security
- Risk Assessment
- Incident Management
- Incident Investigation

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

Course Objectives
By the end of the course, participants will be able to:
- Apply best practice and fundamentals of security management to successfully protect an organization’s resources and assets
- Plan, implement and improve an organization’s security strategy
- Manage a security team and its resources
- Conduct a risk management assessment and recommend relevant security measures
- Design and implement effective security policies and procedures
- Manage incidents using effective communication and coordination skills
- Conduct thorough incident investigations through information collection and reporting procedures
- Consider physical security management characteristics when assessing site’s infrastructure

Course Outline

Understanding the Threat
- Identifying threats
- Identify the need for security
- Internal risk factors
- External risk factors

Security Risk Management
- What is risk management?
- Risk mitigation
- Risk management continuum

Security Policies and Procedures
- What areas should be covered by policies?
- Writing a security policy document
- Policy implementation
- Procedure management

Physical (Site) Security
- Assessing the infrastructure of a site
- Perimeter
- Buildings
- Physical barriers
- Lighting
- Protection
- Control
- Check points

Access Management
- Types of access control systems

Managing Security Guard Teams
- Roles and responsibilities
- Equipment
- Uniforms
- Shift scheduling
- Communication
- Systems and procedures

Incident Management
- Managing an incident
- Liaising with internal agencies
- Liaising with external agencies
- Communication and coordination

Incident Investigation
- Collection of information
- Reporting and analysis
- Risk assessment strategies

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c328
Introduction to Security Management in Arabic

5-day course in Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course, delivered by a highly experienced Arabic-speaking security expert, will provide participants with an insight into the fundamentals of managing modern and effective security operations. It will address a wide variety of topics such as security policies and procedures, physical (site) security and incident management and investigation, to enable all participants to understand the principles of security and risk management.

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

Target Audience
This course is designed for personnel involved in the strategy development, implementation and/or management of security operations. Security managers, physical security specialists, risk management professionals as well as security officers wishing to take on security management responsibilities will highly benefit from this course.

Target Competencies
- Security management
- Security policies and procedures
- Physical security
- Risk assessment
- Incident management
- Incident investigation

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

Course Objectives
By the end of the course, participants will be able to:
- Apply the fundamentals and advanced best practice of security management to successfully protect an organization’s resources and assets
- Plan, implement and improve an organization’s security strategy
- Manage a security team and its resources
- Conduct a risk management assessment and recommend relevant security measures
- Design and implement effective security policies and procedures
- Manage and mitigate incidents using effective communication and coordination skills
- Conduct thorough incident investigations following information collection and reporting procedures
- Consider physical security management characteristics when assessing a site infrastructure

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c343

Course Outline

Understanding the threat
- Identifying threats
- Identifying the need for security
- Internal risk factors
- External risk factors

Security risk management
- What is risk management?
- Risk mitigation
- Risk management continuum

Security policies and procedures
- What areas should be covered by policies?
- Writing a security policy document
- Policy implementation
- Procedure management

Physical (site) security
- Assessing the infrastructure of a site
- Perimeter
- Buildings
- Physical barriers
- Lighting
- Protection
- Control
- Check points

Access management
- Types of access control systems

- Introduction to CCTV
- Intruder detection
- Implementation
- Access management coordination

Managing security guard teams
- Roles and responsibilities
- Equipment and uniforms
- Shift scheduling
- Communication
- Systems and procedures

Incident management
- Managing an incident
- Liaising with internal agencies
- Liaising with external agencies
- Incident management communication
- Incident management coordination

Incident investigation
- Collection of information
- Reporting and analysis
- Risk assessment strategies
Organizational Crisis Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Organizational Crisis Management provides participants with the knowledge and skills to create and implement crisis management systems, and build resilient crisis management teams in non-hazardous environments. This course is designed to provide participants with the ability to tackle a diverse range of crises, from natural disasters to economic adversities, that can affect continuity in the workplace. The course is based upon key international doctrine including the British Standard BS11200:2014 for Crisis Management, ISO 22301:2012 for Business Continuity Management System, the Business Continuity Institutes Good Practice Guidelines - GPG 2013 and the UAE AE/SCNS/NCEMA/7000:2015 BCM standard mandated on Federal and Government entities.

Target Audience
This course is designed for those working in a non-hazardous environment such as corporate offices, retail, transport, hospitality, healthcare public services, etc. It is ideal for senior managers who are responsible for dealing with crises at strategic and tactical levels, as well as operations managers and crisis management team personnel. Individuals responsible for establishing, developing, coaching and testing crisis management teams within their organizations, such as business continuity managers, analysts and risk management personnel, would also benefit from this course.

Target Competencies

- Crisis Management
- Emergency Response Management
- Business Continuity Management
- Incident Management
- Developing an Incident Response Plan

Course Methodology
The learning methodology uses a mixture of presentations, discussions, case studies, videos, role-plays and interactive exercises to transform participants knowledge into hands-on practice in a safe environment.

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

- Build an effective crisis management capability within their organization
- Recognize crisis leadership characteristics and functions
- Identify and tackle challenging Crisis Management Team (CMT) dynamics and provide appropriate solutions and effective strategies
- Describe and discuss Business Continuity Management in the Middle East
- Design and implement a Crisis and Incident Management Plan

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit:  www.meirc.com/c355

Course Outline

Definitions and Basics
- Definition of:
  - Emergency
  - Crisis
  - Disaster
  - Business continuity
  - Resilience
  - Incident and crisis management explained
  - Organizational risks
  - The bigger issue
  - The difference between an incident and a crisis
  - Define risks, incidents and crises that could happen to your organization

Business Continuity Management (BCM)
- The role of BCM in organizations
- BCM standards and specifications
- The BCM life cycle
- Business Impact Analysis (BIA)
- BCM policy

Incident Management (IM)
- Structure of incident response
- The role of the incident manager and incident team
- Business Continuity Management in an IM context
- Response structures
- Managing an incident/crisis/emergency
- Your Incident Management team

Designing and Implementing the Response Plan
- Escalation and immediate response
- Assessment and considerations
- Pre-preparation and opportunities
- Implementation
- Debrief

Strategic Considerations for the Incident Management Team
- Executive responsibilities
- People management
  - Stakeholders
  - Staff
  - Neighbors
  - Clients
  - Suppliers
- Emergency services
- Internal and external communications
- The role of social media
- Media case studies

The Incident and Crisis Management Plan
- Different types of plans
- Decision making, content and format
- Integration, context and resources
- The Incident Control Center (ICC)
- Planning a crisis or incident exercise
- Evaluating the plan post-exercise
OSHA: Occupational Safety and Health Administration Standards

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course provides an understanding of the structure, contents and applicability of the Occupational Safety and Health Administration (OSHA) standards.
It covers the recognition, avoidance, abatement, and prevention of safety and health hazards in the workplace for general industries. It also provides information regarding employers’ responsibilities as defined by OSHA, and focuses on the implementation of effective safety programs and record keeping requirements.

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

Target Competencies
- OSHA
- Health and safety
- Safety measures
- Safety training requirements
- Record keeping

Course Methodology
This course will be highly interactive and include group discussions, case studies and syndicate work.
Depending on the participants' backgrounds, the course outline may vary and focus on the areas specific to their industry and function requirements.
All participants will receive the OSHA General Industry Regulations handbook which they can bring back to their organization for future reference.

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

Course Outline

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

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

Introduction to industrial hygiene
- History of industrial hygiene
- Role of the safety professional
- Industrial hygiene fundamentals
- Industrial hygiene concepts and key terms
- Employee exposure and medical records

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

Blood borne pathogens
- Exposure control plan

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

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

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c326
Supervising Security Operations

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
This course will provide security operatives, officers and managers with the fundamentals of conducting effective security operations. It will address a wide variety of topics to enable all participants to understand and practice the skills required to carry out day-to-day security functions. Participant will gain practical skills and techniques that can be implemented immediately back in to the workplace.

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

Target Competencies
- Risk assessment
- Physical security
- Access control systems management
- Patrolling
- Incident management
- Conflict resolution
- Security report writing

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

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

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c345

Course Outline

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

Specific duties, skills and responsibilities of a security officer
- Crime prevention
- Access and egress control
- Patrolling
- Searching skills
  - Vehicles
  - Premises
  - Persons
- Surveillance
- Children, vulnerable people and disabled people safety
- Drugs awareness
- Counter-terrorism
- Licensing
- Scene preservation
- Risk assessments
- Threat assessments
- Electronic and physical protection systems
- Crowd management and control

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

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

Writing reports and briefs
- Introduction to incident investigation
- Basic patrol reports
- Notebooks, log books, equipment registers and record keeping
Supervising Security Operations in Arabic

Why Attend
This course, delivered by a highly experienced Arabic-speaking security expert, will provide security operatives, officers and managers with the fundamentals of conducting effective security operations. It will address a wide variety of topics to enable all participants to understand and practice the skills required to carry out day-to-day security functions. Participant will gain practical skills and techniques that can be implemented immediately back in to the workplace.

Target Audience
This course is designed for personnel responsible for managing or conducting effective security operations. This includes, but is not limited to: security managers, security operatives, non-armed guards and health and safety managers with security responsibilities.

Target Competencies
- Risk assessment
- Physical security
- Access control systems management
- Patrolling
- Incident management
- Conflict resolution
- Security report writing

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

Course Objectives
By the end of the course, participants will be able to:
- Identify and mitigate potential risks and threats on sites and assets
- Manage entry check points and conduct personnel and vehicle searches
- Implement and coordinate access control systems in security operations
- Control and manage incidents while protecting and preserving the scene
- Apply conflict resolution techniques while achieving excellent customer service
- Conduct health and safety risk assessments, including fire safety awareness
- Maintain accurate records and write efficient security documents

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c344

Course Outline

Understanding the threat
- Identifying the threat and why security is needed
- Multiple threats to sites and assets
- Internal and external threats

The role of the security guard
- Roles and responsibilities
- How to function as part of a security team
- Equipment

Physical (site) security
- Physical barriers
- Lighting
- Protection
- Scanning equipment
- Actions required at check points and entry points
- Vehicle searches
- Personnel searches

Access control
- Types of access control systems
- Introduction to CCTV
- Intruder detection
- Implementation and coordination

Patrolling skills and incident management
- Planning a security patrol
- Types of incident
- Threat awareness
- Command and control of an incident
- Preservation of the scene/evidence

Communication skills
- Effective communication tools
- Use of standard radio voice procedures

Customer service and conflict management
- Understanding and identifying how conflict can occur
- Identifying how conflict escalates
- Conflict resolution skills and techniques

Introduction to health and safety
- Understanding the risks
- Conducting a risk assessment
- Fire safety awareness

Writing reports and briefs
- Introduction to incident investigation
- Basic patrol reports
- Notebooks
- Log books
- Equipment registers
- Record keeping
In this age of globalization, free trade and same-day deliveries, Supply Chain Management is becoming more and more critical to organizational success and sustainability. With millions of parts being produced in one continent and shipped to be assembled in another thousands of kilometers away, the performance of a supply chain department can make or break a company. All the functions of supply chain (Purchasing, Inventory Control, Warehousing and Distribution) must work seamlessly and in cohesion to ensure products are delivered timely, in pristine condition and at minimum cost.

The courses we provide in our Supply Chain and Logistics Management category are designed to equip you with the competencies you need to be a modern Supply Chain professional where quality, price, delivery and service are essential.
Advanced Warehouse Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Warehousing operations are at the heart of the supply chain of any organization. The ability to secure the storage and flow of supplies with an eye on balancing costs with desired service levels provides a formidable challenge to the warehousing professional.

In this course, we describe the strategic role of warehousing in the broader context of supply chain management and logistics. We also detail the different warehousing activities and focus on the ones which warehousing can contribute to, in the organization. In addition, we examine the operational and financial performance aspect of warehousing, with an eye on sustainability.

Target Audience
Warehousing and supply chain professionals, in particular those at operational, supervisory and management level. The course is ideal for those seeking to complement their warehousing experience with the latest theoretical knowledge in preparation for assuming higher positions in their respective organizations.

Target Competencies
- Warehouse management
- Analytical thinking
- Collaborative operations
- Performance management
- Financial analysis
- Reverse logistics
- Sustainable operations

Course Methodology
This course leverages a variety of learning tools, including exercises, case studies, financial problems, warehouse design and videos.

Course Objectives
By the end of the course, participants will be able to:
- Describe the strategic role of warehouses in the supply chain
- Profile and optimize warehousing activities
- Identify different warehousing configurations and value adding activities
- Develop key performance indicators and benchmark warehouse performance
- Outline the cost and revenue aspects of warehousing
- Recognize sustainable warehousing techniques and practices

Course Outline

The strategic role of warehousing
- Supply chain overview
- The role of warehouses
- Types of warehouses
  - Private warehousing
  - Public warehousing
  - Contract warehousing
- Fundamentals of warehouse operations
- Warehouse organizations and job descriptions

Warehouse activity profiling
- Customer order profiling
- Item activity profiling
- Inventory profiling
- Activity relationship profiling
- Warehousing equipment and tools
  - Forklifts
  - Cranes
  - Conveyors
  - Tow lines
  - Carousels
- Automatic Identification and Data Capture (AIDC)
  - Bar coding
  - Radio Frequency Identification (RFID)
  - Optical Character Recognition (OCR)
  - Magnetic stripes
  - Bio metrics

Warehouse configuration and value adding activities
- Warehousing echelons

Managing warehouse performance
- Warehousing KPIs
- Benchmarking warehousing operations
- Warehouse performance gap identification
- Continuous improvement in operations

Warehouse cost calculations
- Capital costs
- Operating costs
- Handling and storage costs
- Investment analysis

Sustainable warehousing operations
- Lean warehousing
- Sustainability competencies
- The triple bottom line
- Designing-for-the-supply chain
- Designing-for-the-environment
Certificate in Supply Chain and Logistics Management

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Supply chain and logistics management have been among the fastest evolving business disciplines over the past 2 decades. The continuous arrival of innovative concepts and techniques into the mainstream has resulted in a non-stop journey of learning and development for professionals in supply chain and logistics. This course covers the latest quintessential practices in forecasting, planning, procurement, transportation, warehousing and logistics. It also covers the SCOR Framework for continuous performance improvement across the supply chain.

Target Audience
Supply chain and logistics professionals, in particular those at operational, supervisory and management level. The course is ideal for those seeking to complement their supply chain and logistics experience with the latest theoretical knowledge in preparation for assuming a higher position.

Target Competencies
- Supply chain management
- Logistics
- Forecasting and materials planning
- Transportation
- Warehousing
- Reverse logistics
- Sustainable operations

Course Methodology
This course leverages a variety of learning tools, including exercises, case studies and videos.

Course Objectives
By the end of the course, participants will be able to:
- Recognize trends and modern practices in supply chain and logistics management
- Practice forecasting and inventory optimization techniques
- Appraise item categories and formulate appropriate sourcing strategies
- Describe the role and objectives of transportation management in logistics
- Use value adding warehousing techniques
- Apply Supply Chain Operations Reference (SCOR) framework for management of supply chain performance

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c289

Course Outline

Modern supply chain and logistics trends
- Supply chain overview
- Role of logistics
- Sustainability in supply chains and logistics
- Supply chain configuration
- 3PL concepts
- 4PL concepts

Materials forecasting and inventory planning
- Qualitative forecasting theories
  - Forecasting panels
  - Thought leaders
  - Delphi technique
- Quantitative forecasting techniques
  - Seasonal demand forecasting
  - Moving average
  - Weighted moving average
  - Exponential smoothing
  - Forecasting error
  - Identifying bias
- Determining economic order quantities
- Determining reorder points
- Replenishment strategies
  - Make-to-stock
  - Make-to-order
  - Assemble-to-order

Procurement and go-to-market strategies
- Role of procurement
- Procurement process flows
- Sourcing strategies
- Vendor management
- Partnerships and alliances

Role of transportation and shipping in logistics
- Definition of fleet management
- Objectives and costs of fleet management
- Transportation modes
- Optimized routing and cubing
- Incoterms for international commerce

Role of warehousing in logistics
- Warehousing network design
- Configuration of warehousing space
- Value adding activities
  - Stockpiling, spot stocking and assortments
  - Cross docking, break bulking and consolidation
  - Mixing, postponement and assembly-to-order
- Warehousing equipment and tools
- Reverse logistics

Supply Chain Operations Reference (SCOR) framework for performance management
- SCOR framework overview
- Identifying level 1, 2 and 3 SCOR metrics
- Customizing level 4 SCOR metrics
- Setting performance targets
- Continuous performance improvement
Certified Purchasing Manager

5-day course in English. Fees: US$ 5,200 (one extra free seat for every 2 paid participants)

Why Attend
Purchasing is at the heart of the supply chain function. The purchasing department can spend up to 70% of the company’s money. This will require a proper spending of this money. In this course, we will explore the strategic role of the purchasing function and how this department can contribute to the entire organization. Supplier evaluation and negotiation will be discussed to maximize the contribution of the purchasing department. Furthermore, the latest innovative techniques will be explored so that there will be continuous improvement at the purchasing department.

Target Audience
Senior buyers, purchasing supervisors, purchasing managers and other material management personnel.

Target Competencies
- Purchasing innovation and creativity
- Negotiation planning
- Evaluating suppliers
- Training buyers
- Writing KPIs
- Market analysis and trends

Course Methodology
This course uses a variety of interactive training methods such as: case studies, team exercises, individual exercises, and questionnaires.

Course Objectives
By the end of the course, participants will be able to:
- Identify the important organizational role of the purchasing department
- Use proper negotiation techniques with suppliers
- Evaluate the performance of the department at the macro level
- Decide how to choose the best supplier for their operations
- Apply the latest innovative purchasing techniques

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c126

Course Outline

Role of purchasing management
- Total value analysis
- Linking the purchasing function with the organization’s strategy
- Optimizing purchasing productivity
- Proper buying of materials
- Proper buying of services
- Proper buying of capital equipment
- Speeding up the production of the final product
- Linking the purchasing function with the other supply chain functions

Negotiating with suppliers
- Qualities of a successful negotiator
- Proper planning strategies
- Preparing the right list of questions
- Things to do before the negotiation
- Things to do during the negotiation
- Things to do after the negotiation
- The right time to negotiate with suppliers
- The number of suppliers to negotiate with
- Choosing the right supplier

Managing and evaluating the department performance
- Centralization versus decentralization
- Advantages of centralized purchasing
- Advantages of decentralized purchasing
- Reasons for departmental performance appraisal
- Creating a strong purchasing team
- Distributing the correct workload among the buyers
- Increasing the efficiency of the buyers
- Increasing the team spirit within the department
- Designing and conducting user surveys

Training the purchasing staff
- Technical training on purchased items to increase productivity
- The number of training hours per year
- Visiting the supplier plant as a training tool
- Visiting the supplier warehouse as a training tool
- Commodity rotation as a training tool
- Continuous professional development
- Training on ethical behavior

Kaizen and continuous improvement in purchasing
- Innovative purchasing methods
- Implementing new creative purchasing ideas
- Improvement initiatives
- Monitoring global market conditions
- Updating purchasing KPIs
- The right number of purchasing KPIs
- Adding value to the total organization
Developing Purchasing Policies, Processes and SLAs

6-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Purchasing policies, processes and SLAs guide the activities of purchasing professionals and their business partners, and provide a functional and moral compass. To ensure effectiveness, these documents must be aligned with the strategic intent and the broader environment of the organization. They must also be written using an appropriate language level and style. In this course, we will demonstrate how to develop such policies, process flowcharts and SLAs in a simple, specific and appropriate style that meets the requirements of a modern organization. We will also illustrate how performance against processes and SLAs can be measured and analyzed for continuous improvement.

Target Audience
Purchasing and supply chain management professionals at all levels of the organization, as well as other company personnel involved in the purchasing process.

Target Competencies
- Procurement management
- Policy development
- Processes design
- Process evaluation
- SLA development
- Business writing

Course Methodology
This course uses a highly interactive workshop setting involving activities to plan and draft policies. We will also be designing, mapping and evaluating processes as well as drafting SLAs.

Course Objectives
By the end of the course, participants will be able to:
- Outline the strategic role of purchasing in the organization
- Practice the latest business writing techniques suited for the development of policies, processes, procedures and Service Level Agreements (SLAs)
- Formulate policies to effectively govern the organization’s purchasing activities
- Design cross functional processes and procedures that optimize effort, cost, time, output and controls
- Develop SLAs that set smart rules of engagement between the purchasing department and the rest of the organization

Course Outline

The strategic role of purchasing
- Purchasing terms and definitions
- Evolution of purchasing into a strategic function
- Purchasing relationships within the organization
- Purchasing process
- Ethical principles governing purchasing function

Using an appropriate writing style
- Writing in an impersonal style
- Organizing paragraphs and sentences
- Writing applications
  > Simple language
  > Specific language
  > Positive language
- Using active verbs
- Applying easy and effective grammatical rules
- Gunning fog index for writing complexity

Writing purchasing policies
- Purchasing policies: what are they and why do we need them?
- Guidelines for writing purchasing policies
- Purchasing policy scope
- Policy contents and exclusions
- Developing purchasing policies - practical application

Designing purchasing processes and procedures
- Defining processes and procedures
- Considerations in developing processes and procedures
  > Process development
  > Artistic processes
  > Scientific processes
- Process hierarchy
  > Abstract processes
  > Strategic processes
  > Operational processes
- Measuring and improving process performance
- Rules governing the use of flowchart symbols
- Mapping your processes using swim lane flowcharts
- Writing detailed procedures to support process maps

Developing Service Level Agreements (SLAs)
- The role of SLAs
- Understanding departmental inter-dependencies
- Principles for developing SLAs that add real value
- Typical SLA table of contents
- Writing SLA practical applications
- Service level management
  > Internal SLAs
  > External SLAs
- Measuring the purchasing function performance against SLAs
Fundamentals of Purchasing
5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
What makes a successful buyer in this age? In this course, we will discuss all the tools and techniques required to become a successful buyer. We will also cover the basic principles of the purchasing function. Furthermore, we will explore how to establish a strong foundation for the purchasing function. The efficient buying of goods and services will be covered in details including the latest practices of purchasing. The total purchasing cycle will be discussed so that the final product will hit the market as fast as possible.

Target Audience
Junior buyers, buyers, purchasing department personnel and other personnel from other departments who need to understand the buying function.

Target Competencies
- Purchasing methods
- Supplier communication
- Writing purchase orders
- Logistics methods
- Sourcing of materials
- Negotiation

Course Methodology
This course uses a variety of interactive learning methods such as: group discussions, videos, team exercises, case studies and questionnaires.

Course Objectives
By the end of the course, participants will be able to:
- Apply the fundamentals and modern principles of the purchasing function
- Utilize the best practices in purchasing strategies and processes
- Use all the skills required to be an effective buyer
- Improve the efficiency of buying goods and services
- Select suppliers in a better way
- Determine transportation and packaging requirements
- Shorten total lead time to speed up the purchasing cycle

Course Outline
Introduction to Purchasing
- Definition of Purchasing
- Purchasing steps
- The role of the purchasing function
- Centralized versus decentralized purchasing

Buyer Roles and Responsibilities
- Specific duties of a buyer
- The right job description of a buyer
- Skills and qualities of a successful buyer
- Reactive versus creative buyer
- Limitation of authorities
- Adding value as a buyer

Purchasing Methods and Strategies
- Conventional purchase blanket orders
- Forward buying
- Outsourcing
- Stockless Buying
- Leasing
- E-procurement
- Evolution in strategies for purchasing

Purchasing Process
- Request for Information, Quotation and Proposal (RFI, RFQ, RFP)
- Purchase requisition
- Purchase order
- Total cost of ownership
- Local sourcing versus international sourcing
- Supplier selection
- Problems with suppliers
- Total purchasing cycle

Logistical Consideration
- Letter of Credit (LC)
- Carrier modes
- Carrier evaluation and selection
- Transportation documentations
- Incoterms
- Packaging
- Material disposal

Partnership and Negotiation
- Partnership with suppliers
- Partnership requirements
- Building good relationships with suppliers
- Negotiating with suppliers
- Qualities of negotiators
- Negotiation principles
- Strategies for negotiation

For sessions and venues, please visit: www.meirc.com/c127
Why Attend

International trade affects supply chains across all industries. The different methodologies and concepts within transport and logistics, as well as the intricacies of quotations, agreements and calculations can have serious impacts on any organization’s supply chain. This course explores trends in international trade and logistics, various modes of transport and their key differences, supply chain strategies, as well as freight rate terms and calculations.

Course Methodology

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

Course Objectives

By the end of the course, participants will be able to:
- Understand transport and logistics’ role in international trade
- Implement various trade control mechanisms and payment methods
- Evaluate the advantages and disadvantages of different modes of transport
- Explain frequently encountered phrases and terminology used by the logistics industry
- Develop alternative supply chain strategies
- Manage the roles and responsibilities of stakeholders
- Interpret and forecast freight rate quotations from 3rd party suppliers
- Calculate costs and produce their own freight rate quotations

Target Audience

Anyone working in the support functions of companies involved in international trade or logistics, who wish to achieve a greater understanding of international transport and logistics; individuals or teams from companies involved in the import or export of goods, such as suppliers, manufacturers, distributors or retailers; employees of logistics service providers, especially those employed in an international sales capacity; and management trainees seeking to improve their knowledge of international logistics and transport in order to progress their careers.

Target Competencies

- Logistic Control Mechanisms
- Logistic Terminology
- Supply Chain Strategies
- Forecasting Freight Rate Quotations
- Producing Freight Rate Quotations

Course Outline

Introduction to international trade
- Role of transport and logistics in international trade
- Globalization
- Market segmentation
- Controls on international trade
- Customs regimes
- Payment methods

Modes of transport
- Introduction to sea, air, rail and road transportation
- Modal characteristics and performance comparisons
- Intermodal transport
- Terminology and definitions
- Environmental issues
- Current practice and future trends

Logistics and the wider supply chain
- The role of warehousing
- Inventory control
- Storage and handling techniques
- Packing
- Value-added services
- Supply chain strategies
- Competitive advantage

Key Issues in international trade and logistics
- Roles and responsibilities
- Outsourcing
- Legislation and regulation
- Documentation
- KPIs and performance measurement
- Risk management
- The role of Information and Communication Technologies (ICT) in international trade and logistics

Freight rate quotations and calculations
- Interpretation of 3rd party freight rate quotations (buying)
- Determination of costs and calculation of own freight rates (selling)
- Incoterms
- Clauses
- Abbreviations
- Terminology
- Surcharges
- Weight/measure/unit rate structures

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c348
Inventory Planning and Stock Control

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Inventory planning and stock control is a critical process within Supply Chain Management (SCM) which ensures continuity of supply of the inventory at the lowest cost. Effective inventory planning will help the SCM team improve the accuracy of forecasts, ensure enough inventory levels at all times, and enhance profitability by optimizing the expenses. The control side of this process is to ensure that plans are being met and to take the necessary actions when otherwise. Demand planners are the behind the scenes professionals who are entrusted with this mega load. When they do their job right no one recognizes them, however, they will be noticed quickly when they fail to deliver given the negative impact this will have on customer service and the bottom line.

In this course, many inventory planning theories, models and best practices will be discussed which when properly implemented will assist the participants deal with various future scenarios to ensure continuous flow of the inventory at the least possible cost.

Target Audience
Those involved in inventory (materials) planning and stock control at the operational and supervisory levels. Also, those working in other functions of materials management (purchasing, stores, distribution) who need to understand the mechanics of inventory planning and stock control.

Target Competencies
- Planning and logistics theory and practices
- Planning and logistics work processes
- Inventory management
- Assessment and planning of requirements
- Demand planning
- Warehouse management
- Performance management

Course Outline

Introduction to Inventory Management
- Objectives of inventory planning and stock control
- Reasons to hold inventory
- Inventory information system considerations
- Inventory push vs. pull systems
- Identifying inventory costs
- Customer service in inventory management

Description and Classification of Inventory
- Types of inventory
- The inventory ABC classification ranking model
- Uses of the ABC ranking
- Materials specifications and cataloguing

Forecasting Demand and Lead Time
- The inventory order cycle
- Dependent versus independent demand
- Factors affecting demand
- Factors impacting demand forecast accuracy
- Demand patterns
- Time series forecasting methods:
  - Seasonal demand
  - Moving average
  - Exponential smoothing
- Measuring the accuracy of the forecast
- Setting lead time and methods to control it

Inventory Systems
- Elements of inventory holding and ordering costs
- The Economic Order Quantity (EOQ) model
- Dealing with quantity discounts
- Objectives of safety stocks
- Setting safety stocks
- Determining the Reorder Point (ROP)

Counting and Controlling Inventory
- Importance of accurate inventory records
- Warehousing functions
- Causes of inaccurate inventory records
- Requirements for accurate inventory records
- Reporting record accuracy
- Periodic and cycle counting

Reducing Inventory Investment
- The importance of JIT or pull theory in inventory management to reduce total cost
- Identification of surplus
- Disposal options of excess inventory
- JIT methods
- JIT requirements
- JIT risks

Measuring Inventory Management Performance
- Importance of tracking the effectiveness of the inventory planning and control function
- Reasons behind poor inventory management performance
- Setting inventory KPIs and targets
- Examples of KPIs used in the inventory planning and control function
- Qualities of the inventory specialist

For sessions and venues, please visit: www.meirc.com/c96
Leading and Managing Vendor Relations

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
In business, relations and profitability go hand in hand. Having the right vendors on board and, more importantly, achieving the ideal relationship level with each, can spell the difference between good and great performance levels. In this course, we describe the spectrum of business relationships and discuss how vendor profiles can be developed to improve each. We then list the different Go-to-Market strategies and discuss how each can be used to integrate vendor relations. Finally, we highlight the leadership and communication skills that are necessary to leverage the full extent of vendor relations.

Course Methodology
This course uses a variety of exercises, case studies, questionnaires and videos.

Course Objectives
By the end of the course, participants will be able to:
- Evaluate vendor profiles for fit with organizational needs and direction
- Practice vendor integration techniques to support strategic purchasing objectives
- Manage vendor performance to ensure continuous improvement of offerings
- Apply winning Go-to-Market strategies to support internal capabilities
- Utilize essential soft skills to improve vendor relationship outcomes

Target Audience
Purchasing and supply chain professionals involved in supply management, vendor relations, sourcing, buying, expediting and vendor evaluation as well as personnel involved in the purchasing process.

Target Competencies
- Vendor selection
- Vendor integration
- Vendor performance management
- Sourcing strategies
- Leadership
- Communication
- Vendor selection
- Vendor integration
- Vendor performance management
- Sourcing strategies
- Leadership
- Communication

Course Outline

Vendor validation process
- Words of wisdom on managing vendor relationships
- Sources for gathering information
- Vendor status
- Prequalification questionnaires
- Vendor risk assessments
- Sustainable vendor relations
- Triple bottom line
  - Economic success
  - Social development
  - Environmental sustainability

Vendor development and integration
- Vendor development
- Vendor diversity programs
- Supplier certification
- Electronic Data Interchange (EDI)
- Partnering typologies

Managing vendor performance
- Vendor performance objectives
- Performance targets
- Continuous improvement initiatives
- Service level agreements

Go-to-Market strategies
- Purchasing strategy matrix

6 sourcing strategies
- Volume concentration
- Best price evaluation
- Global sourcing
- Product specification improvement
- Joint process improvement
- Relationship restructuring
- Group buying and bulk pricing
- Just-in-Time (JIT) buying

Soft skills and vendor relations etiquette
- Effective communication as a pillar for success
- Application of leadership and management skills in vendor relations
- Cialdini’s 6 powerful persuasion techniques
  - Reciprocation
  - Authority
  - Social proof
  - Commitment
  - Liking
  - Scarcity
- Vendor relations etiquette
- Communicating with foreign vendors

For sessions and venues, please visit: www.meirc.com/c50
LOGISTICS MANAGEMENT

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Among supply chain management leaders, effective logistics management is a key focus. It not only has a significant impact on an organization, but can give that organization a competitive advantage as well. In an interactive setting, this course demonstrates strategic approaches to logistics management, as well as how effective logistics management coordinates transport, warehousing and inventory management.

Target Audience
Anyone managing logistics services and would like to explore how to develop a world-class logistics operation. Whether new to the profession or timeserved at a senior level, the participants will benefit from a course which explores the essential elements of logistics management, the current challenges and modern advancements.

Target Competencies
- Supply Chain Management
- Customer Value
- Warehouse Design
- Warehouse Operation
- Inventory Management Functions

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

Course Objectives
By the end of the course, participants will be able to:
- Apply the core concepts of supply chain management
- Understand the role of logistics in the supply chain
- Deliver customer value
- Manage the transportation function effectively
- Apply the principle of warehouse design and operation
- Develop an effective inventory management function

Course Outline

**Best Practice in Supply Chain Management**
- The changing competitive environment
- Strategic activity
- Tactical aspects
- Operational considerations
- Materials management in the supply chain

**Strategic Approach to Logistics Management**
- The mission of logistics management
- Logistics performance
- Logistics and customer value
- The cost of logistics

**Transport Management**
- Efficient and effective transportation
- Storage of goods including services
- Point of origin to point of consumption
- Conforming to customer requirements
- Inbound, outbound, internal, and external movements

**Warehousing Operations**
- Objectives and scope of warehouse operations
- The changing role of the warehouse manager
- Warehouse operations and the value chain
- Supply network optimization
- Customer service and total distribution cost concept
- Characteristics of effective and efficient warehouse operations
- Design layout and process design
- The lean warehouse
- The role of technology

**Inventory Management**
- Definitions of materials management, supply chain management, inventory management
- Importance of stock valuation and stock control using ABC analysis
- Inventory and costs
- Inventory policies using re-order point systems, economic order quantities, independent demand
- Systems for dependent demand
- Inventory management techniques and securing reductions in inventory
- Valuation of stock, such as LIFO, FIFO and standard costing

**The Supply Chain of the Future**
- Emerging trends
- The vision for the future
- Next steps
Materials and Supply Chain Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Supply Chain Management (SCM) has been consistently cited as one of the most critical processes in any operational company. The impact that SCM has on business is major given that SCM improves customer service and the bottom line. However, SCM is not an easy job given the dynamic nature of the many uncertainties involved. This has necessitated many companies to upgrade the skills of their SCM employees so those companies can capitalize on the untapped opportunities within the organization where SCM can make a difference. In this course, many SCM best practices will be discussed, and the solutions provided will help the participants deal with various scenarios to ensure the continuous flow of material at the least possible cost.

Target Audience
Those involved in any or all functions of materials and supply chain management (inventory, warehousing, purchasing and transportation) who are concerned with providing acceptable customer or user service at a minimum cost; also, for anyone who needs to know more about the role of materials management.

Target Competencies
- Planning and logistics theory and practices
- Planning and logistics work processes
- Assessment and planning of requirements
- Demand planning
- Procurement
- Warehouse management
- Logistics and transportation management

Course Methodology
The course uses a mix of interactive and hands-on techniques. Beside the brief presentations by the consultant and the participants, there will be many individual and group exercises. The activities are all work related where participants need to calculate or draw the optimal solutions for different scenarios after understanding the process.

Course Objectives
By the end of the course, participants will be able to:
- Describe the objectives and functions of materials and supply chain management (stock control, purchasing, stores and physical distribution) and explain how they relate to each other
- Categorize stock items based on the ABC classification model
- Calculate future demand for different stock items
- Identify Reorder Points (ROP), Economic Order Quantity (EOQ) and safety Stocks (SS) for different stock items
- Apply the basic purchasing processes and use Incoterms appropriately
- Identify best practices in warehouses to maintain accurate inventory records
- List the various transportation functions and costs

For sessions and venues, please visit: www.meirc.com/c97

Course Outline

Definitions of materials management
- Materials management scope
- The functions and objectives of materials management
- Types of inventory
- The importance of customer service in materials and supply chain
- Problems in materials management
- Computerized materials management applications

Inventory planning and stock control
- Inventory systems
- The ABC classification
- Application of the ABC classification

Forecasting and planning in materials management
- Typical demand trends
- Forecasting objectives
- Different forecasting models
- Qualitative forecasting
- Quantitative forecasting
- Evaluation of forecasts

Materials planning and control
- Inventory costs
- The Economic Order Quantity (EOQ) model
- How to deal with constrained quantity discount schemes
- The importance of controlling lead time
- The maximum/minimum system
- Setting the Reorder Points (ROP)
- Setting Safety Stocks (SS)

The purchasing function
- Basic purchasing process
- Skills of a purchasing professional
- Factors to consider when selecting suppliers
- Suppliers evaluation
- Changing trends in procurement
- Definition and application of Incoterms
- Negotiating with suppliers

The warehousing function
- Warehousing objectives
- Inventory record accuracy requirements
- Calculating record accuracy
- Periodic cycle counting
- How to improve record accuracy

The transport function
- Fleet and transport objectives
- Methods of transport
- Responsibilities of traffic
- Transport expenses
- Cost reduction opportunities
- Routing and cubing
Negotiation Strategies for Better Purchasing Value

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

**Why Attend**

One of the most important and required skills for a purchasing professional these days is negotiation. In this course, we will explore the various modern methods for negotiation from a purchasing perspective. We will cover in detail the various negotiation strategies required to meet the purchasing needs of the organization. The strong and weak points of the buyer along with the strong and weak points of the supplier will be explored. We will also discover the appropriate negotiation style for each situation, and which of these situations is a complex situation that will require careful attention.

**Target Audience**

Buyers, senior buyers, purchasing supervisors, purchasing managers and all other company personnel who are involved in the buying process.

**Target Competencies**

- Strategic negotiation
- Planning skills
- Executing skills
- Dealing with difficult suppliers
- Communicating with suppliers
- Implementation skills

**Course Methodology**

This course uses a variety of interactive training methods such as role playing, videos, team exercises, group discussions and questionnaires.

**Course Objectives**

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

- Develop effective negotiation strategies to meet the purchasing needs of the organization
- Implement those strategies to maximize purchasing value
- Discover the appropriate negotiation style for each situation
- Handle and deal with complex negotiation situations
- Identify supplier strong points and buyer strong points

For sessions and venues, please visit: www.meirc.com/c128

**Course Outline**

**Preparation strategies**

- Developing buyer needs and requirements
- Understanding the buyer position
- Understanding the supplier position
- The number of suppliers in the market
- Economic analysis of the market
- Forming a pre-negotiation checklist
- Forming the negotiation strategy
- Forming the purchasing negotiation team
- Proper planning and preparation

**Implementing the negotiation strategy**

- Making the purchasing plan operational
- The best time to negotiate
- Time is power in purchasing and negotiation
- Information is power in purchasing and negotiation
- The other types of power in negotiation
- The best place to negotiate
- Understanding supplier expectations
- The 80/20 rule of negotiation

**Developing a negotiating style**

- Attributes of a good negotiator
- Developing those attributes by the buyer
- Expressing your purchasing needs effectively
- Knowing your products and commodities
- Knowing the supplier products and services
- Active listening techniques
- Types of questioning styles
- Preparing the right list of questions

**Dealing with complex negotiations**

- Sole source suppliers
- Single source suppliers
- Win/Win meets Win/Lose
- Win/Win meets Lose/Lose
- Backdoor buying tactics
- Raging emotions during a negotiation
- Friends as suppliers
- Ethical behavior and negotiation

**Preparing and conducting individual and team negotiations**

- Practical role plays
- Playing the role of the buyer
- Playing the role of the supplier
- Playing the role of the evaluator
- Supplier strong points
- Buyer strong points
- Being aware of supplier hidden tactics and tricks
Procurement Planning and Bid Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Planning is both the most critical and the most challenging phase of any procurement operation. It provides direction towards how the function intends to secure the supply security for the organization. When it comes to bid management, a sound procurement plan will help balance the often conflicting goals of generating savings and satisfying internal customers. In this course, we provide a through explanation of the right an approach for the planning of procurement objectives and initiatives. We also delve into the different qualitative and quantitative forecasting techniques as they relate to inventory planning. Finally, we demonstrate how different vendor integration strategies can be applied to help sustain operations and projects.

Target Audience
Purchasing and supply chain professionals at all levels of the organization involved in planning, sourcing, buying and bid selection activities, as well as personnel who are involved in the purchasing process.

Target Competencies
- Procurement planning
- Business analysis
- Structured thinking
- Business forecasting
- Inventory planning
- Performance evaluation

Course Methodology
This course uses a variety of exercises, case studies and videos.

Course Objectives
By the end of the course, participants will be able to:
- Write strategic procurement objectives and initiatives to support long term direction
- Arrange spend items into categories that support planning of Go-to-Market strategies
- Apply demand forecasting techniques to improve planning of procurement activities
- Generate vendor integration strategies to ensure supply security
- Evaluate vendor bids in a scientific manner to support selection decision making

Course Outline

Strategic procurement planning
- Setting procurement mission and objectives
- Selection of improvement initiatives
  - Structure
  - Systems
  - Workstreams
  - Culture
- Performance measures and targets
- Communication of procurement plan
- Stakeholder engagement

Spend category planning
- Spend category profiling
- Spend impact analysis
  - Financial impact
  - Vendor segmentation
- Market risk analysis
  - Value chain analysis
  - SWOT analysis
  - Porter’s 5 forces
  - Risk heat maps
  - Vendor risk scores
- Category report consolidation

Forecasting and demand planning
- The soft side of forecasting
  - Tetlock’s foxes and hedgehogs
  - Taleb’s black swan
- Principles of demand planning
- Quantitative forecasting techniques
- Qualitative forecasting techniques

Vendor integration
- Vendor prequalification process
- Vendor prequalification criteria
  - Legal criteria
  - Financial criteria
  - Technical criteria
  - Staff criteria
  - HSE criteria
- Service Level Agreements (SLAs)
- Strategic partnering
- Supplier diversity programs

Bid evaluation and selection
- Bid management process
- Bid evaluation criteria
- Scoring systems and protocols
- Selection and award
- Total Cost of Ownership (TCO) for complex purchases

For sessions and venues, please visit: www.meirc.com/c53
Why Attend
The overall aim of this course is to provide participants with the knowledge, skills and techniques needed to perform all the essential tasks in a production environment. The course includes important concepts such as forecasting demand, capacity planning, determining requirements and scheduling. Participants in this interactive course will learn all the critical processes, formulas and calculations required to manage production systems effectively and enable them to make the optimum decisions for their environments.

Target Audience
Professionals involved in the following functions: production, operations, inventory planning, purchasing, procurement and supply chain management.

Target Competencies
- Forecasting
- Strategy planning
- Decision making
- Scheduling
- Inventory management
- Production management
- Material requirement planning
- Performance measurements

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

Course Objectives
By the end of the course, participants will be able to:
- Construct a framework for production planning and demonstrate how it fits within a supply chain context
- Create forecasts for the expected demand on an aggregate level and use them as a basis for all future planning and scheduling
- Estimate and control capacity requirements and utilization
- Assemble and manage sales and operations plans using time phased grids
- Identify optimum inventory and production quantities
- Explain where the material requirements planning system fits in the overall production planning framework and how it is used
- Develop performance measurement indicators for a production system

Course Outline

Production Planning and Control (PPC)
- Defining production planning and control
- Areas of influence on PPC
- A framework for a PPC system
- PPC systems activities
- Productivity in production environment

Demand management
- Demand management in PPC systems
- Independent and dependent demand
- Impact of PPC environment on demand management:
  - The Make-to-Stock
  - The Assemble-to-Order
  - The Make-to-Order
- Forecasting framework
- Forecasting techniques
- Evaluating forecasts

Capacity planning
- Measuring capacity
- Capacity utilization
- Calculating capacity requirements
- Cost volume analysis
- Break even analysis
- Decision tree

Sales and Operations Planning (S&OP)
- S&OP fundamentals
- S&OP displays
- Time phased planning
- Modifying the S&OP
- The basic trade-offs in S&OP
- Evaluating alternative plans

Inventory management
- Types of inventory
- Inventory costs
- Economic order quantity model
- Inventory order cycle
- Reorder point
- Economic production quantity
- Multi criteria ABC analysis

Requirements planning and scheduling
- Master production scheduling activities
- Master production scheduling techniques:
  - The time phased record
  - Available to promise
- Material Requirements Planning (MRP)
- Bill of material
- MRP processing
- The basic MRP record
- Material planning for:
  - Lot-for-Lot
  - Different lot sizes

Performance measurement
- Key performance indicators
- Benchmarking and standards
- Measuring performance
- Improving current production system
Purchasing Management and Cost Saving Techniques

5-day course in English or Arabic. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Managing the purchasing department of the 21st Century is not an easy task at all. Today’s global economy makes the purchasing function more and more complicated. In this course, we will explore how to manage the various suppliers that are located thousands and thousands of kilometers from your plant while achieving real cost savings instead of funny money. Furthermore, we will discover how the purchasing department fits in the total function of the supply chain operations. Lastly, we will cover how the purchasing department should be managed properly to achieve all of its KPIs.

Target Audience
Senior buyers, purchasing supervisors, purchasing managers and other managers who need to understand purchasing management.

Target Competencies
- Strategic purchasing management
- Item value analysis
- Departmental management
- Negotiation
- Purchasing ethics

Course Methodology
This course uses a mixture of interactive learning tools such as round table discussions, role playing, case studies, individual and team exercises.

Course Objectives
By the end of the course, participants will be able to:
- Define the strategic role of the purchasing department
- Perform accurate supplier evaluation
- Develop effective negotiation strategies with all suppliers
- Identify the importance of value analysis to purchasing
- Evaluate the performance of the department using proper Key Performance Indicators (KPIs)
- Improve the efficiency of the purchasing department

Course Outline

The strategic function of purchasing
- The link of the purchasing function with the organizational strategy
- Creating a purchasing mission statement
- Matching the purchasing mission with the company’s mission
- Writing the department objectives
- Balancing quality, service and price
- Things purchasing should strive for
- Type O purchasing manager
- Type S purchasing manager

Supplier evaluation and negotiation
- Negotiating with suppliers
- Power in negotiation
- Planning for negotiation
- The 13 powers of negotiation
- Achieving the right agreements with suppliers
- Factors used to evaluate suppliers on total performance
- Ways of promoting good supplier relations
- Creating suppliers as good partners
- Choosing the right suppliers

Value analysis
- 16 key strategic questions to ask
- Applying the 16 strategic questions
- How these 16 questions will reduce total cost
- Optimizing purchasing productivity

For sessions and venues, please visit: www.meirc.com/c129
Stock Management, Forecasting and Demand Planning: 
Tools and Techniques

3-day course in English. Fees: US$ 3,500 (one extra free seat for every 2 paid participants)

Why Attend
Demand planning and stock control will help Supply Chain Management (SCM) improve the accuracy of forecasts, ensure enough inventory levels at all times and enhance profitability by optimizing expenses. When demand planning and stock control are properly executed, shortages of what is needed and extra stocks will be a story of the past.

Demand planners are the “behind the scenes” professionals who are entrusted with this task. Their job is not a straightforward one given the dynamic nature of the scope and its many uncertainties. However, when executed right, the companies involved can capitalize on the many untapped opportunities where SCM can make a difference.

In this course, many demand planning theories, models and best practices will be discussed. When properly implemented they will assist participants deal with various future scenarios to ensure a continuous flow of inventory at the least possible cost.

Course Methodology
This course uses a mix of interactive and hands-on techniques. Beside brief presentations by the consultant and the participants, there will be many individual and group exercises. The exercises are all work related where participants need to calculate or draw the optimal solutions after understanding the process.

Course Objectives
By the end of the course, participants will be able to:
- State the objectives of stock management and list their impact on cost and customer service
- Prepare proper classification of stock and use best practices for item specification and cataloguing
- Use scientific forecasting techniques to predict demand and better manage lead times
- Differentiate and categorize stock cost elements
- Compute the optimum ordering quantity and determine safety stocks and reorder points

Target Audience
Those involved in inventory (materials) planning and stock control at the operational and supervisory levels. Also, those working in other functions of materials management (purchasing, stores, and distribution) who need to understand the mechanics of inventory planning and stock control.

Target Competencies
- Planning and logistics theory and practices
- Planning and logistics work processes
- Inventory management
- Assessment and planning of requirements
- Demand forecasting and planning
- Inventory cost elements
- Cost of item
- Purchasing cost
- Carrying or holding cost
- Stock-out cost
- The Economic Order Quantity (EOQ) model
- Dealing with quantity discounts
- Objectives of safety stocks
- Setting safety stocks
- Determining the Reorder Point (ROP)

Course Outline

Introduction to stock management
- Supply Chain Management (SCM) scope
- Functions and objectives of Supply Chain Management
- Objectives of inventory planning and stock control
- Reasons to hold inventory
- Inventory information system considerations
- Inventory push versus pull systems
- Identifying inventory costs
- Customer service in inventory management

Description and classification of inventory
- Types of inventory
- The inventory ABC classification ranking model
- Uses of the ABC ranking

Forecasting demand and lead time
- The inventory order cycle
- Dependent versus independent demand
- Factors affecting demand
- Factors impacting demand forecast accuracy
- Demand patterns
- Time series forecasting methods:
  - Seasonal demand
  - Moving average
  - Exponential smoothing
- Measuring the accuracy of the forecast
- Setting lead time and methods to control it

Inventory costs
- Inventory cost elements
  - Cost of item
  - Purchasing cost
  - Carrying or holding cost
  - Stock-out cost

Inventory systems
- The Economic Order Quantity (EOQ) model
- Dealing with quantity discounts
- Objectives of safety stocks
- Setting safety stocks
- Determining the Reorder Point (ROP)
Strategic Sourcing: 7 Steps for Better Procurement Value

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
The procurement department is often viewed and managed as an administrative function, with sourcing activities executed at arms length. Strategic sourcing addresses this issue by providing a strategic approach towards optimizing and continuously improving sourcing activities using a proven 7-step methodology. In this course, we describe the steps entailed in the strategic sourcing process. We outline an approach for developing product categories via an analysis of an organization's spend. We then discover 6 Go-to-Market strategies and describe how each can be matched with different product categories. Finally, we identify the appropriate Key Performance Indicators (KPIs) required for the continuous improvement of sourcing activities.

Target Audience
Purchasing and supply chain professionals at all levels of the organization, as well as other company personnel who are involved in the purchasing process.

Target Competencies
- Vendor integration
- Vendor performance management
- Sourcing strategies
- Market analysis
- Strategic thinking
- Continuous performance improvement

Course Outline

Analysis of spend groups
- Recognizing strategic role of procurement
- Strategic sourcing in supply chain context
- 7 steps to strategic sourcing
- Analyzing spend categories
  - Profiling spend categories
  - Analyzing financial impact
  - Assessing market risks
- Consolidating category reports
- Operating the strategic sourcing toolkit
- Applying Total Cost of Ownership (TCO)
- Segmentation and analysis of suppliers

Sourcing strategies
- Mapping spend categories using purchasing strategy matrix
  - Routine items
  - Bottleneck items
  - Leverage items
  - Strategic items
- Managing balance of power in buyer-supplier relations
- 6 sourcing strategies
  - Volume concentration
  - Best price evaluation
  - Global sourcing
  - Product specification improvement

Course Methodology
This course uses a variety of exercises, case studies, questionnaires and videos.

Course Objectives
By the end of the course, participants will be able to:
- Analyze internal spend and supply market dynamics to provide a foundation for a strategic sourcing plan
- Apply different sourcing strategies to optimize savings and ensure supply security
- Implement different purchasing methods to streamline procurement operations
- Utilize negotiation techniques and supplier integration methods for sustainable supplier relations
- Measure and analyze performance of procurement process for continuous improvement outcome

For sessions and venues, please visit: www.meirc.com/c51

Training & Consulting
Successful Fleet and Transport Management

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend
Transportation activities can account for over 70% of an organization’s supply chain costs. Thus, it is vital that an organization gets the transportation function right, whether its ambition is to meet personnel mobility needs or to execute the delivery of goods and materials. In this course, we will examine the transportation function in a holistic manner. We start by outlining the requirements of successful fleet maintenance programs and workshops. We then describe the components of stringent fleet and driver safety programs and experiment with different capital budgeting and distribution routing techniques. We conclude with a thorough explanation of key fleet performance measures.

Target Audience
Fleet managers and coordinators, maintenance managers and supervisors, transportation planners, fleet safety managers and operations managers.

Target Competencies
- Fleet management
- Fleet maintenance
- Transportation safety
- Capital budgeting
- Distribution routing
- Performance management

Course Methodology
This course uses a variety of exercises and case studies. It also leverages a series of videos portraying the latest transportation management systems.

Course Objectives
By the end of the course, participants will be able to:
- State the objectives of fleet management and the role of the fleet manager
- Implement a fleet preventive maintenance program
- Determine requirements for efficient workshops
- Create fleet safety and driver selection programs
- Use capital budgeting techniques to perform vehicle replacement analysis
- Optimize distribution vehicle routes
- Write Key Performance Indicators (KPIs) and measure performance of the fleet

Course Outline

Introduction to fleet management
- Definition of fleet management
- Objectives of fleet management
- Costs associated with fleet management
- Maximizing customer service
- Fleet manager profile

Fleet maintenance management
- Roles and responsibilities in maintenance
- Benefits of preventive maintenance inspections
- Scope of preventive maintenance programs
- Unscheduled maintenance
- Road calls
- Tire selection and management
- Parts and supply management
- Vendor versus in-house maintenance

Workshop management
- Workshop layout
- Workshop tools
- Computing workshop productivity
- Facility requirements
- Bay space layout

Fleet safety management
- Elements of a safety program
- Reasons for accident prevention

Vehicle selection and replacement
- Vehicle selection criteria
- Own or contract analysis
- Vehicle replacement analysis
- Capital budgeting techniques

Transportation and distribution planning
- Transportation fundamentals and optimization
- Factors affecting transportation decisions
- Network design options
- Routing of distribution vehicles

Measuring and improving fleet performance
- Fleet measurement system
- Transportation costs
- Cost ratios
- Transportation asset productivity
- Financial and quality indicators
- Cycle time indicators
- Measuring and improving fleet utilization

For sessions and venues, please visit: www.meirc.com/c52
Supply Chain Risk Management

Why Attend
Supply Chain Managers, Procurement and Sourcing Professionals manage a company's activities and spend with its suppliers, which can be a very significant element of a company's total turnover. In the modern day, a company's competitive advantage, in an environment of similar manufacturing capability in most industries, will be determined by maximizing its relationships and the diligent management of its forward and backwards facing supply chains. Added value and competitive advantage are found here, but are also lost here, with potential devastating repercussions. The ability to effectively manage risk in a supply chain is an absolute must in the skill set of any current supply chain professional. This course will equip and develop Procurement and Supply Chain professionals to be able to operate diligently and effectively with their supply base, mitigating any risks and maximizing all opportunities to gain competitive advantage in their market place.

Target Audience
Purchasing and supply chain professionals at all levels of the organization as well as other company personnel with an interest in supply chain risk management.

Target Competencies
- Supply chain management
- Supply chain risk management
- Supply chain quality management
- Supply chain ethics and legal management

Course Outline

Understanding the nature of risk in procurement and supply
- Terminology used in risk assessment and management
- Definition of risk, risk analysis, identification and assessment
- Risk management and strategy, mitigation and appetite
- Different types of risk
  - Strategic
  - Operational
  - Financial
  - Compliance
  - Environmental
  - Reputational
- Sources of risk, exposure and types of loss
  - Internal
  - External
- Analysis tools: Political, Economic, Sociological, Technological, Legal, Environmental (PESTLE); Porter’s 5 Forces; Strengths, Weaknesses, Opportunities, Threats (SWOT)

Risk management tools and techniques
- The use of segmentation and business tools to reduce supply chain vulnerability
- Introduction to the key tools and techniques
  - Brainstorming
  - Group matrix
- Pareto analysis
- Market segmentation
- Supplier preferencing tool
- Supplier segmentation
- Market management matrix
- Supply chain vulnerability and the use of process mapping
- Process mapping

Developing a risk management strategy and process
- Stakeholders and risk management
  - Definition of a stakeholder
  - Stakeholder analysis and management
- Sources of power and influence, internal and external
- Developing a risk management strategy
  - Corporate strategy
  - Risk appetite / strategic intent
- Roles and responsibilities
  - Culture, promotion of risk and risk awareness
- Formulating an effective risk management process
  - Mission, objectives and risk appetite
  - Risk management, methods of identification and impact
  - Risk assessment and evaluation
  - Risk treatment (4 Ts)
  - Risk mitigation, planning and reporting

Tactics and tools for risk management
- Evaluating problems of risk occurrence, the possible consequences and mitigating actions
- Probability of occurrence

Course Methodology
This course is highly interactive and includes group discussions, team exercises, case studies, individual and group presentations, videos and summative quizzes. All participants will have several opportunities to apply the advanced knowledge they gained and demonstrate their skills in Supply Chain Risk Management.

Course Objectives
By the end of the course, participants will be able to:
- Identify and assess the nature of risk and vulnerability in supply chains
- Recognize and utilize appropriate tools and techniques to deliver effective supply chain risk management
- Use segmentation and other business tools to reduce supply chain vulnerability
- Develop a comprehensive supply chain risk management strategy to mitigate risk using supply chain analysis and process mapping techniques
- Control risk in the supply chain on an on-going basis through the use of appropriate tools, techniques and processes

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

For sessions and venues, please visit: www.meirc.com/c316
Why Attend
What is a 360 degrees buyer? In this course, we will explore all the required tools to be a 360 degrees buyer where service, quality and total cost savings are achieved. The 21st Century buyer is much different than the 20th Century buyer, and we will highlight and discuss these important differences. The 360 degrees buyer will optimize the communication cycle between the purchasing department, end users and suppliers. The scientific method of ranking and rating the suppliers will be elaborated so participants can use it to choose the right suppliers for their business. Furthermore, the internal purchasing process will be explored to make it more efficient.

Target Audience
Buyers, intermediate buyers, senior buyers and all other interested personnel from purchasing and all the supply chain functions.

Target Competencies
- Purchasing
- Communication
- Coordination
- Negotiation
- Supplier evaluation
- Decision making

Course Methodology
This course uses a mixture of interactive learning tools such as: Round table discussions, questionnaires, case studies, team exercises and individual exercises.

Course Objectives
By the end of the course, participants will be able to:
- Identify the important duties and skills of the 21st century buyer
- Make the internal purchasing process more efficient
- Optimize the communication cycle between the buyer, end user and supplier
- Develop an effective negotiation style with suppliers
- Evaluate and rate suppliers for proper selection
- Decide when to buy or lease based on key purchasing factors

Successful candidates on this course will be awarded Meirc’s Professional Certificate (MPC).

For sessions and venues, please visit: www.meirc.com/c130

Course Outline

Duties of the modern buyer
- The buyer of the 21st century
- 360 degrees buyer
- Understanding the global economy
- Modern purchasing skills needed to control cost
- Specific duties and responsibilities of the successful buyer
- Increasing the productivity of the buyer
- The 7 rights of purchasing
- Creating a strong team of buyers

The efficient purchasing process
- Speeding up the internal process
- Minimizing paperwork
- The right sequential purchasing steps
- Balancing quality, service, price and fast delivery
- Knowing the technical aspects of your purchased items
- Knowing the financial aspects of your purchased items
- Understanding the needs of your end users

Optimizing the communication cycle
- Communicating better with suppliers
- Communicating better with end users
- Communicating better within the purchasing department
- The 6 components of communication
- Active listening techniques
- The power of persuasion
- Adding value as a modern buyer

Developing an effective negotiating style
- The 80/20 rule of negotiation
- The 6 Ps of the good negotiator
- Time is power in negotiation and purchasing
- Developing smart negotiation strategies
- The most important principles of negotiation
- Characteristics of modern negotiators

Evaluating and selecting suppliers
- Proper supplier selection
- Building good mutual relationships with suppliers
- Local versus international suppliers
- Supplier plant visits and audits
- Supplier warehouse visits and audits
- Dealing with monopolistic suppliers
- Single source versus sole source

Factors in a Buy/Lease decision
- Buying versus leasing
- The advantages of leasing
- The advantages of buying
- Calculating break even point between buying and leasing
Why Attend
Inventories can reach millions and millions of dollars. You need the right and a good warehouse to store, keep and protect all those millions of dollars. In this course, we will discuss the best and the latest methods to store and protect these high value inventories. Also, we will discuss the best characteristics of what makes a modern warehouse. Knowing what you have and how much you have are the keys to proper warehousing management. We will explore the various methods to achieve record accuracy and successful cycle counting. A scientific method of auditing the warehouse will be applied.

Target Audience
Those involved in warehousing (store) activities, both at the operational and supervisory levels. The course is also appropriate for anyone interested to know more about the interaction between warehousing and other materials management functions (purchasing, inventory control and distribution).

Target Competencies
- Warehouse operations
- Customer service
- Record accuracy
- Staff relations
- Safety management
- Auditing
- Material handling equipment checklist
- Improving the receiving/issuing material operations

Course Methodology
This course uses a mixture of interactive learning tools such as videos, questionnaires, case studies, team exercises and group discussions.

Course Objectives
By the end of the course, participants will be able to:
- Explain the challenges, objectives and functions of warehousing
- Perform ABC inventory classification and cycle counting and calculate record accuracy and discrepancies
- Identify the different types of storage and material handling systems
- Improve supervisory skills and deal more effectively with warehouse staff issues
- Develop better skills for housekeeping and safety within the warehouse
- Measure warehouse productivity using the right KPIs and conduct a scientific audit of the warehouse

For sessions and venues, please visit: www.meirc.com/c131
Scan > Follow > Interact

Your development. Our passion.
meirc.com
Women-Only Courses

Female professionals not only serve critical roles within many organizations across the region, but they also increasingly and successfully lead teams, functions, departments and organizations. To achieve their professional growth and aspirations, women proactively seek opportunities for professional training and development; and, as a result, are integral participants in many Meirc courses. Nevertheless, we have listened to our clients and understand that for some individuals, both customizing the topic and maximizing their comfort-level will lead to an enhanced experience and even stronger learning results.

Our aim is to offer female professionals the quality and interactive approach we have in all our courses, but through a customized training plan led by a female facilitator, and in an environment that enhances each participants' comfort to participate and to learn.
Administration and Office Management for Female Professionals

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

The roles of office professionals have evolved over recent years to include additional responsibilities and require advanced skills, such as the ability to tackle complex tasks, build relationships, deal with conflict and make difficult decisions. Office professionals must be emotionally intelligent leaders, be prepared to take risks, be creative, be team players, represent their managers and departments, and communicate effectively. This interactive, discussion-based course will give participants the opportunity to learn and develop these skills. Participants will return to their workplaces empowered and able to contribute even more effectively to the success of their organization.

This course, facilitated by a leading female trainer, has been developed specifically to benefit female office professionals and covers key topics to enable female professionals to thrive in their organizations.

Target Audience

This course is beneficial for female professional in an administrative or supporting role. This includes, but is not limited to: administrative assistants, office managers, executive PAs, executive secretaries, personal assistants, executive assistants, confidential secretaries, senior and junior secretaries and other administration-related office professionals.

Target Competencies

- Time Management
- Communication Skills
- Listening Skills
- Emotional Intelligence
- Presentation Skills
- Office Management
- Office Administration

Course Methodology

This highly interactive course includes trainer presentations, group activities, working in pairs, individual exercises, discussions, videos, games, reflection, quizzes and case studies. Participants will have the opportunity to discuss their own challenges and share good practice with each other.

Course Objectives

By the end of the course, participants will be able to:
- Take on independent or leadership roles, work in teams when needed, and interact confidently with peers, direct managers and executives
- Utilize excellent communication skills to be even more impactful in the workplace
- Structure their workload for optimal performance and results, using effective time management strategies
- Build effective relationships with direct managers by adapting to different working styles
- Manage conflict as well as understand and influence colleagues using Emotional Intelligence (EI)

Target Competencies

- Time Management
- Communication Skills
- Listening Skills
- Emotional Intelligence
- Presentation Skills
- Office Management
- Office Administration

Course Outline

Building on existing skills
- The role of an office professional in the 21st century
- Communication skills and techniques
- Confidence as a tool
- Assertiveness in the workplace
- Time management under pressure
- Organizational skills

Managing the workload
- Task planning and prioritization
- Understanding the business – the big picture
- Taking control of the workload
- Change management in the work environment
- Effective goal setting

Communicating effectively
- Active listening
- Effective business letter writing
- E-mail writing
- Minutes writing
- Note writing
- Report writing

Powerful presentation skills
- Creating presentations
- Winning the room
- Presentation styles

Managing relationships
- Image and perception management
- Effective working relationships
- Working styles – identify and adapt
- Having valuable meetings
- Being a team player
- How and when to delegate

Emotional intelligence
- Understanding and influencing behaviors
- Expressing needs and opinions with clarity
- Giving and receiving feedback
- Resolving conflict
- Utilizing empathy to achieve a common goal

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

Please note: This course is led by a female trainer and only open to female participants.

For sessions and venues, please visit: www.meirc.com/c323
## Communication and Presentation Skills for Female Professionals

### Why Attend
In this course, participants will understand the differences between communication styles and develop a "Win-Win mind-set" to make them effective in any circumstance. Using the four pillars of communication, participants will learn to determine what outcome they would like from any situation by influencing and persuading; they will build rapport with others, monitor their success, and be flexible to change. They will also understand common reasons for failures in communication and know what to do to resolve them. As part of being an effective communicator and influencer, it is essential to be able to present with confidence and professionalism. Through this course, participants will be given live coaching around their presentation style. They will be shown best practice on how to use their voice, body movements, and choice of wording. Through repetition, they will grow in confidence as one by one, the skills are layered. They will also be shown how to create a well-structured presentation and how to interact professionally with their visual aids, including PowerPoint. This course has been designed by a leading female trainer specifically to benefit female professionals, it covers key topics to enable female professionals to thrive in their organizations and become confident and effective communicators.

### Course Methodology
Various training methods will be used throughout the course: trainer input, group discussion, small group exercises, experiential learning, individual presentations and self-reflection. A highly interactive approach is used to encourage engagement. Throughout the course, participants will make a number of presentations to the rest of the group which will be filmed (for personal use only) and used for self-evaluation.

### Course Objectives
By the end of the course, participants will be able to:
- Utilize the four pillars of effective communication
- Control difficult conversations without feeling guilty
- Apply the win-win mind-set and become assertive
- Design and deliver an impactful, professional presentation
- Overcome anxiety when presenting
- Become a confident, professional communicator

### Target Audience
This course will benefit women who make presentations to colleagues in leadership positions, or who work in teams, and would like to become more influential in the workplace through improving their communication skills. This course is a necessity for women who wish to present in a professional manner, and in the workplace. Women who make presentations to colleagues in leadership positions, or who work in teams, and would like to become more influential in the workplace through improving their communication skills. This course is a necessity for women who wish to present in a professional manner.

### Target Competencies
- Oral Communication
- Conflict Resolution
- Controlling conversations
- Creating Presentations
- Presenting Skills

### Course Outline

#### The four pillars of effective communication
- Knowing your outcome
- Building rapport quickly and easily
- Sensory acuity and what it means
- Flexibility – being able to change if the communication is not going to plan
- The 3 channels of communication

#### Identifying preferred communication styles
- Identifying your own habits and preferred way of communicating
- Identifying the preferred style of others
- Understanding tension between the varying styles
- Knowing how to limit tension by flexing your style

#### Handling difficult conversations
- Using the ACHE model to diffuse tension
- Giving honest feedback
- Being prepared for typical responses to feedback

#### Identifying the win-win mind-set and understanding its importance for assertiveness
- Passive, assertive and aggressive behaviors
- Being assertive
- Exploring the Life Positions model

#### Designing a professional presentation
- The 5 key elements
- Problem: what problem?
- PowerPoint – Its uses and flaws
- Other methods of presenting

#### Delivering a presentation that has impact
- The 3 channels of communication and presenting
- Posture
- Legs and feet
- Arms and hands
- Gestures
- Delivering without notes or props
- Use of the voice
- Facial expressions
- The words used

#### Overcoming anxiety when presenting
- Planning and preparation
- Rehearsal
- Top tips for calming nerves
- Visualizing success

#### Powerful communication skills
- Understanding perceptions and how we create them
- Knowing how to make small adjustments for big changes
- Realizing the power of confident communication
- Staying calm in a crisis
The Effective Female Leader

5-day course in English. Fees: US$ 4,600 (one extra free seat for every 2 paid participants)

Why Attend

This course creates confident and powerful female leaders: women who are ready to step up and be acknowledged for the great leaders they truly are. By the end of this course, participants will be able to distinguish between a manager and a leader and use their leadership skills to become assertive and influential. This course aims to give participants the knowledge, skills and confidence they need to be effective leaders in the workplace.

Participants will be able to identify their own leadership style using behavioral models and, most importantly, be aware of the impact of their behavior on others, and how they are perceived by colleagues, seniors and direct reports. Participants will also learn how to communicate assertively and to handle conflicts so that they can make their voice heard, be respected as a confident leader and have the courage to hold difficult conversations when necessary. As a result they will increase their sphere of influence, strengthen working relationships, build rapport and trust with employees, and develop a reputation as an effective leader.

Target Audience

This course will benefit women who have just begun managing teams or those who hold supervisory positions. It is also ideal for women who wish to take a managerial position but have not yet done so. This course will also suit those in managerial positions who have not received formal training.

Target Competencies

- Setting Goals
- Giving Feedback
- Coaching
- Conflict Resolution
- Stress Management
- Delegating

Course Methodology

Through an innovative mixture of trainer input and participant interaction, everyone is encouraged to participate in an experiential learning environment. The learning is enjoyable, memorable and easy to implement, with a strong focus on practical application and open discussion.

Course Objectives

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

- Undertake the role, qualities and skills of an effective, confident leader
- Give valuable feedback to colleagues at every level of the organization
- Coach others using recognized frameworks and models
- Utilize communication styles to improve relationships within teams and achieve common goals
- Apply delegation methods to enhance the output of their department and team
- Become highly influential in their environment and be pioneers for female leaders and professionals

Course Outline

Setting the scene
- The difference between managers and leaders
- The desirable qualities of a leader
- Essential skills of leadership
- Typical challenges facing every female leader

Setting objectives
- Why goal-setting is the most important skill of leadership
- The difference between intentions and objectives
- Setting objectives and the benefits
- The objective-setting framework
- How to convert an intention into an objective

Giving feedback
- The top 7 complaints of feedback
- The purpose of giving feedback
- Feedback – the true meaning
- When, where, and how often to provide feedback
- The two types of feedback
- The recommended ratio
- The non-emotional feedback model
- Difficult conversations and anxiety

Coaching skills
- The power of coaching in the workplace
- The 3 key skills of coaching
- What to avoid
- The coaching mind-set
- Using the GROW (Goal, Options, Reality, Way Forward) model
- Coaching topics
- The difference between coaching and mentoring

Effective communication skills
- Benefits of communicating effectively
- The 4 communication styles and how to identify them
- Tension and conflict resolution systems
- Your communication style
- The communication style of others and how to recognize and adapt to it
- Becoming a key influencer
- Stress behaviors and how they affect others
- Managing stress in the workplace

The art of delegation
- Barriers to delegation
- Benefits of delegating
- Methods of delegation

This course is offered by PLUS Specialty Training (a division of Meirc Training & Consulting) and facilitated by a freelance subject matter expert.

Please note: This program is led by a female trainer and open to female participants only.

For sessions and venues, please visit: www.meirc.com/c329
Meirc Timeline

2015
Meirc relocates to its new HQ in Bay Square, Business Bay, Dubai

2008
Meirc celebrates its 50th anniversary in Dubai, UAE

Meirc becomes the 1st training company in the region to launch its own website

1997
Meirc becomes headquartered in Dubai, UAE

1991
Meirc opens a branch in Dubai, UAE

1989
Meirc celebrates its 30th anniversary with its first 4 sponsor companies (Aramco, Bapco, KOC, QPC)

1988
Meirc builds its own office building in Beirut

1967
Meirc is founded in Beirut by the late Simon Siksek

58

Meirc Training & Consulting
Your development. Our passion.

T +971 4 556 7171  F +971 4 556 7299
meirc@meirc.com  www.meirc.com
P O Box 5883 Dubai, United Arab Emirates