

MANAGEMENT & LEADERSHIP TRAINING SERVICES PORTFOLIO



DIVISION OF SOFT SKILL SERVICES

VISION رؤية
2030
المملكة العربية السعودية
SAUDI ARABIAN

المؤسسة العامة للتدريب التقني والمهني
Technical and Vocational Training Corporation
GOVT. APPROVED TRAINING CENTER



BEMCON
INSTITUTE OF SALES & MARKETING

WWW.BEMCON.CO.UK



TABLE OF CONTENTS

1. CORPORATE PORTFOLIO

05



1. Who We Are	7
2. BEMCON Mission	8
3. Our Vision	9
4. Business Philosophy	10
5. Training Services Portfolio	11
6. Accreditation and Partners	12
7. Our Valued Customers	13

2. INSTITUTE OF SALES & MARKETING

16



1. Improving Your Sales Skills - Learn The Key Elements Of Successful Selling	18
2. Advanced Selling Skills	20
3. Key Account Management	21
4. Negotiation Skills	23
5. Advanced Negotiation Skills	25
6. Managing A Successful Sales Team	27
7. Essentials Of Marketing & Preparing An Effective Marketing Plan	29
8. Strategic Marketing Workshop	30
9. Presentation Skills - Making A Powerful Impact On Any Audience	32
10. Advanced Presentation Skills	33

3. INSTITUTE OF HR MANAGEMENT

34



1. Human Resource (HR) Management Skills	36
2. Interviewing Skills - For Recruitment & Selection	38
3. Train The Trainer - Group Training Techniques	39
4. Writing Effective Job Descriptions & Person Specifications	40
5. Writing Effective Policies & Procedures	41



TABLE OF CONTENTS

4. INSTITUTE OF FINANCE

43



1. Financial Awareness For The Non-Financial Person 45
2. Fundamentals Of Budgeting 47
3. Bid (Tender) Management 49

5. INSTITUTE OF CUSTOMER SERVICE

50



1. Customer Relationship Management 52
2. Etiquette For Excellent Customer Service 54
3. Improve Your Telephone Skills - 'How To Win & Keep Customers 55
4. Customer Care & Telephone Skills 56

6. INSTITUTE OF MANAGEMENT & LEADERSHIP

57



1. Supervisory Management Skills - For 1st / 2nd Level Supervisors 59
2. Leading High Performance Teams 61
3. Developing Management Skills 62
4. Strategic Thinking & Planning 65
5. Managing Organizational Change 67
6. Creative Problem Solving & Decision Making 68
7. The Fundamentals Of Project Management 69
8. Microsoft® Office - Project 2010 NEW 71
9. Event Management 73
10. Coaching For Optimum Performance 74
11. Planning & Organizing Skills 75

7. INSTITUTE OF PERSONAL DEVELOPMENT

76



1. Self & Time Management 78
2. Stress Management 79
3. Developing Effective Interpersonal & Communication Skills 80
4. Assertiveness Skills (& Dealing With Difficult Situations) 82
5. Understanding Emotional Intelligence 83



TABLE OF CONTENTS

8. INSTITUTE OF ADMINISTRATIVE SKILLS

85



- | | |
|---|----|
| 1. Office Management | 87 |
| 2. Professional Secretarial & Administration Skills | 89 |
| 3. The Perfect PA - For PAs & Executive Secretaries | 91 |

9. INSTITUTE OF MICROSOFT® OFFICE

92



- | | |
|---|-----|
| 1. Microsoft® Office - PowerPoint 2013 (Intermediate / Advanced) NEW | 94 |
| 2. Microsoft® Office - Excel 2010 Level 1 (Beginner / Intermediate) | 96 |
| 3. Microsoft® Office - Excel 2010 Level 2 (Intermediate / Advanced) | 98 |
| 4. Microsoft® Office - Excel 2013 Level 1 (Beginner / Intermediate) NEW | 100 |
| 5. Microsoft® Office - Excel 2013 Level 2 (Intermediate / Advanced) NEW | 102 |

10. INSTITUTE OF BUSINESS WRITING

104



- | | |
|---|-----|
| 1. Writing For Business (Level 1) | 106 |
| 2. Writing For Business (Level 2) | 107 |
| 3. Effective Business Report Writing - How To Structure A Report For Maximum Effect | 108 |
| 4. Taking Minutes of Meetings | 110 |



CORPORATE PORTFOLIO





GENERAL INFORMATION

1. Who We Are

05

2. BEMCON Mission

06

3. Our Vision

07

4. Values

08

5. BEMCON Business

09

6. Business Philosophy

10

7. Accreditation and Partners

11

8. Our Valued Customers

12

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WHO WE ARE?

The World is Possibility in People Performance & Business Management

Business Excellence and Management Consortium (BEMCON.co.uk) is a leader in facilitating business knowledge and skills through cutting edge education, training, business intelligence and industry led consulting services for more than 8 years. Operating in the United Kingdom since 2005, Key expertise allows us to identify trends ahead of the curve by responding quickly to market needs to bring global thought leaders and industry experts into the region, BEMCON is part of West London College of Business and Management Sciences, (<http://wlcbs.co.uk>), the leading international provider of specialist information and services for the academic and scientific, professional and commercial business communities.

WLCBMS and BEMCON are education, training, auditing and consulting house that believe in the power of self-improvement and professional development. Our trainings are designed to lead human capital development and innovation programs in collaboration with service providers, manufactures, research and development organizations in the areas of Management and Leadership, Sales and Marketing, Environment, Health & Safety, Productivity, Compliance, Customer Services, Communication Skills, Desktop Applications and Human Resource Management. WLCBMS and BEMCON training are dedicated to serving the business community worldwide.

We Provide high quality consulting services by highly skilled and experienced consultants who bring a wealth of corporate experience in the areas of:

1. Compliance to Quality to Productivity
2. Business Management to Corporate Excellence
3. Environmental Compliance and Environmental Management System
4. Occupational Health, Public Health, Workplace Safety and Industrial Security
5. Information Security and IT Services Management
6. Corporate Social Responsibility and Corporate Governance
7. Laboratory Quality Management
8. Food Safety and Security
9. Supply Chain Management and Supply Chain Security
10. Business Continuity Management
11. Energy Management
12. Aerospace and Automotive Management Systems
13. Business Risk Mapping and Risk Management
14. Processes and Product Validation and Compliance
15. Internal, Vendor, Supply Chain Audits and Inspection
16. Testing and Calibration
17. Human Capital Sourcing and Placement



WLCBMS

**West London College
of Business & Management Sciences**

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BEMCONIAN'S MISSION

1 SAFER

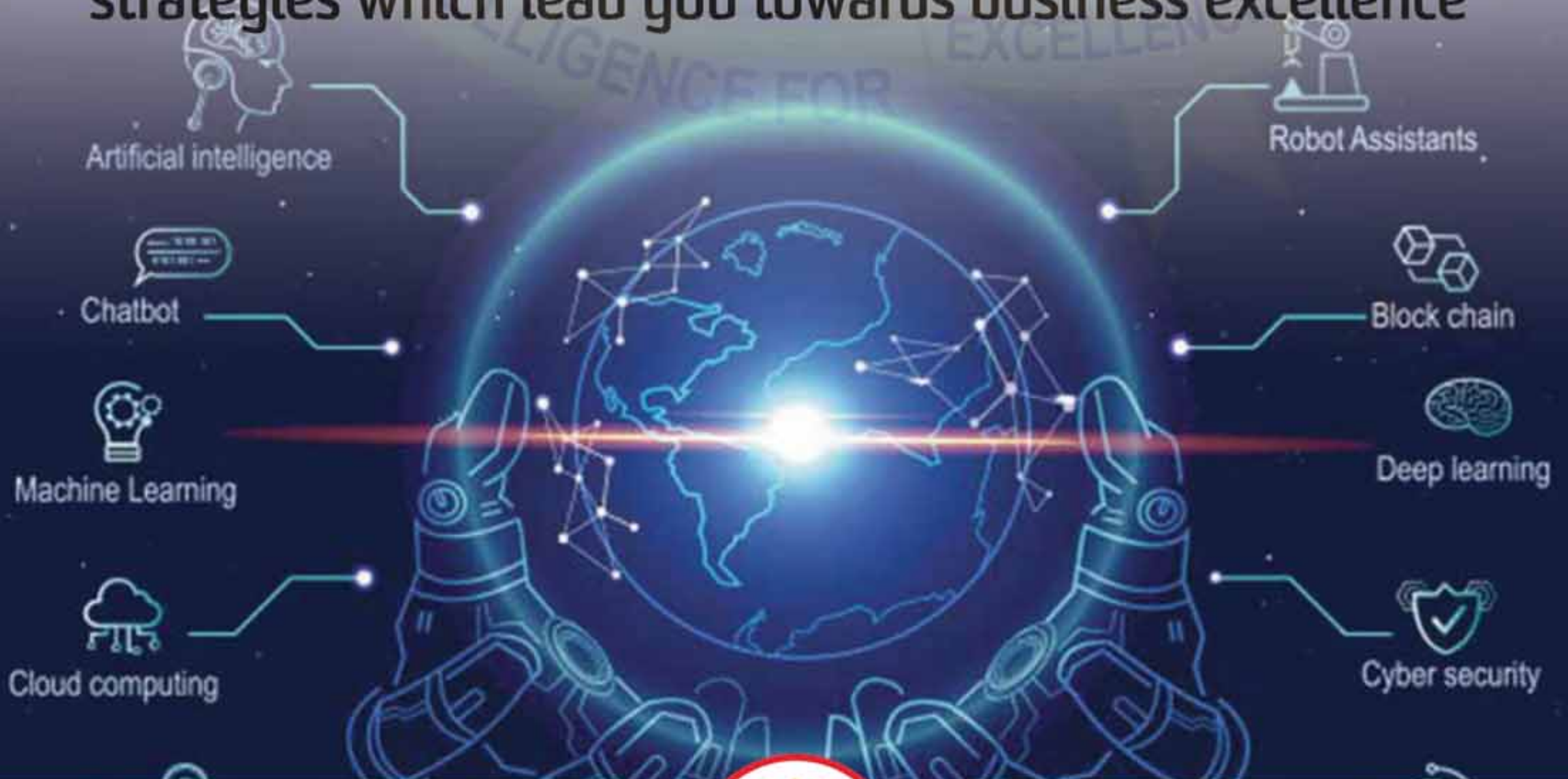
We drive a safety culture that prevents loss or harm to people and assets

2 SMARTER

We use expertise, our wealth of experience and our comprehensive global network to deliver superior results

3 INTELLIGENT

We provide intelligent business solutions and management strategies which lead you towards business excellence



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BEMCONIAN'S VISION

**“WE WILL BE THE MOST
RESPECTED INTERNATIONAL
TECHNICAL ADVISOR AND
TRUSTED PARTNER BY BEING
WORLD-CLASS IN ALL WE DO.”**

WE WILL ACHIEVE OUR VISION

1. Through our unique combination of technical expertise, business understanding and client relationships.
2. By drawing on our global network to grow and consolidate our reputation within all of our markets.
3. Through our exceptional people their creativity ambition and drive.



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BUSINESS PHILOSOPHY

OUTSTANDING SERVICE EXCELLENCE

BEMCON Services takes care to ensure we fully understand your organizational and personnel needs before we propose a solution. Unlike traditional training & consulting organization's we do not sell services, which may not meet your requirements. We provide practical solutions, which work and value for your organization. On top of this, BEMCON staff provides outstanding pre and post-delivery support service."

FULL SERVICE PROVIDER

It is BEMCON Services policy to provide a full-service or one-stop shop solution to your organizational and personnel development. The variety of services and the competence that BEMCON do have globally and in KSA does not exist with any other training and consulting organization.

GLOBAL REACH WITH LOCAL CONVENIENCE

Unlike traditional training & consulting organizations, who deliver their services in one country, domestic region or are limited to a specific country; BEMCON consulting and training solutions are delivered in each geographic region, major cities around the globe.

FLEXIBILITY

BEMCON and training solutions are available in publicly and in-house and we offer Accredited and Non-Accredited solutions. What is BEMCON and Training services Are you trying to say BEMCON Consulting and Training solutions or its only BEMCON Training Services is one of a few Training Organizations with the Capability to offer such flexibility.

OUTSTANDING VALUE FOR MONEY

Most of BEMCON solutions are accredited with leading brands such as IRCA, CIEH, RSPH and Highfield United Kingdom. It is BEMCON Services policy to seek accreditation where it adds value to our clients. BEMCON Consultants and Tutors bring a wealth of industry specific knowledge and expertise with them so you can be assured that your valuable time is not wasted.

COMPETITIVE PRICING

BEMCON believes in providing Industry Standard and leading solutions at Can we use word marginal prices. In contrast with traditional Consulting and Training Organizations who charge a premium for their services, and / or include hidden and non- value costs in their fees, We have eliminated all non value-added costs from our services by managing and controlling all the costs in the value chain.





TRAINING SERVICES PORTFOLIO





ACCREDITATION, APPROVALS

REGISTRATION, AFFILIATIONS & PARTNERS



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OUR VALUED CUSTOMER

Nesma
& Partners

نسما
وشركاهم

Atlas Copco

ORECO
OLAYAN

نما للشحن
Namma Cargo



دهانات الجزيرة
AL-JAZEERA PAINTS

نايكو
napco

العبيكات
SIG Combibloc

بتي
Bateel

الخطوط السعودية
للتعامد
SAUDI AIRLINES
CATERING

حنا

اليوم
ALYOUN

بند
هايبر بند
Hyper Panda

Jollibee

لوزين
l'usine

BURJ AL ARAB
Jumeirah

نايكو
napco

أرامكو السعودية
Saudi Aramco

BURGER
KING

fast

DESCON

ELOPAK

DESCON
OLAYAN

FritoLay
Good fun!

GOODY

المركز الطبي الدولي
International Medical Center



وزارة الصحة
مدينة الملك فهد الطبية
King Fahad Medical City

McVitie's

المجموعة الوطنية للاستثمار العقاري
NATIONAL REAL ESTATE GROUP

McDonald's

Product of Nesma the family

BURGER
KING

Huhtamaki

COLGATE-PALMOLIVE

Kimberly-Clark

كمنز
KUMON

Cummins

Atlas Copco

xerox

Panda
بند

pladis
GODIVA

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سابك
SABIC

شاورمر
shawarmer

SIG
SIG Combibloc

SIG

STARBUCKS
COFFEE

أسواق التميمي
tamimi markets

مجموعة صافولا
The Savola Group

ÜLKER

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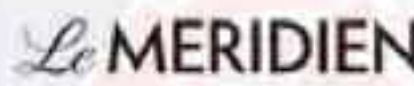
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OUR VALUED CUSTOMER





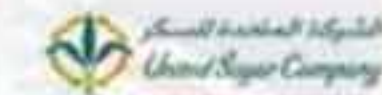
OUR VALUED CUSTOMER



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SAUDI OGER LTD.



الشركة المتحدة للسكر
United Sugar Company



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- | | |
|---|----|
| 1. Improving Your Sales Skills - Learn The Key Elements Of Successful Selling | 18 |
| 2. Advanced Selling Skills | 20 |
| 3. Key Account Management | 21 |
| 4. Negotiation Skills | 23 |
| 5. Advanced Negotiation Skills | 25 |
| 6. Managing A Successful Sales Team | 27 |
| 7. Essentials Of Marketing & Preparing An Effective Marketing Plan | 29 |
| 8. Strategic Marketing Workshop | 30 |
| 9. Presentation Skills - Making A Powerful Impact On Any Audience | 32 |
| 10. Advanced Presentation Skills | 33 |

4
DAYS
PROGRAMME

IMPROVING YOUR SALES SKILLS

A FOUR-DAY PROGRAMME

THE KEY ELEMENTS OF SUCCESSFUL SELLING

'IMPROVE & UPDATE YOUR BUSINESS-TO-BUSINESS SELLING SKILLS... AND 'CLOSE' MORE ORDERS'

Who Should Attend?

This very popular course is designed for the business-to-business salesperson with some experience who may not have had any formal training, or who is in need of a refresher course. It will also benefit anyone about to move into sales, someone who has just been appointed to a sales position, or anyone thinking of business-to-business sales as a career.

About The Programme

The programme offers a review of those techniques and skills essential to the professional business-to-business salesperson. It is a highly participative course that reinforces learning points, through syndicate and practical exercises that are very relevant to the individual delegate's business. It is also a very useful course for those people who have just been appointed to a sales position and who need to understand the key concepts and structure of a sale. All the processes of selling are covered in an easy to understand step-by-step format.

Course Objectives

1. To provide each delegate with a carefully structured plan for effectively selling their products and services in fiercely competitive market conditions
2. To look at the key stages of a sale and clearly identify areas where each delegate needs improvement
3. To provide delegates with many practical tools that will lead to improved personal performance in their day-to-day work in sales
4. To help delegates gain a new momentum for their sales development
5. To improve the ability of each delegate to look at many of the problems of sales with a fresh perspective
6. To provide each delegate with a range of helpful and practical suggestions to enable them to improve their overall sales performance

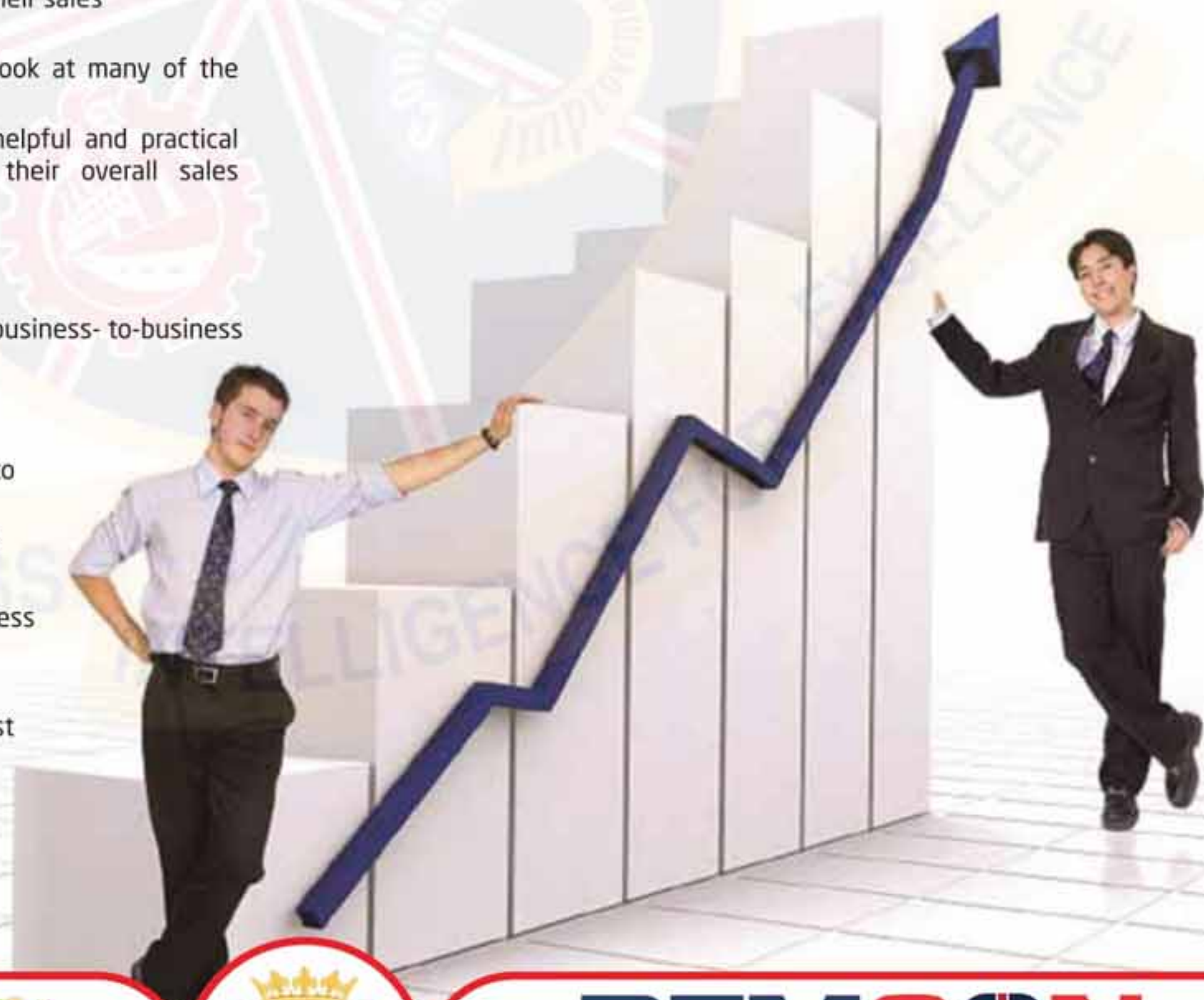
What You Will Gain

1. A clear understanding of all the stages of the business-to-business sales process
2. A more confident and competent approach to the whole sales process
3. Knowledge of how call cycles & ratios are key to sales success
4. A clearer understanding of pricing and margins
5. A 'customer centric' approach of how to sell
6. A dramatic new momentum for your sales process
7. The ability to put many of the problems of selling into fresh perspective
8. Many helpful and practical suggestions to assist you in your day-to-day work
9. An interchange of ideas

Programme Content

DAY ONE

1. An introduction to sales
2. The link between customer service & customer loyalty
3. How not to lose customers
4. 'The magic secret of sales'
5. The role of the professional salesperson
6. Persuading people to buy
7. Your responsibilities to your company & your customer
8. How good are you at understanding sales terminology? - a
9. Questionnaire to test your knowledge
10. Sales vs marketing vs negotiation - what is the difference?
11. The marketing mix
12. The ten 'p's of marketing
13. Sales success - the management of the 'marketing mix'
14. The seven key steps of a business-to-business sale
15. The salesperson's five deadly errors
16. The four key areas of knowledge needed to sell effectively
17. The qualities required in a professional salesperson
18. How to sell professionally
19. Understanding the psychology of selling
20. Why do people buy... anything?
21. What we sell & what our customers buy
22. The benefit concept
23. Identifying customer needs
24. The key questioning techniques for effective selling



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IMPROVING YOUR SALES SKILLS

A FOUR-DAY PROGRAMME

THE KEY ELEMENTS OF SUCCESSFUL SELLING

'IMPROVE & UPDATE YOUR BUSINESS-TO-BUSINESS SELLING SKILLS... AND 'CLOSE' MORE ORDERS'

DAY TWO

1. Customer segmentation
2. Tangible & intangible reasons why people buy
3. Effective communication in selling
4. Learning how to influence people
5. Understanding the key aspects of communication
6. The five 'c's of good communication
7. The five qualities of an effective communicator
8. Etiquette for client meetings
9. The importance of body language in selling
10. Asking the right questions
11. Good & poor listeners

DAY THREE

1. Effective time management
2. Time management quiz
3. The definition of a good time manager
4. Identifying personal & environmental timewasters
5. Smart(er) objectives
6. Ten rules to help you manage your time effectively
7. Planning & organizing for sales success
8. Time & territory management
9. Understanding the importance of key ratios in selling
10. Sales plans & forecasting
11. Planning to achieve targets - a case study
12. Finding customers / prospecting
13. How to 'qualify' your prospects
14. How to make the right appointments
15. The telephone appointment plan
16. Making a professional approach - every time
17. Writing for appointments
18. Using a presenter effectively
19. Use of visual aids in your presentation

DAY FOUR

1. The use of proposals - what to include in a professional proposal
2. Objections - obstacles or opportunities?
3. How to handle objections
4. How to overcome price objections
5. Most frequently asked questions
6. Closing the sale - different closing techniques
7. Some basics about negotiation
8. The five key outcomes of a negotiation
9. After sales service - building long-term customer
10. Relationships
11. 'Staying close to your customers'
12. Role-plays

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



A TWO-DAY PROGRAMME

'IF YOU THINK YOU REALLY **KNOW** HOW TO SELL... PERHAPS YOU SHOULD THINK AGAIN!'

Who Should Attend?

Experienced business-to-business sales professionals interested in further increasing their sales skill levels.

About The Programme

This programme is designed for those who have at least two years professional selling experience, and who want to increase their skill levels. Ideally you will have attended the Spearhead 'Improving Your Sales Skills' course.

which will have taught you 'The Seven Step Business-to-Business Sales Process' and the important questioning skills required to be successful in sales. This Advanced Selling Skills course covers a number of additional key topics, including effective prospecting, presenting to potential clients, sales forecasting, account management, customer relationship management, etc. It will assist the professional salesperson in becoming more proficient in increasing their sales - with a better overall margin. The course offers real-world sales solutions that have been successfully used by top salespeople over many years. At the end of the programme, delegates will feel more confident in their abilities, be more energised, have increased motivation level, and most importantly, they will have gained a new sales momentum.

Course Objectives

1. To carry out a SWOT analysis in six key areas that will help you be a better salesperson in your current sales environment
2. To examine the selling cycle and the buying cycle
3. To understand how to develop stronger relationships with customers, which will produce higher sales revenues
4. To know how to effectively manage your key accounts and maximise sales with those accounts
5. To be able to effectively present your sales message to your customers
6. To learn how to find new customers and retain them
7. To understand the importance of sales forecasting
8. To learn how to maintain motivation and momentum when the going gets tough

What You Will Gain

1. An energising refresher on sales techniques
2. Exposure to a number of ideas to help you generate higher sales revenues
3. A clear understanding of how to manage your accounts
4. Proven techniques & systems for better sales retention & growth
5. Ways to stay motivated and maintain your sales momentum
6. Improved relationship skills that will help you with your customer relationship management

Programme Content DAY ONE

1. Introduction
2. SWOT Analysis: The six key areas a top salesperson needs to constantly examine
3. Selling, negotiating & marketing: the difference between them

4. Analysis & planning strategies
5. Understanding the components of a successful sale
6. Understanding 'how' people buy & 'why' they buy
7. Consultative selling
8. The selling & buying cycle
9. **Account Management**
 - 9.1. Knowing your customers
 - 9.2. The customer / buyer meeting

DAY TWO

1. **Account Management (continued)**
 - 1.1. The proposal
2. **Sales Presentations**
 - 2.1. Preparation
 - 2.2. Making a presentation
 - 2.3. Identifying buying signals
3. **Closing The Sale**
4. **Maintaining Key Accounts**
 - 4.1. Knowing your customers
 - 4.2. Understanding needs & expectations
 - 4.3. A hierarchy of client needs
 - 4.4. Customer relationship management
 - 4.5. Follow-up and follow through
 - 4.6. Understanding behavioural styles when selling
5. **Keeping Yourself & Others Motivated**
6. **The Way Forward**

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



KEY ACCOUNT MANAGEMENT

A THREE-DAY PROGRAMME

'BUILDING GREAT BUSINESS PARTNERSHIPS'

Who Should Attend?

This course is for experienced salespeople who are managing key accounts or regional business relationships. It is important that those attending have already completed professional sales training, as this course is focused on developing good client relationships and implementing key strategies to support existing sales techniques.

About The Programme

This programme focuses on creating a structure for account management personnel to develop a strategy to manage those critical relationships that ensure business success. This leads on to looking at the operational processes required to ensure effective account management, and good working relationships between both parties. Techniques for increasing the penetration throughout the depth and breadth of the account are covered. In addition, the key issues of handling meetings, negotiations, building buyer needs, and understanding emotional influencers which motivate people to buy, are also examined and discussed. The course is very practical in nature, and includes exercises.

that give delegates the opportunity to reflect on how the subject matter relates specifically to their existing accounts. The programme also provides tips and ideas to assist delegates achieve successful account management.

At the end of the course

1. To consider the constantly changing role of the key account manager
2. To examine proven practice in the development of sales that relies on creating effective business partnerships
3. To be able to use techniques for achieving account goals and objectives
4. To understand the strategic processes and operational objectives which lead to increased account penetration and maximum profit opportunities
5. To develop a broader understanding of how people behave and the impact on buying decisions
6. To know how to handle an account meeting and the negotiations within it



A THREE-DAY PROGRAMME

'BUILDING GREAT BUSINESS PARTNERSHIPS'

Who Should Attend

A clearly defined, timely, and dynamic approach to the planning process, not just for the present, but more importantly, for the future
An insight into the key strategic and operational processes, as well as the marketing principles, that will enable delegates to understand the importance of getting the account strategy right
Techniques for building the best relationships with key accounts

Programme Content

DAY ONE

1. What is key account management?
2. How do we define a key account?
3. The stairway of influence
4. What measurements do we use to identify a key account?
5. The 20-80 rule
6. Life time values of a key account
7. **The Skills Of A Key Account Manager**
 - 7.1. Strategies
 - 7.2. Situational analysis
 - 7.3. Developing major account strategies
 - 7.4. Strategy matrix
8. Planning gap analysis
9. **Situational Analysis Overview**
 - 9.1. SWOT
 - 9.2. PESTLE
 - 9.3. Analysing where you currently are
 - 9.4. Where you want to be: a positioning statement
 - 9.5. Who are the people you need to influence?

DAY TWO

1. **Understanding Customer Needs**
 - 1.1. Knowing our key accounts
 - 1.2. The client needs pyramid
 - 1.3. Hierarchy of client needs
 - 1.4. Defining customer needs
 - 1.5. Asking the right questions
 - 1.6. Ways to identify customer needs & expectations
 - 1.7. Managing expectations
 - 1.8. Taking ownership
2. **Customer Needs & Marketing**
 - 2.1. What is 'marketing'?
 - 2.2. Marketing vs selling
 - 2.3. The marketing mix framework
 - 2.4. The product life cycle
 - 2.5. Bringing it all together
 - 2.6. Unique selling points (USPs)

3. Building Best Relationships

- 3.1. The partnership process
- 3.2. Knowing how to develop relationships

DAY THREE

1. Building Best Relationships (continued)

- 1.1. Celebrating success
2. **Meetings With Clients**
 - 2.1. Preparing for meetings
 - 2.2. Using the agenda to your advantage
 - 2.3. Key items to be covered in account meetings

3. The Principles of Negotiation

- 3.1. Preparation
- 3.2. Key phases
- 3.3. Trading variables
- 3.4. Rules for successful negotiation

4. Proposals

- 4.1. Designing & presenting winning proposals

5. Staying Motivated

6. Your Way Forward

- 6.1. Developing your potential
- 6.2. Maintaining the right mental attitude

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

A THREE-DAY PROGRAMME

'HOW TO NEGOTIATE SUCCESSFULLY AT ALL LEVELS - AND GET WINNING SOLUTIONS'

Who Should Attend?

This highly enjoyable 'experiential' programme is designed for account managers, salespeople, managers, and other personnel who need to improve their negotiation skills.

About The Programme

This programme approaches the skills, techniques, strategies, and philosophy of negotiation in such a way, that each delegate will not only understand the theory, but also have the opportunity to use the theory in highly interactive, practical role-play situations. This will enable each delegate to successfully negotiate at all levels back in the workplace. The majority of the course consists of negotiation role-plays that increase in complexity as the three days progress. Throughout the course, helpful and unusual negotiation tips and tools will be supplied that make this one of the best value courses you will ever attend!

Course Objectives

1. To provide each delegate with the knowledge and confidence to conduct successful negotiations with skilled buyers and negotiators, without making excessive concessions
2. To allow delegates to improve their selling and negotiating skills through a series of enjoyable and highly participative exercises
3. To gain a clear understanding of the concept of 'variables' and how they can be traded to create value in a negotiation

4. To provide delegates with a clear understanding of the techniques and interpersonal skills required to be an effective negotiator
5. To focus on weaknesses identified by delegates in their present knowledge of negotiating skills, and address these problems in a constructive and positive manner
6. To prepare a development plan for delegates that identifies their future development objectives in relation to negotiation skills

What You Will Gain

1. A better overall understanding of negotiation, and the techniques and interpersonal skills required to be successful
2. Knowledge of crucial negotiation tools and strategies
3. The opportunity to participate in realistic negotiation exercises that will help you to understand your strengths and weaknesses as a negotiator
4. A development plan that identifies future objectives for helping you to improve your negotiation skills

Programme Content

All three days of the programme start with an introductory session from the Trainer, and then rapidly move into 'experiential' role-play exercises. After each exercise there is a detailed debrief and Trainer input, before moving on to the next exercise. It is a continually improving scenario for each delegate, as they receive feedback from those they have negotiated with, and from



A THREE-DAY PROGRAMME

'HOW TO NEGOTIATE SUCCESSFULLY AT ALL LEVELS - AND GET WINNING SOLUTIONS'

Observations made by the Trainer. This format works exceptionally well and participants find it a very enjoyable and challenging environment to work in. During each day, key themes will be explored and learning points emphasised.

DAY ONE is spent examining the key basic ideas required for successful negotiation. Cost / concession areas, the use of variables, and the five outcomes of negotiation are discussed.

Delegates are encouraged to examine their preferred negotiating style (or styles), and to understand and appreciate there are other styles that may be useful to use in negotiating. They also need to identify the style of those with whom they are negotiating. A number of role-plays will be conducted on Day One.

DAY TWO has many exercises for delegates to participate in. Some of the key learning points from the day relate to 'Hot Buttons' and the types of behaviours used by successful negotiators. Other issues explored are dealing with multicultural issues in negotiation, and the importance of thorough planning and preparation before entering into any negotiation. Communication and influencing skills are also covered. Delegates will learn to appreciate that it is not always about how we like to deliver information that is important, but how other people like to receive information.

DAY THREE starts with a review of the first two days and the key learning points from them. It then moves on to more sophisticated exercises and the varied aspects of team negotiation. Key points covered include: dealing with dirty tricks in negotiation, common mistakes made by negotiators, and identifying a very clear framework for negotiations when delegates return to their work environment. Over the three days of the course, the topics listed below will be covered. But much of the programme involves delegates preparing for, and participating in, role-play negotiations.**

****Delegates will participate in a minimum of six 'experiential' negotiation role-play exercises during the programme.**

Topics covered over the three days:

1. What is 'negotiation'? 2
2. How does negotiation differ from selling? 3
3. The five outcomes of a negotiation 4
4. The importance of the batna 5
5. The zopa 6
6. The importance of planning, planning, planning! 7
7. Practical use of the planning matrix 8
8. What constitutes a win in negotiation? 9
9. Setting objectives 1
10. What are the skills & qualities 1
11. Needed to be an effective negotiator?

12. Identifying your current strengths & weaknesses as a

13. Negotiator

14. Negotiating styles

15. Introduction to variables

16. Negotiation exercise: identify the key variables

17. Variables in your own negotiations

18. The give: get principle

19. 'Compete' or 'collaborate'

20. Win: win negotiation - the three key rules

21. The importance of communication in negotiation

22. Understanding non-verbal communication

23. Effective questioning techniques

24. Listening skills in negotiation

25. Dealing with difficult people - including 'the low reactors'

26. Preparation guidelines

27. The climate for negotiations

28. Opening the negotiation

29. The importance of adopting the right attitude

30. Some rules for team negotiation

31. The phases of a negotiation

32. Some common negotiation mistakes & pitfalls

33. Key points & negotiation techniques

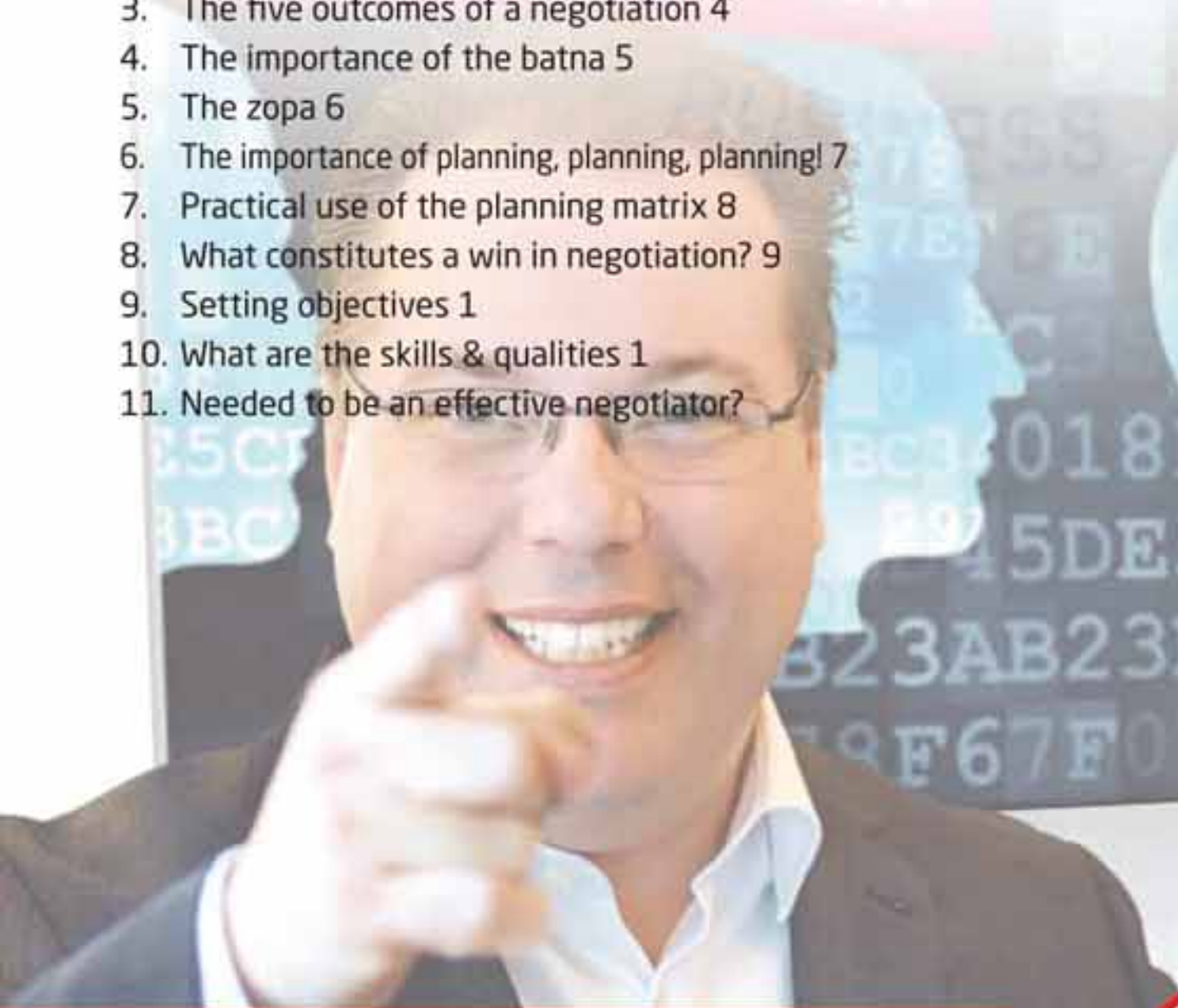
34. Taking away all the important learning points from the Programme

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



2 DAYS
PROGRAMME

ADVANCED NEGOTIATION SKILLS

A TWO-DAY PROGRAMME

'GET THE DEAL YOU WANT... AND MAKE SURE IT LASTS!'

Who Should Attend?

Negotiators at all levels, - purchasing managers, sales managers, general managers, etc., - and anyone involved in high level buying and selling.

*This programme builds on the foundations of the Spearhead three-day Negotiation Skills course. (It is essential that delegates have attended this course, or a similar programme in the past 2 - 4 years). This will allow delegates to fully benefit from the topics covered during this course.

About The Programme

Advanced Negotiation Skills examines ways to enhance your negotiation outcomes, and reviews the latest ideas and techniques in negotiation. By focusing on the value of the deal, and examining the different issues that interfere with successful outcomes, you will be able to ensure greater success and longer lasting relationships from your negotiations. Key issues covered include the importance of excellent planning, how to set your own objectives, knowing when to 'walk away', and understanding the key tactics employed by top negotiators.

Course Objectives

1. To learn how to effectively plan a negotiation
2. To understand the critical role of the BATNA and the ZOPA
3. To explore techniques for overcoming deadlock
4. To learn how to deal with difficult people
5. To learn the tactics employed by top negotiators
6. To understand how to deal with dirty tricks

What You Will Gain

1. The opportunity to improve your planning and objective setting
2. The ability to better assess the other party's needs and try to work towards 'Win:Win' outcomes
3. An understanding of why deadlock occurs in negotiations, and how to get around it
4. Learning new tools and tactics for negotiating
5. The opportunity to practise with these tools in realistic exercises that will help you understand their usefulness and effectiveness
6. A development plan that identifies future objectives for you to improve your negotiation outcomes



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2 DAYS
PROGRAMME

ADVANCED NEGOTIATION SKILLS

A TWO-DAY PROGRAMME

'GET THE DEAL YOU WANT... AND MAKE SURE IT LASTS!'

Programme Content

This two-day programme uses experiential role-play exercises to emphasise the key themes. After each exercise there is a detailed debriefing and Trainer input, before moving on to the next exercise. Each delegate undergoes continuous improvement through this highly interactive programme. They will receive feedback from those they have negotiated with, and from observations made by the Trainer. This format works exceptionally well, and participants find it an enjoyable & challenging environment in which to develop and enhance their negotiating skills. There will be a number of role-plays** during the course. Trainer input will focus on the following which will be covered over the two days.

1. The key skills of top negotiators
2. The five outcomes of negotiation
3. Negotiating styles
4. The climate for negotiations
5. Planning to succeed
6. The elements of a negotiation plan
7. Identifying key objectives in your negotiations
8. Knowing your batna
9. Batna 'rules' in negotiation
10. The role of the zopa
11. How to expand the zopa
11. Deadlock & how to overcome it
12. Your style in conflict situations
13. Rights, power & interest in your negotiations
14. Dealing with difficult people
15. Some tactics of top negotiators
16. Dirty tricks & how to handle them

*Delegates will participate in a number of experiential negotiation role-play exercises during the programme.

Before the course

Course each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



Negotiation Strategies and Skills

NEGOTIATION

process handshake corporate governing partnership goods contract purpose defining communication discussion agreement exchange professional cooperation objective business team office communicate



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A TWO-DAY PROGRAMME

"HOW TO CREATE AN ENVIRONMENT THAT GIVES SALESPEOPLE THE OPPORTUNITY TO BE SUCCESSFUL"

Who Should Attend?

This course is aimed at newly appointed, or relatively inexperienced sales managers. It will also provide a refresher for more experienced sales managers who would like to learn new concepts and best practices to help 're-energise' their sales teams. The course provides the opportunity for all delegates to enhance their skills and enable them to manage their sales teams more effectively and confidently.

About The Programme

The sales manager has a vital role to play in an organization. They must enable sales teams to achieve, or exceed their sales targets, which directly relate to the growth of the 'bottom line' for their company. To be able to achieve consistent results means sales managers must create an environment that encourages sales people to deliver results. There is a great deal involved in always getting the best out of your team, keeping them disciplined, motivated and hitting or exceeding targets - consistently.

Course Objectives

1. To develop the skills necessary to become a top class winning sales manager
2. To appreciate the importance of consistency when managing a sales team
3. To understand the different ways to motivate your sales team
4. To know how to get the best out of your individual salespeople
5. To be able to create a productive environment for team performance
6. To identify the disciplines needed for salespeople to work effectively
7. To know how to measure the performance of your team and make the necessary decisions to maintain high performance

What You Will Gain

1. A clear understanding of the role of a sales manager
2. The ability to manage your team to achieve the desired sales results
3. The key building blocks to creating a positive and productive sales team
4. The confidence to know how to get the best from your people
5. Useful sales management tools for measuring performance
6. Many practical tips for sales management success

Programme Content

DAY ONE

1. **The Role Of The Sales Manager In An Organization**
 - 1.1. The key areas of focus for a top sales manager

2. **Managing & Leading Your Sales Team**

- 2.1 management by example
- 2.2. Different leadership styles

3. **Communicating Effectively With Your Sales Team**

- 3.1. Sales meetings that really work
- 3.2. Dealing with 'egos' in a sales team

4. **Measuring Performance - Sales Management Performance Tools**

- 4.1. The importance of accurate reporting
- 4.2. Focusing on efficiency and effectiveness

5. **Setting Goals**

- 5.1. Creating a high performance environment
- 5.2. Setting smart(er) goals, objectives & sales plans
- 5.3. How to develop an accurate sales forecast

DAY TWO

1. **Motivating Your Sales Team**

- 1.1. The impact of motivation on performance
- 1.2. Do you know what motivates your salespeople?
- 1.3. Using recognition and rewards to help motivate salespeople

2. **Developing Key Sales Skills In Your Team**

- 2.1. Focusing on the selling process

3. **Developing The Individuals In Your Team**

- 3.1. Creating key competencies for your salespeople

4. **Performance Appraisals**

- 4.1. Providing constructive feedback

5. **The Role Of The Sales Manager In Client Relations / Retaining Customers**

- 5.1. How to support salespeople in client relations

6. **Personal Checklist For Successful Sales Management Performance**

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

A THREE-DAY PROGRAMME PREPARING AN EFFECTIVE MARKETING PLAN 'ADDING MUTUAL VALUE FOR CUSTOMERS AND ORGANIZATIONS'

Who Should Attend?

All entry-level marketing personnel, as well as established professionals moving into a marketing role. This course is ideal for those looking to gain a clear understanding of the core concepts of marketing, and how these can be applied in today's competitive environment in either business-to-business or business-to-consumer marketing.

About The Programme

This introductory course provides key insights into the essentials of marketing in a straightforward manner to enable comprehensive understanding of how the 'marketing mix' is used to build competitive advantage. It explains the difference between 'marketing' and 'selling', and highlights the skills required to be successful. The programme offers many ideas for developing creative and innovative marketing solutions. Through the use of various analytical tools, participants will learn how to develop an effective marketing plan for their own products or services. Course activities will create a deeper appreciation of marketing strategy development, and implementation that participants can use in their own organizations.

Course Objectives

1. To understand the importance of marketing in today's highly competitive marketplace
2. To understand the relationship between sales and marketing
3. To understand the importance of situational analysis and market research

4. To understand the use of strategic tools and how to apply them
5. To develop the optimal marketing mix
6. To understand and formulate the components of a marketing plan
7. To know how to implement and measure the success of a marketing plan

What You Will Gain

1. A clear understanding of marketing practices derived from marketing strategies
2. Knowledge of new approaches to marketing in the digital age
3. A marketing plan template to take back and implement at work

Programme Content

DAY ONE

1. Marketing definition
2. Defining the marketing mix
3. Defining the product
4. Marketing objectives
5. **Situation Analysis**
 - 5.1. Marketing environment
 - 5.2. Micro & macro environment issues
 - 5.3. Usp (unique selling proposition / point(s)) and Competitive advantage



3 DAYS
PROGRAMME

ESSENTIALS OF MARKETING

A THREE-DAY PROGRAMME

PREPARING AN EFFECTIVE MARKETING PLAN
'ADDING MUTUAL VALUE FOR CUSTOMERS AND ORGANIZATIONS'

DAY ONE (Cont'd)

6. The Consumer

- 6.1. Customer focus
- 6.2 types of buyers
- 6.3. The buying decision process

7. The Market

- 7.1. Defining the market
- 7.2. Market segmentation

DAY TWO

3. Market Research

- 3.1. Types of market research
- 3.2. Sampling methods

4. Strategic Tools

- 4.1. Product - service positioning
- 4.2. Gap analysis
- 4.3. The product lifecycle
- 4.4. Extended boston consulting matrix
- 4.5. Competitive forces
- 4.6. Competitive positions
- 4.7. Competitive strategy
- 4.8. Ansoff's matrix
- 4.9. Porter's generic forces

5. Developing And Reviewing

6. The Marketing Mix

- 6.1. The product
- 6.2. Brands

DAY THREE

1. Developing And Reviewing The Marketing Mix (Continued)

- 1.1. Price
- 1.2. Promotion
- 1.3. Place
- 1.4. People
- 1.5. Profit
- 1.6. Physical evidence
- 1.7. Process
- 1.8. Positioning
- 1.9. Purple cow

2. International Marketing

- 3. Forecasting & financial analysis
- 4. The marketing budget
- 5. Implementation
- 6. Evaluating success
- 7. The marketing plan

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

THE ESSENTIALS OF MARKETING:



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2 DAYS
PROGRAMME

STRATEGIC MARKETING WORKSHOP

A TWO-DAY PROGRAMME

'NOT ALL STRATEGIES ARE SUCCESSFUL; BUT ALL SUCCESS COMES FROM GOOD STRATEGIES'

Who Should Attend?

This course is aimed at those who need to develop a more strategic role in their organization to create a clear approach to the marketing function. Marketing and sales professionals, business owners, business development teams and business unit managers will all benefit from this Strategic Marketing Workshop. *This course builds on the foundations laid by BEMCON 'Essentials of Marketing' course. Delegates should have attended this course, or a similar course, to be able to fully benefit from the topics covered in the Strategic Marketing Workshop.

About The Programme

Strategic marketing identifies and utilises an organization's competitive advantage in its current and future markets, to determine the best resource allocation and activities to ensure mutually beneficial value to itself and its customers. By using thorough analytical tools, a successful marketing mix can be developed with confidence and measured effectively.

This programme includes a series of participative activities which will help guide the delegates to produce a carefully analysed marketing strategy to move their company forward. By the end of the programme, delegates will have acquired the thought processes, frameworks and analytical tools to optimise strategy, for meeting the demands of today's complex and competitive marketplace.

Course Objectives

1. To understand the vital elements which constitute an effective and powerful marketing strategy
2. To determine the difference between 'marketing strategy' and 'marketing tactics'
3. To review the Strategic Marketing Planning Process
4. To review the latest marketing advancements, including digital and permission marketing
5. To build and track the key success measures that demonstrate growth in the marketplace

What You Will Gain

1. The opportunity to clarify your understanding of Strategic Marketing and how it works
2. The ability to identify the key strategic issues in marketing today
3. The opportunity to use different strategic analysis tools
4. The structure of a powerful marketing play

Programme Content

DAY ONE

1. Introduction To Strategic Marketing

- 1.1. The strategic marketing process overview

2. Goal Setting

- 2.1. Hierarchy of objectives
- 2.2. Smart (ER) objectives

3. Situational Analysis

- 3.1. Competitive positioning
- 3.2. SWOT
- 3.3. McKinsey 7S
- 3.4. PESTLE
- 3.5. Segmentation
- 3.6. Product lifecycle management

4. Brand Strategy

- 4.1. Customer value proposition
- 4.2. Defining the brand
- 4.3. Building the brand
- 4.4. Managing the brand

DAY TWO

1. Consumer Analysis

- 1.1. Consumer insights
- 1.2. Buying decision processes
- 1.3. The decision making unit (B2B)

2. Strategy Formulation Tools

- 2.1. Gap analysis
- 2.2. Product positioning map
- 2.3. Product / market expansion grid
- 2.4. Ansoff's growth matrix
- 2.5. Porter's generic competitive analysis
- 2.6. Porter's five forces

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2 DAYS
PROGRAMME

STRATEGIC MARKETING WORKSHOP

A TWO-DAY PROGRAMME

'NOT ALL STRATEGIES ARE SUCCESSFUL; BUT ALL SUCCESS COMES FROM GOOD STRATEGIES'

DAY TWO (Cont'd)

3. The Marketing Mix Framework
3.1. The 10 Ps and 4 Cs
4. New Developments And Opportunities
4.1. Consumer generated marketing
4.2. Sustainable marketing
5. Implementing The Strategy
5.1. Scheduling & resource requirements
5.2. The marketing budget
6. Controlling And Evaluating Success
6.1. Measuring success
6.2. The balanced scorecard
6.3. Corrective measures

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference



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A THREE-DAY PROGRAMME

MAKING A POWERFUL IMPACT ON ANY AUDIENCE
'HOW TO OVERCOME NERVES AND PRESENT WITH CONFIDENCE'

Who Should Attend?

All personnel who, as part of their job, need to deliver engaging and effective presentations.

About The Programme

It is widely recognised that speaking to groups and audiences is one of the most difficult tasks to accomplish with distinction; yet it is one of the most commonly used methods of communication in the business world. This course is for anyone who wishes to develop their presentation skills. The number of delegates is limited to eight to allow time for individual guidance and help from the course Trainer.

Course Objectives

1. To identify the characteristics and skills of an excellent presenter
2. To examine the key ingredients of a successful presentation
3. To learn how to prepare the beginning, middle, and end of an effective presentation
4. To appreciate effective communication and influencing while presenting, and recognise how this impacts the audience
5. To understand how to overcome feeling nervous and appearing nervous in front of your audience
6. To understand the importance of having a clear 'Aim' and 'Objectives' for all your presentations
7. To recognise the value of preparation and rehearsal to ensure the successful outcome of a presentation
8. To learn how to encourage audience participation, deal with questions, and cope with a challenging audience
9. To develop an action plan for continuous improvement in your future presentations

What You Will Gain

1. The knowledge and skills required to create and deliver a presentation that gets the message across in an interesting and impactful manner
2. Learn how to conquer nerves, capture attention, and get the audience on your side
3. Whether your purpose is to inform, persuade, or win more business, this course will take you, step-by-step, through the stages of making successful presentations

Programme Content

DAY ONE

1. The essentials of an effective presentation
2. The language of powerful presentations
3. Creating your presentation
4. Structuring your presentation - the beginning, the middle, and the end
5. Developing clear aims & objectives for the presentation
6. Generating ideas for the presentation
7. Delegate presentations
8. Trainer and peer feedback
9. Recordings & replays for review

DAY TWO

1. A logical sequence for the presentation
2. The 'beginning' of the presentation
3. The 'main body' of the presentation
4. The 'ending' of the presentation
5. The use of questions and audience participation in Presentations
6. Delegate presentations
7. Trainer feedback
8. Recordings and replays for review
9. Points for improvement
10. Preparation for the final individual presentation with trainer feedback

DAY THREE

1. Effective use of visual aids
2. Preparing yourself for your presentation
3. The challenging audience
4. Delegate presentations
5. Trainer and delegate feedback
6. Recordings and replays for review
7. Development of your presentation style, based on Feedback received during the course
8. Action plan for transferring the learning back to the Workplace

Pre-Course Assignment:

Pre-course work is required for this training, as there is restricted time to prepare the presentations during the programme. As part of the preparation for this course, delegates will be sent a pre-course assignment by the course trainer. Delegates will be given several opportunities to present to their colleagues over the three days.

Before the course

Each delegate will be asked to complete a pre-course briefing form to determine their individual objectives for attending the course. These objectives will be used by the tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a personal development plan that can be used as part of future appraisals and that will also be an important tool for management reference.

2 DAYS
PROGRAMME

ADVANCED PRESENTATION SKILLS

A TWO-DAY PROGRAMME

'SENDING YOUR MESSAGE POWERFULLY AND PROFESSIONALLY'

Who Should Attend?

Any personnel who have some professional training, or have experience in presentation skills, and who wish to enhance and improve their current ability to deliver highly effective and professional presentations.

About The Programme

This programme is the next step for those who have already experienced basic Presentation Skills training. It is aimed at people, who seek to enhance their abilities to influence groups and audiences. Audiences, whether large or small, now expect high quality professional performances, and key decisions are often taken as a result of such presentations. People are often judged on their presentation skills; and a quality presentation builds respect and trust. This programme provides the tools and techniques to achieve top level performance in your presentations.

Course Objectives

1. To revitalise and enhance performance by training delegates in powerful techniques for effective results- oriented presentations
2. To provide helpful techniques for handling audiences in question and answer sessions
3. To give delegates the opportunity to receive constructive feedback on their current style of presentation
4. To reinforce the key principles of top class presentations

What You Will Gain

1. A new momentum for your personal development, increased confidence, and a greater ability to deliver professional presentations
2. Learn to speak naturally, persuasively, and effectively to audiences
3. Learn how to deal confidently with interruptions and challenging situations
4. Delegates will work in a stimulating environment that will provide energy and enthusiasm, while they prepare quality presentations for delivery to other delegates and the trainer
5. Delegates will be given constructive and developmental feedback, so they leave the course more confident in their ability to deliver quality presentations

Programme Content

DAY ONE

1. **Why Do We Give Presentations?**
2. **Those First Few Minutes**
 - 2.1. Build rapport!
 - 2.2. Effective communication
 - 2.3. Create interest
3. **The Five 'P's Of Presentations**
 - 3.1. Ingredients of a powerful presentation
 - 3.2. Content & style
4. **Delegate Presentations**
 - 4.1. Peer & Trainer Feedback
 - 4.2. Points For Improvement

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2 DAYS
PROGRAMME

ADVANCED PRESENTATION SKILLS

A TWO-DAY PROGRAMME

'SENDING YOUR MESSAGE POWERFULLY AND PROFESSIONALLY'

DAY TWO

1. Creating a step-by-step approach to a good presentation
2. Aims & objectives
3. A logical sequence for your presentation
4. Writing effective notes for your presentations
5. The importance of a strong beginning and end to your presentations
6. **Use Of Questions In Presentations**
 - 6.1. Types of questions and their uses
7. Handling questions from the audience effectively and professionally
8. Making visual aids work
9. The final touches
10. 'Do's & 'do not's for presentations
11. The challenging audience
12. **Delegate Presentations**
 - 12.1. The way forward
13. Developing your own presentation style based on feedback received
14. How to transfer learning to the workplace

Pre-Course Assignment:

Practical work will include short presentations from each delegate. Pre-course work is mandatory for this training, as there is restricted time to prepare the presentations during the programme.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



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DIVISION OF SOFT SKILL SERVICES

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2030
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HR MANAGEMENT & TRAINING

1. Human Resource (HR) Management Skills

36

2. Interviewing Skills - For Recruitment & Selection

38

3. Train The Trainer - Group Training Techniques

39

4. Writing Effective Job Descriptions & Person Specifications

40

5. Writing Effective Policies & Procedures

41



4
DAYS
PROGRAMME

HUMAN RESOURCE (HR) MANAGEMENT SKILLS

A FOUR-DAY PROGRAMME

'DEVELOPING THE SKILLS FOR EFFECTIVE PEOPLE MANAGEMENT'

Who Should Attend

This programme is designed for HR professionals, particularly those who are new to the HR function, or who have some experience, but no formal training, and who would like to broaden their HR knowledge, and develop their expertise and interpersonal skills. It is also relevant to line managers who are tasked with HR functions.

About The Programme

Managing the HR function in an organization requires the use of many skills, including the ability to manage yourself and others, and the ability to make informed decisions and solve problems effectively. This programme will enable HR professionals to develop critical skills within the main functions of HR: Resourcing, Service Delivery, Performance Management, Learning and Development, Working with Policies and Procedures, and Reward.

The programme is highly practical with delegates involved in group activities, role-plays and exercises to develop and enhance their skills.

Course Objectives

1. To understand the different roles and responsibilities of Human Resource Managers
2. To become conversant with resourcing and the recruitment and selection process, and to practise the skills required for effective interviewing
3. To identify and use the skills involved in managing people effectively, specifically the skills of planning and organizing, communication, assertiveness, and motivation
4. To identify the key elements of employee relations, focusing specifically on the techniques of coaching, counselling and disciplinary action
5. To examine employee learning and development, in order to plan & implement learning and development activities
6. To understand the importance of a Reward Management Framework
7. To develop the skills needed to conduct appraisals within a Performance Management System
8. To become familiar with the importance of effective policies and procedures for employees

What You Will Gain

1. A clear understanding of the management and interpersonal skills required to effectively perform the HR function
2. The ability to develop skills such as planning, decision - making, interviewing, coaching, and counselling
3. Exposure to all the aspects of current HR best practices

Programme Content

DAY ONE

1. **Human Resources Management**
 - 1.1. Investment in human capital
 - 1.2. The strategic importance of HR
 - 1.3. The HR audit
 - 1.4. HR reporting
2. **Planning & Organizing Effectively**
 - 2.1. The HR business plan
 - 2.2. The planning process
3. **Recruitment & Selection**
 - 1.1. Analysing the recruitment & selection process
4. **Job Descriptions, Competencies & Person Specifications**
5. **Writing Job Descriptions**
 - 5.1. Key / core competencies
 - 5.2. How to decide on appropriate competencies
 - 5.3. Writing person specifications
6. **Talent Management**

DAY TWO

1. **Communicating Effectively**
 - 1.1. The process of communication
 - 1.2. Skills of communication
 - 1.3. Asking relevant questions
 - 1.4. Active listening
2. **The Recruitment Process**
 - 2.1. Sources of recruitment
 - 2.2. The screening process
 - 2.3. The interview & selection process
 - 2.4. Interview role-plays
 - 2.5. Post-interview procedures & follow-up
 - 2.6. Using psychometric tests & assessment centres

DAY THREE

1. **Behavioural Styles**
 - 1.1. Recognising behavioural styles
 - 1.2. Being assertive
 - 1.3. assertiveness in practice
 - 1.4. Effective coaching & counselling
 - 1.6. Preparing for a coaching or counselling session
 - 1.7. Conducting the session
 - 1.8. Guidelines for getting feedback
 - 1.9. Coaching & counselling role-plays
2. **Dealing With Disciplinary Issues**
 - 2.1. The importance of policies & procedures
 - 2.2. Managing a disciplinary matter
 - 2.3. Conducting a disciplinary interview
 - 2.4. Deciding upon & implementing disciplinary action
 - 2.5. Holding an appeal

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HUMAN RESOURCE (HR) MANAGEMENT SKILLS

A FOUR-DAY PROGRAMME

'DEVELOPING THE SKILLS FOR EFFECTIVE PEOPLE MANAGEMENT'

DAY FOUR

1. **Reward**
2. **Motivation And Employee Engagement**
 - 2.1. Theories on motivation & employee engagement
3. **Employee Appraisals**
 - 3.1. Preparation for an appraisal
 - 3.2. The appraisal interview
 - 3.3. The follow-up
 - 3.4. Appraisal role-plays
4. **Developing An Employee L&D Plan**
 - 4.1. Learning needs analysis
5. **Effective Decision Making**
 - 5.1. Decision making in practice

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



2 DAYS
PROGRAMME

INTERVIEWING SKILLS

A TWO-DAY PROGRAMME - FOR RECRUITMENT & SELECTION

'LEARN HOW TO PROFESSIONALLY ASSESS INDIVIDUALS FOR EMPLOYMENT'

Who Should Attend?

Recently appointed managers, supervisors and other personnel who are required to select and recruit new staff as part of their overall job role.

About The Programme

The structured interview is a major recruitment tool and, when used correctly, is a highly effective indicator of a candidate's suitability for a job. This programme includes a series of presentations, exercises, activities and role-plays that are designed to assist delegates better prepare for, and conduct effective interviews.

Course Objectives

1. To examine the integral parts of the recruitment and selection process
2. To identify the skills required to conduct successful interviews
3. To use a clear and effective interview structure
4. To apply the techniques of competency-based interviewing
5. To prepare for, and conduct, a successful selection interview
6. To understand the steps to follow during the interview evaluation and follow-up
7. To have an awareness of how Assessment Centres may be used to improve the effectiveness of selection

What You Will Gain

1. A clear understanding of all aspects of the recruitment and selection process
2. An appreciation of the need for structured interviews
3. Develop the use of effective interpersonal skills
4. Knowledge of behavioural interviewing techniques for selection of suitable employees for your organization

7. How to maximise your search scope
8. Screening applicants planning the interview process
9. Types of interviews
10. Preparing for the interview
11. Building rapport
12. Understanding body language
13. Listening actively
14. Questioning skills
15. Types of interview questions

DAY TWO

1. Structuring the interview
2. Competency-based interviews
3. Interview role-plays
4. Post-interview procedures & follow-up
5. Employee retention
6. Assessment centre activities
7. Transfer of learning into the workplace

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

Programme Content

DAY ONE

1. Welcome & introduction
2. The recruitment process
3. The main steps in successful recruitment
4. Preparing to recruit
5. Defining the role-competencies
6. Job descriptions / person specifications



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3 DAYS
PROGRAMME

TRAIN THE TRAINER

A THREE-DAY PROGRAMME - GROUP TRAINING TECHNIQUES

'A PRACTICAL APPROACH TO LEARNING TOP TRAINING TECHNIQUES'

Who Should Attend?

This programme is intended for people new to training, or those with no formal knowledge about the design and delivery of training programmes. The course content focuses on the professional delivery of training to small groups in the workplace, rather than on one-to-one training skills.

About The Programme

Training and re-training are now an essential part of the business strategy for all successful companies. Preparing and delivering top quality 'on-the-job' and 'off-the-job' training to meet organizational needs, is an essential skill for companies and organizations. This programme will also prove valuable to in-company trainers wanting to improve and update their training skills.

Course Objectives

1. To understand learning styles, and to examine techniques which will enhance the learning process
2. To design training material for a group training session to meet specified needs
3. To gain knowledge, skills, and practical tools to deliver effective training, using group facilitation techniques
4. To improve your group training techniques, by focusing on effective communication behaviours
5. To evaluate your training sessions for reaction, learning, changing behaviour, and ultimately contributing value to the organization
6. To enhance your performance, through practice sessions, with trainer.

What You Will Gain

1. A clear understanding of the meaning and value of 'effective training'
2. Certain tools / techniques to assist with your training delivery, so you can make an immediate start when you return to work
3. The opportunity to design, practise and evaluate training sessions in a supportive and challenging environment
4. A comprehensive knowledge of group training and practical skills, which will give you confidence in your ability to help people learn and develop

Programme Content

DAY ONE

1. The learning organization
2. Training effectiveness
3. Justification for training
4. A systematic approach to training
5. Identifying training needs
6. Conducting a training needs analysis
7. How people learn

8. The main ways of learning
10. The importance of effective communication
11. Use of questions in training
12. Giving & receiving feedback
13. Individual presentations

DAY TWO

1. Designing training
2. Effective openings
3. Writing clear training objectives
4. Group dynamics
5. Dealing with problem participants
6. Group training techniques
7. Activity-based learning
8. Using visual aids to enhance training sessions
9. Seating for success
10. Preparation for day three

DAY THREE

1. Interactive training sessions within the group
2. Stop - start - continue - what needs to be changed?
3. Training evaluation
4. How effective is your training?
5. Kirkpatrick's levels of training effectiveness
6. Transfer of learning to the workplace
7. Action planning

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

1 DAY
PROGRAMME

WRITING EFFECTIVE JOB DESCRIPTIONS

A ONE-DAY PROGRAMME - PERSON SPECIFICATIONS

'GETTING IT RIGHT, THE FIRST TIME - SO YOU GET THE RIGHT PERSON'

Who Should Attend

Human Resource personnel and administrators, and / or line managers involved in recruitment and selection, staff appraisals, job evaluation, or organizational change.

About The Programme

This one-day programme is designed to be highly practical, at the end of which you will have the necessary skills to write Job Descriptions and Person Specifications for your organization.

Course Objectives

1. To understand the need for clear Job Descriptions and Person Specifications in the workplace
2. To understand the difference between Job Descriptions, Person Specifications and Competencies
3. To understand the key components of Job Descriptions and Person Specifications
4. To understand how to use Job Descriptions and Person Specifications in the workplace
5. To provide practice in constructing professional Job Descriptions and Person Specifications

What You Will Gain

1. Practical experience in writing Job Descriptions and Person Specifications
2. An understanding of the needs, components, and various uses of Job Descriptions and Person Specifications in the workplace

Programme Content

1. What is a job description?
2. Effective job descriptions - background
3. What is 'job analysis' & why is it important
4. The definitions used in job analysis
5. The employee's role in job analysis
6. Creating a job description
7. Guidelines for writing job descriptions
8. What to include in a job description
9. Job descriptions & recruitment
10. What are 'key / core competencies'?
11. What is a 'person specification'?
12. The seven point plan
13. Guided practice in writing job descriptions & person specifications for your workplace

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

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2 DAYS
PROGRAMME

WRITING EFFECTIVE POLICIES

A TWO-DAY PROGRAMME - PROCEDURES

'LEARN THE KEY SKILLS TO DEVELOP EFFECTIVE POLICIES & PROCEDURES FOR ANY INDUSTRY'

Who Should Attend?

Staff responsible for writing policies and procedures as part of their job will benefit from this programme. You will learn how to write clear and effective policies and procedures. The programme will offer templates, exercises, and plenty of brainstorming, to help you write your policies and procedures. It will also help you to apply writing processes and editing checklists to your policies and procedures, enabling you to feel confident you are producing top quality documents.

About The Programme

This programme includes writing procedures to translate policy into 'action', and techniques for ensuring that policies and procedures are accepted by those who use them. In addition, consultation and communication strategies will be addressed. The programme is experiential in nature, using real life scenarios and case studies. Delegates will be given models and checklists for future use and reference.

Course Objectives

1. To identify the necessity for having organizational policies and procedures

2. To understand the differences between policies and procedures
3. To understand the link between an organization's values and its policies and procedures
4. To learn the process of writing effective policies and procedures
5. To examine writing formats and writing styles
6. To practise writing clear, effective policies and procedures
7. To understand the necessity of regularly updating and revising policies and procedures

What You Will Gain

1. An appreciation of the need for establishing new policies and procedures, as well as reviewing and revising existing ones
2. A clear understanding of the principles, guidelines, formats and writing styles of effective policies and procedures
3. Practical experience in writing policies and procedures
4. An understanding of policy and procedure implementation techniques, including communication and training strategies

Programme Content

DAY ONE

1. Defining policies & procedures 2
- Discover the needs for, and benefits of, good policies and procedures 3
- How policies & procedures flow from an organization's basic values

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2 DAYS
PROGRAMME

WRITING EFFECTIVE POLICIES

A TWO-DAY PROGRAMME - PROCEDURES

'LEARN THE KEY SKILLS TO DEVELOP EFFECTIVE POLICIES & PROCEDURES FOR ANY INDUSTRY'

DAY ONE (Cont'd)

4. When do you need a policy or procedure?
5. How policies & procedures relate to both internal & external customers
6. Types of policies & procedures: board policies, management Policies, hr policies, etc.
7. Steps to create policies & procedures
8. Useful writing style techniques
9. Formats for policies & procedures

DAY TWO

1. Developing Procedures

- 1.1. Reasons for writing a procedure
- 1.2. Who should assist when writing a procedure?
- 1.3. Benefits of writing a procedure as a team
- 1.4. Using flow-charts for writing policies & procedures
- 1.5. Testing policies & procedures

2. Preparing a policies and procedures manual

3. Physical design considerations
4. Introduction page
5. Table of contents
6. Policies and procedures
7. Optional sections

8. Implementing Policies & Procedures

- 8.1. Notifying users
- 8.2. Achieving compliance
- 8.3. Updates & changes
9. Policy & procedure checklist
10. Transferring learning to the workplace

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

INSTITUTE OF FINANCE MANAGEMENT



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INSTITUTE OF FINANCE MANAGEMENT COURSES

1. Financial Awareness For The Non-Financial Person

45

2. Fundamentals of Budgeting

47

3. Bid (Tender) Management

49



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A THREE-DAY PROGRAMME FOR THE NON-FINANCIAL PERSON

'EVERYTHING YOU NEED TO KNOW ABOUT BUSINESS FINANCE FOR THE NON-FINANCIAL PERSON'

Who Should Attend?

This programme is ideal for those who recognise that to further their careers, they would benefit from a greater understanding of how the financial side of their business operates. It is specially designed for those who are not working in a finance or accounting role, and also for those who do, but have never had formal training. It will be helpful for managers, sales and marketing personnel, account managers, and executives, as it will provide them with the basis to make more informed business decisions, become more effective in their current roles, and prepare them for promotion.

About The Programme

All employees can be even more productive if they have a clear understanding of the financial and commercial considerations that impact their business. This course is designed to fill this particular knowledge gap in a fast-moving, interactive format that focuses on practical knowledge. The course trainer translates the jargon, conventions, and formats of accounting into simple, easy to understand language. Upon completion of the course, delegates will feel comfortable using financial terms, have a clear understanding of what they mean, and how they impact on the bottom-line of the individual delegate's business. Case study work, and practical exercises, form an important part of this programme. These are reinforced by trainer-led discussions. There is extensive use of calculators, which will be provided by Spearhead.

Course Objectives

1. To understand the concept of Accrual Accounting and how it differs from Cash Accounting
2. To understand and interpret a basic Profit & Loss Statement (Income Statement)
3. To understand and interpret a basic Balance Sheet
4. To assess ways of improving working capital
5. To understand depreciation & amortisation
6. To understand a simple Cash Flow statement
7. To understand how to use ratios to analyse a business
8. To understand the different types of costs (fixed / variable / semi-variable and direct / indirect)
9. To use breakeven analysis
10. To understand different sources of business financing
11. To understand different budgeting techniques
12. To use variance analysis to assess budget performance
13. To apply and assess the merits of key investment appraisal techniques (ROI)
14. To evaluate the importance of non-financial factors affecting investment decisions

What You Will Gain

1. Greater credibility with executives, managers, customers, distributors, and others who expect an understanding of financial matters in any business dealing
2. A knowledge of the financial data required to make better business decisions
3. To be able to contribute in your own right at a finance meeting
4. A clearer understanding of the importance of good financial control in your company or organization

Programme Content DAY ONE

1. Understanding Key Financial Statements
 - 1.1. The profit & loss statement
 - 1.2. The balance sheet
 - 1.3. Cash flow statement & forecast
2. Understanding income and expenses
3. Gross profit, cost of goods sold, and net profit
4. Accrual-based accounting
5. Distinguishing between fixed and current assets, current and long-term liabilities, and equity
6. Depreciation and amortisation
7. Causes of insolvency
8. Ways to improve working capital and cash flow



A THREE-DAY PROGRAMME FOR THE NON-FINANCIAL PERSON

'EVERYTHING YOU NEED TO KNOW ABOUT BUSINESS FINANCE FOR THE NON-FINANCIAL PERSON'

DAY TWO

- 1. Ratio Analysis**
 - 1.1. Profitability ratios
 - 1.2. liquidity ratios
 - 1.3. Efficiency ratios
 - 1.4. Financial risk ratios
- 2. Horizontal & Vertical (Sizing) Analysis**
- 3. Cost Types**
 - 3.1. Fixed and variable expenses
 - 3.2. Direct and indirect expenses
- 4. Break-Even Analysis**
5. Basic pricing strategies
6. Mark-up vs gross margin
7. Up-selling and cross-selling

DAY THREE

1. Sources of financing
2. Internal vs external
3. Short, medium, and long-term sources
4. Factors affecting the choice
5. Borrowing vs issuing shares
6. **Investment Appraisal Techniques**
 - 6.1. Payback period
 - 6.2. Average rate of return
 - 6.3. Present value and discounted cash flow
 - 6.4. Internal rate of return

Other factors affecting investment decisions

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



2 DAYS
PROGRAMME

FUNDAMENTALS OF BUDGETING

A TWO-DAY PROGRAMME

'A COMPLETE OVERVIEW OF THE ENTIRE BUDGETING PROCESS'

Who Should Attend?

This programme is designed for those responsible for completing budgets for their departments, as well as those who are responsible for managing their company's budget process, but have no formal training or experience. It is useful for managers, as well as non-managers in any industry, from small companies to large.

About The Programme

Successful budgeting skills are key for those who want to succeed in business, since budgets are related to a company's strategic objectives and help decide the overall direction of the company. Getting budget numbers wrong can have severe consequences. But often managers and others responsible for budgets are just assumed to understand how to budget, even though there are many aspects of budgeting that are not 'intuitive'. Rather than learn by trial and error, you can get your budgets right first time.

This course introduces you to the basic knowledge necessary for proper budgeting and then builds on that knowledge. Managers will learn to develop practical budgeting skills which will enable them to meet senior management's expectations by consistently and continuously delivering operational objectives, while achieving financial performance goals.

This course is very interactive, so there are no long periods of dry lectures. Budgeting is explained in practical, easy-to-understand language, and then reinforced with frequent exercises and activities.

Course Objectives

1. To learn the difference between a budget and a forecast
2. To learn the steps to creating a budget
3. To understand the different approaches to budgeting
4. To learn how to project current year sales
5. To understand the basics of production and raw materials budgeting
6. To learn how to do sales budgets
7. To learn how to budget for new businesses
8. To learn the difference between budgeting for fixed expenses and for variable expenses
9. To learn how to budget for payroll
10. To understand how capital budgeting is different to other budgeting
11. To learn about Return On Investment (ROI) in order to make good decisions about capital budgets
12. To understand how to allocate budgets properly by month
13. To understand how to set up a cash budget
14. To use variance analysis to assess performance against budget
15. To learn about budgeting for projects

What You Will Gain

1. Greater confidence from senior management, fellow managers, and subordinates, by demonstrating budgeting competence
2. Firm knowledge of budget terminology and techniques
3. An ability to make meaningful contributions to the company's budget process
4. Many practical techniques which will take the mystery out of the budgeting process

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A TWO-DAY PROGRAMME

'A COMPLETE OVERVIEW OF THE ENTIRE BUDGETING PROCESS'

Programme Content

DAY ONE

1. Benefits of budgeting
2. Difference between a budget and a forecast
3. Strategic plans
4. **Different Budget Approaches:**
 - 4.1. Zero-based budgeting
 - 4.2. Top-down
 - 4.3. Bottom-up
 - 4.4. Rolling / continuous
 - 4.5. Flexible budgets
5. Components of the master budget
6. **Sales Budget**
 - 6.1. Current year projections
 - 6.2. How to create a sales plan
 - 6.3. Product life cycle
 - 6.4. Sales by month
7. Budgeting for a new business
8. Budget templates for unit managers
9. Budgeting for fixed and variable expenses
10. Production and raw materials budget
11. Payroll and headcount budget
12. Budgeting for contingencies
13. How to choose a fiscal year
14. Proforma income statements

DAY TWO

1. Steps to creating a budget
2. Cash budgets
3. Budget review and variance analysis
4. Price / volume variance
5. Labour variances
6. Capital budgeting
7. **Investment Appraisal Techniques**
 - 7.1. Payback period
 - 7.2. Average rate of return (ARR)
 - 7.3. Present value
 - 7.4. Internal rate of return (IRR)
8. **Budgeting For Projects**
 - 8.1. Estimation techniques
 - 8.2. Project reserves
 - 8.3. Earned value management

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

A THREE-DAY PROGRAMME

'UNDERSTAND A BID REQUEST AND LEARN HOW TO MANAGE A BID - ACCURATELY, CLEARLY, AND EFFECTIVELY'

Who Should Attend?

Sales professionals, engineers, marketing professionals, project managers, business development managers, heads of departments, client servicing personnel, etc., and any other individual in charge of preparing a tender request.

About The Programme

This course is the ideal way to learn how to deliver high quality bids within strict timescales, and effectively manage them in accordance with the required tender (bid) specifications. The programme will enable delegates to accurately complete documents that support their company's tenders and proposals. It will ensure that all tenders fully meet the client requirements, and gives clear guidelines on how to make your organization's tenders stand out, and set them apart, from the competition.

Course Objectives

1. To understand the basics of bidding
2. To recognise the bid cycle
3. To establish the role of management (and the procedures) in the bid process
4. To learn ways to identify your customer's position
5. To understand how to 'qualify' the opportunity
6. To learn how to determine the bid strategy
7. To understand what the customer's explicit needs are
8. Ways to effectively analyse competition
9. Understand how to build your bidding / tender team
10. Establish a bid plan
11. Make the document work for you
12. To sell the benefits in your proposal
13. Production of the bid / tender document
14. Carrying out post-tender activities
15. How to present to the customer (if this is allowed, under the bid / tender process)
16. Negotiating the final deal

What You Will Gain

1. The course will cover the entire bid cycle. It will provide you with proven and effective business tools and methods to:
2. Evaluate and analyse bid requirements
3. Align your approach to what your customers need
4. Determine and target the resources you require
5. Identify the information you need to bid successfully
6. Set up the internal review procedures required for your bid
7. Effectively structure your bid documentation
8. Differentiate your bid from that of the competition
9. Ensure a clear, structured submission is made
10. Plan and work efficiently, within tight timescales and deadlines
11. Assess and review your submission, to ensure continuous improvement in your tender / bidding strategy

Programme Content

DAY ONE

1. What is 'a bid'?
2. Different terms of bid: request for proposal (RFP), request for Information (rfi), request for quotation (RFQ), invitation to Tender (ITT), etc.

3. What is bid management?
4. The bid process
5. The concept of effective bid management
6. The bid team
7. Creating an effective bid team
8. Identifying the bid stakeholders
9. Checking internal feasibility
10. The Bid Budget
 - 10.1. Bottom / top budgeting
 - 10.2. Top / bottom budgeting
11. Analysing the bid document
12. Setting objectives
13. Assignment allocation amongst the team members

DAY TWO

1. Assessing constraints
2. Listing activities: work breakdown structures (WBS)
3. Bid Time Management
 - 3.1. Time scale
 - 3.2. Network diagram
 - 3.3. Critical path analysis
 - 3.4. Gantt chart
4. Bid specification management
5. Bid risk management
6. Managing the team
7. The communication process

DAY THREE

1. Bid closure
2. Preparing the final document
3. The pre-bid meeting
4. Bid evaluation
5. Bid contract
6. Post tender meetings / clarifications / negotiations
7. Bid closure
8. Assessing your bid management skills
9. Part of the course may involve delegates preparing bids relevant to their individual company, or organization. They will do this by implementing the learning from the course, in practical easy-to-follow steps that take them through the management of the complete bid process.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

INSTITUTE OF CUSTOMER SERVICE



DIVISION OF SOFT SKILL SERVICES

VISION رؤية
2030
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1. Customer Relationship Management

52

2. Etiquette For Excellent Customer Service

54

3. Improve Your Telephone Skills - 'How To Win & Keep Customers

55

4. Customer Care & Telephone Skills

56



A TWO-DAY PROGRAMME 'TOP QUALITY SERVICE NEVER HAPPENS BY ACCIDENT'

Who Should Attend?

Managers and supervisors of staff in customer-facing roles, and those responsible for ensuring that the service level offered to customers is a positive differentiator for their company, which will help increase customer retention.

About The Programme

"Top quality customer service is never an accident. It is the result of high intention, great effort, intelligent direction, good management, and skilful execution."

In fiercely competitive markets such as the Gulf region, where products and services are similar, 'putting the customer first' is a sensible strategy for building a successful business. Delighted customers return and send others; dissatisfied customers do not! Surveys have found that it costs about eight times as much to acquire a new customer as it does to keep an existing one. So it seems obvious that it should be the intention of most sensible business people to provide outstanding service. But this is not easy to apply in practice.

We are all customers, and most of us can tell horror stories about very poor customer service here in the Gulf. Rudeness, bad service, indifference to identifying customer needs, etc., are too often encountered. We might like to think that such things do not happen in our organizations; but positive customer care does not occur naturally. In fact, it is extremely difficult to achieve.

How can a manager ensure that good customer care and excellent service will prevail throughout his / her organization? What are the simple practical steps that lead to quality products and excellent service? This programme is very participative and allows delegates to address issues in a practical way that clarifies the relationship between customer care and overall business strategy. A clear 'Customer Relationship Management' programme is essential for successful corporate planning.

Course Objectives

1. To understand the components of successful customer care
2. To know how to develop a plan for implementing effective customer care
3. To understand how you, as a leader, can help to develop a customer focused team
4. To be able to assess your own, and your company's performance in the different levels of customer service
5. To identify customer service barriers within your organization
6. To improve the standards of service to your customers, by understanding their future needs and expectations



7. To explore ways you can WOW! your customers by 'going the extra mile'
8. To learn how to offer alternative solutions and successfully deal with unrealistic customer requests
9. To understand why customers complain and how to deal professionally with complaints

What You Will Gain

1. A clear focus on improving your company's business performance through better customer retention
2. You will be able to identify clear areas of improvement for your customer care team
3. A 'customer-centric' approach that will enable you to fulfil your customers' individual needs
4. You will have a better understanding of the detailed issues involved in providing top quality customer care to your customers



2 DAYS
PROGRAMME

CUSTOMER RELATIONSHIP MANAGEMENT

A TWO-DAY PROGRAMME

'TOP QUALITY SERVICE NEVER HAPPENS BY ACCIDENT'

Programme Content

DAY ONE

1. Role of customer relationship manager in creating a Competitive edge
2. Understanding differences between business-to- business (B2B) crm and business-to-consumer (B2C)
3. Understanding why the happy 'internal customer' is more
4. Motivated to provide exceptional 'external customer' service
5. Calculating customer lifetime value (CLV)
6. Identifying 'perception points' for your organization
7. Identifying barriers to providing exceptional
8. Customer service
9. Understanding customers' changing needs and wants
10. The key steps of customer service

DAY TWO

1. Changing times. The impact of technology on crm
2. Understanding different customer feedback mechanism
3. Identifying queries, questions and complaints
4. Handling unreasonable requests effectively
5. Creating an exceptional service recovery mechanism for enhancing
6. Customer retention
7. Using customer feedback to innovate and stay ahead of the game
8. Creating a crm dashboard - what gets measured can be improved
9. Learning from case studies - the best practices in crm
10. How to create customers for life

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



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ETIQUETTE FOR EXCELLENT CUSTOMER SERVICE

A ONE-DAY PROGRAMME

'YOU NEVER GET A SECOND CHANCE TO MAKE A FIRST IMPRESSION'

Who Should Attend?

Anyone in a customer related role who wishes to learn new skills and understand the key concepts of customer service that will enable them to perform more effectively in their role.

About The Programme

Here in the Gulf, millions of dollars are lost every year because of poor handling of customers by front-line, customer-facing employees. The key to maintaining customer loyalty is to strive to offer exceptional customer service, which in return will result in more business. Research shows that it costs approximately eight times as much to find a new customer, compared to keeping an existing one. This course is essential for all staff who have face-to-face contact with customers - because everyone in your company has the chance to make a positive 'First Impression'.

Course Objectives

1. To learn the key skills of dealing face-to-face with customers and how to communicate effectively
2. To learn the best ways to provide exceptional service by understanding the needs and expectations of a customer (including future needs and expectations)
3. To gain an understanding of handling customers who complain, and how to deal with customers from a variety of cultures and backgrounds
4. To understand how to create customer loyalty through great customer service and excellent customer care

What You Will Gain

1. The skills to provide excellent service to all customers
2. The ability to recognise the needs and expectations of a customer
3. The ability to consistently create a good impression for yourself and your company

Programme Content

1. Who are your customers?
2. Internal customer service
3. The customer relationship hierarchy
4. What does it feel like to be a customer?
5. Customer 'perception points'
6. 'The customer's 'perception' is usually right'
7. You, as a customer
8. Your commitment to quality service
9. Understanding customer needs and wants
10. The six steps of customer service

11. Complaints

- 11.1. Why do people complain?
- 11.2. The benefits of complaints
- 11.3. Some interesting facts about complaints
- 11.4. How to handle a complaint
- 11.5. Having a positive attitude in dealing with Complaints
- 11.6. Using positive words & language

12. Communicating for success - understanding & being Understood

13. Going the extra mile - 'the unforgettable 'wow!' factor' Building powerful relationships

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



IMPROVE YOUR TELEPHONE SKILLS

A ONE-DAY PROGRAMME - 'HOW TO WIN & KEEP CUSTOMERS' 'TURNING "GOOD MORNING" INTO GOOD BUSINESS'

Who Should Attend?

All staff who directly, or indirectly, communicate with internal and external customers, and who need to improve and develop their telephone etiquette.

About The Programme

This programme is specifically designed for people who spend at least 50% of their time on the phone with customers. Poor telephone handling can be very expensive for your company, both in lost image and lost money. Millions of dollars are lost in the Gulf every year because of poor handling of customers by staff on the telephone. In one example, we tell a real life story of how a company lost over 5 million US \$ because of poor telephone skills by a member of staff who did not know how to deal with a customer! Customers who are well handled will call again and bring you more business. Bad telephone technique, and poor customer care, will lose you customers. It costs you approximately eight times as much to find a new customer, compared to keeping an existing one. This course is essential if your staff have not been trained in effective telephone skills. It teaches the correct methods of proper telephone handling, in an enjoyable and highly participative programme.

Course Objectives

1. To understand how each individual using the telephone contributes to the company's overall image
2. To identify the skills and techniques required for excellent telephone etiquette
3. To learn the best language and voice tone to use when speaking to different types of callers
4. To learn how to manage the 'upset / angry' caller
5. To understand the importance of active listening and useful questioning
6. To identify correct and incorrect telephone standards for dealing with all calls
7. To learn and practise how to be most helpful and effective on the telephone

What You Will Gain

1. Increased confidence in dealing with all types of callers
2. The ability to consistently create a good impression for yourself and your company by creating your own 'Telephone Charter'
3. The best techniques to allow you to be professional when answering calls, transferring calls, putting callers on hold, dealing with enquiries and dealing with 'difficult' callers
4. The best approach for handling complaints on the telephone

Programme Content

1. Excellent customer service on the telephone
2. How does a company improve its telephone technique?
3. Professional telephone etiquette
4. Answering incoming calls professionally
5. Making outbound calls professionally

6. Taking accurate messages
7. Creating a best first impression and a lasting last impression
8. The importance of verbal and non-verbal aspects of Communication
9. Being positive and conversational on a call
10. What 'to say' and 'not to say'
11. Questioning skills for improving call handling time
12. Developing listening skills
13. Handling difficult callers
14. Dealing with complaints in a helpful and mature manner
15. Creating a 'telephone charter' for your company

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



CUSTOMER CARE & TELEPHONE SKILLS

A TWO-DAY PROGRAMME

'LEARN THE KEY SKILLS OF TELEPHONE ANSWERING AND DEALING WITH CUSTOMERS FACE-TO-FACE'

Who Should Attend?

Customer service representatives, receptionists, call centre staff, and anyone else who interacts directly with customers.

About The Programme

We are all 'Customers' and more aware of the greater choices available to us in purchasing **anything**, compared to twenty years ago. If we just look at the KSA the variety available to us today is phenomenal - whether it be restaurants, cinemas, food outlets, shopping malls, fashion stores, etc. We have virtually unlimited choice, and the choices grow day-by-day. Therefore it is vitally important for businesses to, not only attract first time customers, but more importantly, to turn those customers into 'repeat and return' customers. Millions of dollars are lost every year because of poor handling of customers by company staff. But customers who are consistently well handled will return again and again - bringing you more business. Bad telephone technique and poor customer care will lose you customers. If statistics show that it costs approximately eight times as much to find a new customer, compared to keeping an existing one, isn't it in your interest to try to retain and expand your existing customer base through providing top class service?

Course Objectives

1. Delegates will learn how to prevent and handle complaints
2. The importance of customer service and customer care will be emphasised throughout the two days of the programme
3. The difference between 'ordinary' and 'extraordinary' service will be discussed
4. Delegates will examine and practise good telephone manners and how to deal face-to-face with customers
5. They will understand how each individual contributes to the company's overall image
6. The special techniques necessary to be effective on the telephone will be demonstrated and practised
7. Delegates will be able to identify correct and incorrect telephone standards

What You Will Gain

1. The ability to consistently create a good impression for yourself and your company / organization
2. A good knowledge of the steps of managing a customer complaint
3. The skills to deal professionally with various situations in relation to providing top quality customer care for customers
4. Increased confidence in dealing with all types of customers - both face-to-face and on the telephone
5. Increased business for your company / organization

Programme Content

DAY ONE

1. Identifying Your Customers
2. Why Do We Lose Customers?
3. Identifying 'Perception Points' For Your Organization
4. The Six Steps Of Customer Service
5. Aspects Of Communication
6. Sharpen Your Questioning Skills : Effective And Ineffective Questions
Developing Active And Effective Listening Skills

DAY TWO

1. Creating Memorable First Impressions And Lasting Last Impressions
2. Aspects Of Telecommunication
3. Essential Telephone Etiquette
 - 3.1. Opening: A Warm Welcome
 - 3.2. Closing: A Remembered Goodbye
 - 3.3. Hold: The Professional Way
 - 3.4. Transfer: Warm Transfer Or Cold Transfer?
 - 3.5. Infusing Positivity In The Call
4. Identifying Queries, Concerns And Complaints
5. How To Successfully Handle Customer Complaints
6. Techniques On Handling Difficult Callers
7. Designing A Professional Customer Service Charter

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



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- | | |
|--|----|
| 1. Supervisory Management Skills - For 1st / 2nd Level Supervisors | 59 |
| 2. Leading High Performance Teams | 61 |
| 3. Developing Management Skills | 62 |
| 4. Strategic Thinking & Planning | 65 |
| 5. Managing Organizational Change | 67 |
| 6. Creative Problem Solving & Decision Making | 68 |
| 7. The Fundamentals Of Project Management | 69 |
| 8. Microsoft® Office - Project 2010 NEW | 71 |
| 9. Event Management | 73 |
| 10. Coaching For Optimum Performance | 74 |
| 11. Planning & Organizing Skills | 75 |



SUPERVISORY MANAGEMENT SKILLS

A THREE-DAY PROGRAMME

FOR 1ST / 2ND LEVEL SUPERVISORS 'YOUR FIRST STEPS TO MANAGEMENT, HOW TO ORGANIZE OTHERS, AND DIRECT WORK EFFORT EFFECTIVELY'

Who Should Attend?

Those new to supervisory positions, or those who have received no formal training in Supervisory Management Skills.

About The Programme

This programme is for people to effectively develop their Supervisory Management Skills. The course clearly defines the role of a supervisor, and also the most common difficulties a supervisor will face in the workplace. Clear guidelines are given on each topic, together with comprehensive training materials that form a very useful working manual. Practical exercises and case studies are used to develop the skills and techniques a successful supervisor needs in their everyday working environment.

Course Objectives

1. To clearly define the role of a supervisor
2. To set out clear guidelines for effective supervisory management
3. To enable participants to effectively supervise their staff by understanding key principles of leadership and motivation
4. To understand the principles of 'effective communication' and how to use communication skills to make sure things get done properly, and on time
5. To enable delegates to understand the value of delegation and prioritising, so they are more effective and efficient in their work
To examine the principles of management, effective planning and self-organization
6. To give delegates greater self-awareness to enable them to improve their relationship with both those who manage them, and with their subordinates

What You Will Gain

1. A comprehensive knowledge of the skills and techniques required to be an effective supervisor
2. A greater awareness of yourself and the ways to get maximum performance from your staff / team

Programme Content

DAY ONE

1. Defining Supervisory Management

- 1.1. The roles & responsibilities of a supervisor
- 1.2. The difficulties experienced by a supervisor
- 1.3. The key competencies needed by supervisors

2. Leadership

- 2.1. Definition of leadership & the qualities required to lead people
- 2.2. Different leadership roles
- 2.3. Your preferred personal leadership style - an assessment
- 2.4. Leadership styles - which is appropriate?

3. Motivation

- 3.1 how people are motivated
- 3.2 the role of the supervisor in motivating others
- 3.3 guidelines on motivating people

DAY TWO

1. Planning & Goal Setting

- 1.1. Steps to effective planning
- 1.2. Guidelines for setting smart (ER) objectives

2. Time Management

- 2.1. Identifying time wasters
- 2.3. Being an effective time manager
- 2.4. Choosing the right time to do the right work
- 3.5. Using the 'prime time' principle

3. Effective Delegation

- 3.1. The advantages & disadvantages of delegation
- 3.2. Reasons why supervisors may not delegate
- 3.3. When to delegate
- 3.4. To whom to delegate
- 3.5. How to delegate
- 3.6. Using delegation to develop your team





SUPERVISORY MANAGEMENT SKILLS

A THREE-DAY PROGRAMME

FOR 1ST / 2ND LEVEL SUPERVISORS 'YOUR FIRST STEPS TO MANAGEMENT,
HOW TO ORGANIZE OTHERS, AND DIRECT WORK EFFORT EFFECTIVELY'

DAY THREE

1. Communication

- 1.1. Why do we communicate?
- 1.2. Barriers to communication
- 1.3. Communicating effectively
- 1.4. Body language - the impact of non-verbal communication
- 1.5. Being an active listener

2. Using effective questions-how to ask questions that get the Answers you really need

3. Corporate communication

4. Behavioural Styles

- 4.1. Understanding different behavioural styles
- 4.2. Taking the right attitude
- 4.3. The benefits of being assertive
- 4.4. Key steps to being assertive

5. Reviewing Performance

- 5.1. Constructive feedback
- 5.2. Feedback principles
- 5.3. Performance appraisals

6. Taking it forward

Before the course

Course each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



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LEADING HIGH PERFORMANCE TEAMS

A TWO-DAY PROGRAMME

'STRONG TEAMS MEAN STRONG BUSINESS PERFORMANCE'

Who Should Attend?

Managers, supervisors, and team leaders who are responsible for building and maintaining effective teams in the workplace.

About The Programme

Successful teams are created when the leader provides a clear sense of purpose, while focusing on building an environment where members are empowered, motivated and challenged, and where individuals feel their strengths are being capitalised on. 'High performance teams' always look for ways to improve their business performance, which distinctly separates them from others. Open and effective communication is one of the central keys to successfully leading these teams. During this two-day course delegates will explore key principles and techniques in a risk-free environment that will help them develop a winning formula with their teams.

Course Objective

1. To clearly identify the principle characteristics of high performing teams
2. To provide a powerful platform on which delegates can build and develop effective team leadership skills
3. To explore the different team leadership styles and learn the team role preferences of delegates
4. To examine the skills required for effective communication within teams
5. To analyse the qualities required to lead a team towards consistent levels of high performance

What You Will Gain

1. A clear definition of what is a 'high performance team'
2. An understanding of leadership principles and techniques that build strong teams
3. An insight into the behaviours, skills, qualities, etc., of leaders of successful high performing teams
4. An awareness of your own management style
5. An understanding of team dynamics and 'the cycle of team development'
6. An awareness of team roles and how they influence team performance
7. You will learn about the essential processes of good team communication
8. You will explore how to deal with challenging team situations

PROGRAMME CONTENT

DAY ONE

1. What is 'high performance'?
2. What are the characteristics that make 'high performing teams' different from other teams?
3. Defining leadership
4. The behaviours, skills, qualities, etc., needed to lead a high performance team
5. Managing vs leading

6. Practical Examples Of Leadership In Action

- 6.1. Redefining - what can we do better?
- 6.2. Action-centred leadership
7. How teams are formed
8. Creating an environment for high performance
9. A clear sense of purpose

10. Goals & Objectives

- 10.1. Setting goals & objectives
- 10.2. Benefits of objective setting
- 10.3. Difficulties associated with objective setting
- 10.4. Smart (ER) objectives

DAY TWO

1. A reminder of the characteristics of high performance teams
Where is your team focused?
2. A Closer Look At Communication
 - 2.1. The communication process
 - 2.2. The first impressions
3. Active listening
4. Overcoming the barriers to effective communication
5. Good questioning techniques
6. Giving & Receiving Feedback
 - 6.1. A formula for giving feedback
7. Delegation
 - 7.1. How to delegate
 - 7.2. Levels of delegation
8. Understanding motivation & demotivation

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference





DEVELOPING MANAGEMENT SKILLS

A FIVE-DAY PROGRAMME

'LEARN THE ESSENTIAL SKILLS FOR TODAY'S MANAGERS'

Who Should Attend?

Department heads, managers, senior supervisors, team leaders, and others who need to develop their managerial skills for enhanced performance and career progression.

About The Programme

Run successfully over the past 17 years in the Gulf, and continually updated, this is an intensive programme addressing key management issues, with clear, practical guidelines every step of the way. Tutorial sessions, real life Gulf case studies, practical exercises, presentations and syndicate work make this an action-packed five-day course. Day Five focuses on HR issues - recruitment, interviewing techniques, and appraisals.

Course Objectives

1. To set clear guidelines for effective management
2. To work through key management skill areas identifying the managerial role
3. To raise self-awareness, recognise limitations, and identify areas for improvement
4. To fully appreciate the 'tool-kit' required for the first class manager, e.g. delegation, leadership, motivation, time management, communication skills, teambuilding skills, etc.
5. To understand the contribution managers make in the development of others
6. To learn to work in a 'proactive' manner, whilst staying aware of the parameters within which you must operate
7. To identify your strengths as a manager... and what are your development needs... and to try to do the same for those you manage
8. To develop action plans for continuous development in the workplace
9. To provide a comprehensive framework for future development

What You Will Gain

1. A clear understanding of the attributes of an effective manager
2. An insight into your current leadership and influencing style, and helpful tools for identifying areas for ongoing development
3. An awareness of the traps and pitfalls that can lead to management failure and the strategies for avoiding them
4. Through interactive exercises, you will gain a clearer understanding of how to manage individuals, groups and tasks, more effectively
5. Enhanced communication and time management skills
6. A set of practical skills and useful information to draw on for maximum achievement in the workplace

Programme Content

DAY ONE

1. What do managers do?
2. How do we define 'management'?

3. How to get your staff on 'the road to high performance'
4. Six reasons for failure as a manager
5. The management wheel
6. The functions & responsibilities of management
7. Key management tasks & competencies
8. Being a proactive manager
9. 'Managing' vs 'doing' - what's the difference?
10. Understanding the concept of competencies
11. **Management Theories**
 - 11.1 Henry Fayol's 14 principles of management

DAY TWO

1. **Management Theories (continued)**
 - 1.1. Some well known theories of management
 - 1.2. Adapting your style
2. Your preferred leadership style - self appraisal
3. Leadership
4. Leaders & managers - is there a difference?
5. The qualities & behavioural attitudes required
6. To be an effective leader
7. The challenge of leadership
8. Action-centred leadership
9. Six leadership strategies
10. Understanding motivation
11. Key motivators & demotivators in the Gulf workplace
12. Dealing with demotivation
13. Ways to motivate people
14. Communication
 - 14.1. Why is good communication important?
 - 14.2. How a message flows

DAY THREE

1. **Communication (continued)**
 - 1.1. How do we communicate in business?
 - 1.2. Assessment - analysis of time spent using different communication methods
 - 1.3. Skilled communication - the five 'C's
 - 1.4. Barriers to good communication
 - 1.5. Overcoming the barriers to effective communication
 - 1.6. Using good questioning techniques
 - 1.7. Being an active listener
 - 1.8. Communication media & information richness
 - 1.9. Effective corporate communication
 - 1.10. Importance of body language/non-verbal communication
2. The Johari window
3. **Feedback**
 - 3.1. Supportive & corrective feedback
 - 3.2. Guidelines for giving & receiving feedback
 - 3.3. Some helpful strategies for giving feedback





DEVELOPING MANAGEMENT SKILLS

A FIVE-DAY PROGRAMME

'LEARN THE ESSENTIAL SKILLS FOR TODAY'S MANAGERS'

DAY THREE (Cont'd)

- 3.4. Five rules for effective communication
- 3.5. Hindering & helping behaviours for effective communication
- 4. **Introduction To Time Management**
 - 4.1. The value of time
 - 4.2. Managing time
 - 4.3. Definition of an effective time manager
 - 4.4. Assessing your time management skills - a quiz
 - 4.5. 20 time management rules

DAY FOUR

- 1. **Introduction To Time Management (continued)**
 - 1.1. Understanding your 'prime time'
 - 1.2. Identifying personal & work related time wasters
- 2. Managing yourself & others effectively
- 3. **Delegation & Work Allocation: When & How To Delegate**
 - 3.1. Why don't managers delegate?
 - 3.2. Questionnaire: assessing your delegation skills
 - 3.3. Identifying your strengths & weaknesses
 - 3.4. The process of delegation
 - 3.5. Strategies for being a better delegator
- 4. **Sample Time Management Aids**
 - 4.1. Using a time log
- 5. **Meetings**
 - 5.1. Questionnaire about your meetings
 - 5.2. How to run a successful meeting
 - 5.3. Responsibilities for the meeting leader
 - 5.4. The importance of agendas & 'action minutes'
- 6. **Planning & Organizing For Success**
 - 6.1. SWOT & PESTLE analysis
 - 6.2. The 'do's' of planning
 - 6.3. Six steps for effective planning
- 7. **Setting Objectives: The Importance Of Goal Setting**
 - 7.1. The Importance of SMART(ER) objectives
- 8. **The Problem Solving Process**
 - 8.1. Divergent & convergent solutions
 - 8.2. Brainstorming / mind mapping
- 9. **Teambuilding - How To Build A Successful Team**
 - 9.1. The difference between a 'group' & a 'team'
 - 9.2. The stages of team development
 - 9.3. The characteristics of successful teams
 - 9.4. What teams need to succeed

- 10. Self analysis - your preferred role in a team
- 11. **Understanding The Role of Coaching In Management**
 - 11.1 The Difference between 'Coaching', 'Training', & 'Counselling'
 - 11.2 The 'DEVELOPER' coaching model
- 12. **Stress Management**
 - 12.1. Calculate your own stress rating
 - 12.2. Understanding stress management techniques
- 13. Understanding different behavioural styles - submissive,
- 14. Aggressive & assertive
 - 14.1. Learn how to be assertive
- 15. Exercise: decision making - a test of the skills learnt Over the past four days

Note: During the course, important aspects of Cross- Cultural Management will be discussed where they are relevant to the topics covered, e.g. Motivation / Communication / Leadership, etc.





DEVELOPING MANAGEMENT SKILLS

A FIVE-DAY PROGRAMME

'LEARN THE ESSENTIAL SKILLS FOR TODAY'S MANAGERS'

DAY FIVE

1. Human resources: the key result areas
2. Recruitment & selection
3. Job specifications
4. The selection process
5. Guidelines for interviewing
6. Conducting effective appraisals
7. Training & developing staff - the manager's role
8. A guide to successful counselling
9. Disciplinary procedures

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



VISION رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA
SAUDI ARABIAN

المؤسسة العامة للتدريب التقني والمهني
Technical and Vocational Training Corporation
BEMCON



BEMCON
INSTITUTE OF MANAGEMENT & LEADERSHIP



STRATEGIC THINKING & PLANNING

A TWO-DAY PROGRAMME

'HOW TO GET AHEAD OF YOUR COMPETITORS... AND MAKE SURE YOU STAY THERE'

Who Should Attend?

Experienced, or up-and-coming leaders within an organization, at any level of management, who want to contribute to the growth and success of their organization, through enhancement of its competitive advantage.

About The Programme

Strategic thinking and planning are now an essential part of a leader's daily work. In order to maintain their organization's competitive edge, leaders at all levels of an organization need to evaluate and prioritise work, according to strategic goals. A successful strategic process engages everyone in the ongoing strategy of an organization, rather than leaving it up to individuals.

This programme includes a series of participative activities which will help delegates to enhance the long-term success of their organization. By the end of the course, they will have acquired the thought processes, frameworks, and analysis tools needed to engage others in the strategic thinking and planning process. They will also have identified appropriate strategic planning methods relevant to their organizational needs. They will be prepared to lead the broader strategic processes required to outperform their competitors, and reshape their organization for a successful long-term future.

Course Objectives

1. To develop skills in evaluating opportunities and threats in your competitive environment
2. To enhance the skills of diagnosing and managing the strengths and weaknesses within your organization
3. To be able to assess current strategies within your organization and select the best model for you
4. To develop creative thinking techniques to develop new ideas
5. To explore new strategies and provide options for your organization
6. To have confidence to adapt and adopt the tools within the strategic process, to different situations
7. To understand the importance of analysing thoroughly before final planning
8. To learn how to effectively lead and communicate a strategic planning effort
9. To identify ways to motivate your staff in order to efficiently and effectively implement a strategic plan
10. To consider the impact of social media in your strategic planning
11. To analyse real life examples of strategic plans to identify best practice and areas to avoid

What You Will Gain

1. The opportunity to clarify your own understanding of strategy and how it can work for you
2. A clear assessment of where your organization is in the strategic-tactical balance, and where you want it to be. Identify your organization's operational effectiveness and strategic clarity
3. Identification of the key strategic issues confronting your organization
4. The ability to practise different strategic analysis tools to help understand your strategic environment
5. How to design, plan, and implement effective strategic change projects

Programme Content

DAY ONE

1. What is 'strategy planning'?
2. Define strategy
3. Which Strategic Planning Tool Is Right For You?
 - 3.1. Examples of strategic models - examine your needs and Expectations
4. Differences between strategic planning & tactical planning
5. Strategic thinking & planning: the helicopter view
6. Assessing your organization's strategic process
7. The Strategic Planning Process: Three Common Stages
 - 7.1. Strategic planning
 - 7.2. Strategic analysis
 - 7.3. Strategic implementation
8. The Strategic Planning Pyramid
 - 8.1. Creating a strategic process
 - 8.2. Strategic teams
 - 8.3. Strategic timelines
 - 8.4. Creating a strategic vision
 - 8.5. Seven stages of planning & implementing strategy
 - 8.6. Strategic external & internal analysis
 - 8.7. The tools & techniques for undertaking external analysis





STRATEGIC THINKING & PLANNING

A TWO-DAY PROGRAMME

'HOW TO GET AHEAD OF YOUR COMPETITORS... AND MAKE SURE YOU STAY THERE'

DAY ONE (Cont'd)

- 8.8. Pestle analysis
- 8.9. Competitive advantage / unique selling points
- 8.10. The extended boston consulting growth share matrix
- 8.11. Porter's five competitive forces
- 8.12. Case study: pestle analysis
- 8.13. The impact of social media and the internet on your strategic plan

DAY TWO

1. **The Tools & Techniques For Carrying Out Internal Analysis**
 - 1.1 SWOT analysis
 - 1.2. Balanced scorecard
 - 1.3. SWOT combined with balanced scorecard
2. Case study: SWOT analysis
3. Understanding strategic thinking
4. Principles of creative thinking
5. Creative vs analytical thinking
6. Brainstorming
7. Improving creative thinking
8. Motivating employees to accept & 'buy-in' to new strategy
9. The importance of leadership during the strategic planning Process
10. How to break down the strategic plan into tactical and operational Goals
11. **Implementing The Strategic Plan**
 - 11.1 why organizations fail to implement strategy effectively
 - 11.2 tips to execute the strategic plan
12. Monitoring the strategic plan implementation
13. **Problem Analysis Tools To Examine Implementation**
 - 13.1 strategic plan reviews
14. Examples of other analysis tools for a variety of scenarios

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.





MANAGING ORGANIZATIONAL CHANGE

A ONE-DAY PROGRAMME

'RE-ENGINEERING YOUR BUSINESS - MAKING 'CHANGE' A POSITIVE PROCESS'

Who Should Attend?

This programme is designed for senior managers, managers and other personnel who are responsible for managing change or restructuring within their organization.

About the Programme

The course covers all the fundamentals required to manage the change / restructuring process, so it is as smooth and effective as possible.

Course Objectives

To provide delegates with the knowledge and confidence to manage change / restructuring within their organizations
To understand the pressures and opportunities caused by change, and how different people react differently to it
To provide delegates with the skills and knowledge to initiate, anticipate, and respond positively to change, and generate positivity in others
To understand how to manage and overcome resistance to change

What You Will Gain

1. A comprehensive knowledge of the skills and techniques required to manage change successfully. You will understand the dynamics of this much misunderstood, and often feared, process.

Programme Content

1. Understanding Change

- 1.1. What changes are coming?
- 1.2. Generation y, technology, working conditions, etc.
- 1.3. Theories of change
- 1.4. Categorising types of change
- 1.5. The phases of change

2. Managing during change

- 2.1. Impact of change
- 2.2. Stages of transition
- 2.3. The psychological stages of change
 - 2.3.1. Shock
 - 2.3.2. Resistance
 - 2.3.3. Rejection
 - 2.3.4. Resolution
 - 2.3.5. Acceptance

- 2.3.6. Integration
- 2.3.7. 'Buy-in'
- 2.4. Developing anticipatory change
- 2.5. The roles involved in change
- 2.6. The adkar model & its application
- 2.7. Potential problems
- 2.8. Action planning

3. Overcoming resistance to change

4. Change & You

- 4.1. The 'nature of change' pattern
- 4.2. Communicating change
- 4.3. Applying change communication to your team
5. The change manager's checklist
6. The eight step process of implementing successful change
7. The skills needed for a successful 'change agent'

Case Studies will be used during this programme to illustrate examples of good and bad change implementation processes.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.





CREATIVE PROBLEM SOLVING & DECISION MAKING

A TWO-DAY PROGRAMME

'USING CREATIVITY TO GAIN A COMPETITIVE EDGE'

Who Should Attend?

Managers, supervisors, and staff responsible for the development of new ideas and systems, and those involved in problem solving, and making and implementing key decisions. This is an essential course for those who believe that change, and new, improved ways of working, are the best way forward for the success of organizations.

About The Programme

This two-day workshop is challenging from the outset. It is a blend of Trainer-led and experiential learning. It identifies the key concepts of creative thinking and problem solving. It gives the delegates a range of versatile and effective techniques, backed up by excellent course notes, which form a valuable reference source for the future. This course is ideal for those seeking new answers to old problems, and those in search of first time solutions to major new problems.

Course Objectives

1. To enable delegates to identify different problem solving techniques
2. To enable delegates to analyse a problem so that appropriate problem solving techniques may be applied
3. To recognise the importance of dealing with the cause of a problem, rather than just dealing with the effect of a problem
4. To learn how to generate alternative solutions, using creative thinking and brainstorming
5. To learn the different stages of the decision making process and understand the importance of each stage in ensuring effective decisions are made models to the workplace

What You Will Gain

1. An understanding of different types of problems and how to differentiate between them
2. A clear and systematic approach to problem solving and decision making
3. A range of proven models to identify the causes, and diagnose the key aspects, of a problem
4. An opportunity to examine different ways of approaching a problem and choosing the most appropriate solution
5. An opportunity to practise logical problem solving techniques during the training

Programme Content:

DAY ONE

1. The power of positive thinking
2. Winner & loser behaviour
3. 'Owning' the problem
4. The problem solving & decision making process

5. Categorising the problem
6. Convergent & divergent problems
7. Problem solving techniques
8. Benefits of using systematic problem solving techniques
9. Defining the problem
10. Looking at the root causes of the problem
11. The fishbone diagram
12. Review of problem solving techniques

DAY TWO

1. Creative thinking & decision making
2. Brainstorming
3. Analytical & creative thinking
4. Lateral thinking
5. 'Idea spurring' questions
6. Criteria for decision making
7. Problem solving & decision making exercise
8. A six step problem solving method
9. Putting it into practice

Pre-Course Assignment:

Delegates will be requested to bring a situation / challenge / problem from their workplace that requires the application of creative thinking.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



THE FUNDAMENTALS OF PROJECT MANAGEMENT

A THREE-DAY PROGRAMME

'A COMPLETE OVERVIEW OF RUNNING EFFECTIVE PROJECTS'

Who Should Attend?

Managers and staff called upon to manage and contribute to projects of any size and duration. This course is especially useful for those with no formal project management training, as it builds up the project management process from first principles.

About The Programme

This course is designed for managers and staff, from a broad spectrum of industries, involved in different types of project work. It explains the fundamentals of managing any project. Delegates will learn how to manage and coordinate projects. In the current fast moving business environment, crisp project controls are essential if expensive blunders are to be avoided.

Learn the techniques and procedures that reduce risk, cut down on stress, and utilise the strengths of others. You will also come to appreciate and understand the importance of people as a key resource in project management.

Course Objectives

1. To identify the key activities that must be managed to ensure project success
2. To understand all the steps involved in developing a new project, from beginning to end
3. To identify and understand the importance of key people in every project
4. To learn and develop the skills to create a complete project planning document
5. To learn how to establish project deadlines
6. To learn and develop the skills associated with effective project quality management
7. To know the processes required to achieve timely completion of a project
8. To identify, assess, and control, risk throughout your projects
9. To identify the Estimated Monetary Value (EMV) of a risk
10. To accurately identify the total project cost
11. To identify the progress of a project, and calculate the Earned Value of each task
12. To identify the key activities and components of successful project progress meetings





THE FUNDAMENTALS OF PROJECT MANAGEMENT

A THREE-DAY PROGRAMME

'A COMPLETE OVERVIEW OF RUNNING EFFECTIVE PROJECTS'

What You Will Gain

1. A number of techniques for completing quality projects on time, within the estimated budget, and delivering promised performance
2. The communication skills necessary to get support and 'buy-in' for the project
3. A recognition of the power of planning as a mechanism for achieving key results
4. An understanding of the dynamics of project team motivation and how to influence others

Programme Content

DAY ONE

1. What is project management?
2. Features of a typical project
3. Role of the project manager
4. Project stakeholders
5. Project success factors
6. Stages of a project
7. **The Project Charter**
 - 7.1. Scope statement
 - 7.2. Order of magnitude
 - 7.3. Assumptions
 - 7.4. Constraints
 - 7.5. Drivers
 - 7.6. Setting objectives
 - 7.7. Project feasibility
8. **Project Cost**
 - 8.1. ROI (Return on investment)
 - 8.2. ARR (Annual rate of return)
 - 8.3. PV (Present value)
 - 8.4. NPV (Net present value)
 - 8.5. IRR (Internal rate of return)

DAY TWO

1. Identifying project risks
2. Project sign off
3. Project plan
4. Work breakdown structures (WBS)
5. Activity matrix
6. Network diagram
7. **Project Time Management**
 - 7.1. Calendar view
 - 7.2. Network diagrams
 - 7.3. Gantt charts
 - 7.4. Critical path analysis
 - 7.5. Quality management

DAY THREE

1. **Project Risk Management**
 - 1.1. Probability > Impact
 - 1.2. Estimated monetary value (EMV)
2. Project execution
3. Project control management
4. **Project Cost Management**
 - 4.1. Budgets
 - 4.2. Earned value
5. Project meetings
6. Project close-down
7. Negotiating basics in projects
8. Project management quiz

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



MICROSOFT OFFICE® PROJECT 2010

A TWO-DAY PROGRAMME

'A COMPLETE OVERVIEW OF RUNNING A PROJECT USING MS PROJECT SOFTWARE'

Who Should Attend?

Managers and staff called upon to manage and contribute to projects of any size and duration. This course is especially useful for those with no formal project management training, as it helps you create a project plan at the level of detail that is right for your project.

About The Programme

This course is designed for managers and staff, from a broad spectrum of industries, involved in project work. It teaches the fundamentals of managing any project using the MS Project Professional 2010 software. Delegates will learn how to manage tasks, costs, work, and resources at whatever level of detail is appropriate for their project. The delegates will be able to view the plan data easily. The delegates will be able to apply grouping, highlighting, sorting, and filtering to see the data the way that they want.

Course Objectives

1. To understand the basics of MS Project software
2. To understand the step-by-step process using the software
3. To establish a clear WBS (Work Breakdown Structure)
4. Learn how to determine the Project Strategy using the software
5. Using the software to optimise your resources
6. How to use the software reporting format

What You Will Gain

1. Key commands necessary for a project manager
2. Starting a project using the MS Project software
3. You will be able to allocate and control resources
4. Present your case easily to the management
5. Monitor and control all activities within a project
6. Effectively structure your project documentation
7. Reporting will become easier to read and understand
8. Ensure a clear project structured submission

Programme Content

DAY ONE

1. A Guided Tour of Project

- 1.1. Introducing project
- 1.2. The backstage: managing files and setting options
- 1.3. The ribbon and tabs: finding the features you want
- 1.4. Views: working with schedule details the way you want

2. Creating A Task List

- 2.1. Creating a new project plan
- 2.2. Entering task names
- 2.3. Entering durations
- 2.4. Entering a milestone
- 2.5. Organizing tasks into phases





MICROSOFT OFFICE® PROJECT 2010

A TWO-DAY PROGRAMME

'A COMPLETE OVERVIEW OF RUNNING A PROJECT USING MS PROJECT SOFTWARE'

DAY ONE (Cont'd)

- 2.6. Linking tasks
- 2.7. Switching task scheduling from manual to automatic
- 2.8. Setting nonworking days
- 2.9. Checking the plan's duration
- 2.10. Documenting tasks and the project plan

2. Setting Up Resources

- 2.1. Setting up work resources
- 2.2. Entering resource capacity
- 2.3. Entering resource pay rates
- 2.4. Adjusting working time for individual resources
- 2.5. Setting up cost resources
- 2.6. Documenting resources

3. Assigning Resources To Tasks

- 3.1. Assigning work resources to tasks
- 3.2. Controlling work when adding or removing resource assignments
- 3.3. Assigning cost resources to tasks

4. Formatting And Sharing Your Plan

- 4.1. Customising the gantt chart view
- 4.2. Customising the timeline view
- 4.3. Drawing on a gantt chart
- 4.4. Copying views
- 4.5. Printing views
- 4.6. Customising and printing reports

5. Tracking Progress On Tasks

- 5.1. Saving a project baseline
- 5.2. Tracking a project as scheduled
- 5.3. Entering a task's completion percentage
- 5.4. Entering actual values for tasks

DAY TWO

1. Fine-Tuning Task Details

- 1.1. Adjusting task relationships
- 1.2. Setting task constraints
- 1.3. Interrupting work on a task
- 1.4. Adjusting working time for individual tasks
- 1.5. Changing task types
- 1.6. Entering deadline dates
- 1.7. Entering fixed costs
- 1.8. Setting up a recurring task
- 1.9. Viewing the project's critical path
- 1.10. Scheduling summary tasks manually
- 1.11. Inactivating tasks

12. Fine-Tuning Resource Details

- 12.1. Setting up resource availability to apply at different times
- 12.2. Entering multiple pay rates for a resource
- 12.3. Setting up pay rates to apply at different times
- 12.4. Setting up material resources

13. Fine-tuning Assignment Detail

- 13.1. Delaying the start of assignments
- 13.2. Applying contours to assignments
- 13.3. Applying different cost rates to assignments
- 13.4. Assigning material resources to tasks
- 13.5. Viewing resource capacity
- 13.6. Adjusting assignments in the team planner view

14. Fine-tuning The Project Plan

- 14.1. Examining resource allocations over time
- 14.2. Resolving resource over-allocations manually
- 14.3. Levelling over-allocated resources
- 14.4. Checking the project's cost and finish date

15. Organizing Project Details

- 15.1. Sorting project details
- 15.2. Grouping project details
- 15.3. Filtering project details
- 15.4. Customising tables
- 15.5. Customising views

16. Tracking Progress on Tasks & Assignments

- 16.1. Updating a baseline
- 16.2. Tracking actual and remaining values for tasks and Assignments
- 16.3. Tracking timephased actual work for tasks and assignments
- 16.4. Rescheduling incomplete work

17. Viewing & Reporting Project Status

- 17.1. Identifying tasks that have slipped
- 17.2. Examining task costs
- 17.3. Examining resource costs
- 17.4. Reporting project cost variance with a spotlight view

18. Getting Your Project Back on Track

- 18.1. Troubleshooting time and schedule problems
- 18.2. Troubleshooting cost and resource problems

Before the course

Each delegate will be asked to complete a pre-course briefing form to determine their individual objectives for attending the course. These objectives will be used by the tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a personal development plan that can be used as part of future appraisals and that will also be an important tool for management reference.



EVENT MANAGEMENT

A TWO-DAY PROGRAMME

'A STEP-BY-STEP GUIDE TO PLANNING, COORDINATING AND MANAGING SUCCESSFUL EVENTS'

Who Should Attend

Those who are responsible for events such as conferences, seminars, competitions, product launches, exhibitions, gala dinners, concerts, etc. as part of their job role. Learn vital planning and management techniques to help you meet the objectives of a variety of projects.

About The Programme

Events - big or small - are successful when they run smoothly with appropriate resources for participants and when the strategic objectives are fully met. The key to effective event management is planning and preparation, providing for contingencies, and having a flexible and adaptable approach.

This programme provides highly participative activities to lead delegates through the process of managing an event, from concept and planning to execution and evaluation. By the end of the programme, delegates will be able to utilise a basic framework they can implement back in the workplace.

Course Objectives

1. To understand the role of an event manager
2. To learn basic planning and organizing skills to ensure an event completes on schedule
3. To understand the role of events in the context of integrated marketing communications
4. To explore creativity in designing event concepts
5. To understand the importance of managing teams
6. To examine the use of cost control mechanisms
7. To review the importance of sustainable event planning
8. To learn the value of contingency planning
9. To understand the importance of post-event evaluation

What You Will Gain

1. The confidence to organize events which run smoothly and are a credit to your organization
2. A step-by-step guide on how to produce timely, well-run events that stakeholders will remember for the right reasons
3. An insight into how to harness creative ideas and transform them into unique events

Programme Content

DAY ONE

1. Introduction To Event Management

- 1.1. The event manager
- 1.2. Identifying key players
- 1.3. Classification of events
- 1.4. Event project life cycle

2. Pre-Event

- 2.1. Developing the concept
- 2.2. Analysis & logistics
- 2.3. Feasibility and sustainability
- 2.4. Event proposal > the planning process
- 2.5. Committing resources
- 2.6. Budget & financial management
- 2.7. Permits, licences & sponsorship
- 2.8. Marketing & promotion
- 2.9. Risk management

DAY TWO

1. The Event

- 1.1. The programme
- 1.2. The venue
- 1.3. Management of the event
- 1.4. Health and safety
- 1.4. Crowd management

2. Post-Event

- 2.1. Debriefing
- 2.2. Evaluation reports
- 2.3. Sponsors & media feedback

Case studies and practical exercises will be used during the course to make this a lively and participative programme. Delegates will have the opportunity to discuss ideas and concerns regarding forthcoming events they are responsible for coordinating. It is impossible to anticipate every eventuality, but this course will provide a thorough understanding of what the event manager should expect.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



COACHING FOR OPTIMUM PERFORMANCE

A TWO-DAY PROGRAMME

'HELPING OTHERS TO UNDERSTAND AND EXCEL' (INCLUDING THE 'DEVELOPER' COACHING MODEL)

Who Should Attend?

This is an ideal course for anyone who needs to use effective coaching skills to develop others; whether they be line managers, internal coaches, or HR professionals. Coaching is an essential activity to help improve, enhance, or develop, a person's skills and behaviour in the workplace. It also has a very positive impact on the retention of knowledge and skills, after a person has been trained.

About The Programme

There is no more effective way to train and / or develop someone than by the application of the coaching process. By the end of this workshop delegates will have realised the power of coaching. Coaching is an essential skill to help motivate and define responsibilities of personnel. Delegates will understand, and have practised, the key stages and skills of coaching. Delegates will be able to introduce a new 'coaching culture' to their teams and organization. They will have been introduced to Spearhead's 'DEVELOPER' Coaching Model - a flexible, highly effective, coaching framework.

Plenty of opportunities are given for practising the skills in a 'risk free' environment, ensuring more effective implementation on returning to work.

Course Objectives

1. To understand the benefits of coaching and the role of the coach
2. To realise when to use coaching as a development tool
3. To identify the stages of the coaching process
4. To plan and deliver a coaching session
5. To practise the skills at all stages of the coaching process

What You Will Gain

1. Techniques to increase motivation
2. The necessary skills to prepare, structure, and carry out, effective coaching sessions, to assist employees reach, and exceed, the standard required

Programme Content

DAY ONE

1. Coaching, mentoring, training: the differences
2. The benefits of coaching
3. The 'developer' coaching model
4. The skills & qualities of an effective coach
5. The questions a good coach should ask
6. Objective setting
7. Coaching styles
8. Identifying ability levels of staff

DAY TWO

1. The techniques of coaching
2. Feedback & review

Total Investment:

Preparation & planning for a coaching meeting
The pitfalls of coaching & how to avoid them
Role-plays - the full coaching process

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.





PLANNING & ORGANIZING SKILLS

A TWO-DAY PROGRAMME

'LEARN TO APPLY YOUR EFFORTS MORE EFFECTIVELY & EFFICIENTLY'

Who Should Attend?

This programme is a 'must' for all managers, supervisors, team leaders, shift leaders and support staff. No matter what your department or job function, being well organized pays off - for both the employer and the employee!

About The Programme

When we are at work we all feel we are 'busy'; but good companies and organizations make certain their employees are busy 'doing the right things efficiently and effectively' - i.e. 'doing the right things, right'. This two-day course is the ideal way to learn and practise the skills of good planning. The course helps delegates understand the key elements of planning and organizing - and shows how they can be readily applied to the delegates' work environments. It will help people interested in clearly identifying and prioritising the tasks and activities needed to achieve both business and personal goals.

Course Objectives

1. To understand the principles and importance of correct planning
2. To have a clear understanding of the essentials of planning
3. To enable delegates to set effective goals
4. To learn to set objectives to aid in the achievement of the goals
5. To organize and adapt plans for successful implementation
6. To understand how to use planning tools such as Gantt Charts, etc.
7. To understand and practise the principles of prioritising work effectively
8. To learn personal organizing strategies to help with work-life balance
9. To learn how to organize your office, computer, and paperwork
10. To practise the skills of planning and organizing in a controlled environment

What You Will Gain

1. A range of tools and techniques to assist in planning and prioritising your workload
2. A number of techniques that will help you remain focused on productive work for a greater proportion of your time
3. The ability to plan your own, and your team's work
4. Greater confidence and control over your immediate work environment

Programme Content

DAY ONE

1. Defining planning & organizing
2. The key elements of the planning cycle
3. Setting goals & objectives
4. Smart (ER) goals and their use in the workplace
5. Planning & organizing exercise
6. Types of planning tools

DAY TWO

1. The key elements of organizing
2. Using a gantt chart
3. Prioritising workload for effectiveness & efficiency
4. The pareto principle
5. Planning & organizing exercise
6. Improving personal organization
7. Improving your work environment: office layout, computer & paperwork
8. 'Work smarter, not harder'
9. Handling delegation for effective organization
10. Tips for work-life balance

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Course each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

INSTITUTE OF PERSONAL DEVELOPMENT



DIVISION OF SOFT SKILL SERVICES

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SAUDI ARABIAN

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1. Self & Time Management

78

2. Stress Management

79

3. Developing Effective Interpersonal & Communication Skills

80

4. Assertiveness Skills (& Dealing With Difficult Situations)

82

5. Understanding Emotional Intelligence

83



SELF & TIME MANAGEMENT

A TWO-DAY PROGRAMME 'ACHIEVE MORE BY WORKING MORE EFFECTIVELY'

Who Should Attend?

Managers, supervisors, salespeople, customer service staff – and anyone who feels there are not enough hours in the day to complete their workload!

About The Programme

The most valuable resource available to managers and staff is 'Time'. It is a common complaint that, "there are not enough hours in the day". Yet very often we end up devoting the majority of available time to low priority work. The potential to achieve more in your job and career is partly dependent upon how well your time is managed. This is a highly participative programme in which delegates will be given a series of individual exercises and guidance in improving their use of time.

Course Objectives

1. To enable delegates to clearly identify work-related and personal time wasters and ways to overcome them
2. To enable delegates to identify their time management style
3. To understand and identify their roles at work
4. To learn to become more proactive through setting SMART(ER) objectives, in line with key result areas
5. To introduce delegates to practical tools to use at work and ensure they make time to focus on priority tasks
6. To learn to organize workspaces for maximum efficiency
7. To identify motivating factors that will lead to overcoming procrastination (putting things off)
8. To master the techniques of effective delegation
9. To learn assertiveness skills to overcome work overload
10. To set criteria to avoid stress

What You Will Gain

1. The ability to gain a substantial increase in performance (research shows that most people can save up to 25% of their time, when shown how to do it!)
2. A greater awareness of the importance of time in achieving business targets
3. A clear understanding of your personal and work-related time wasters
4. An awareness of the importance of prioritising in your day-to-day work
5. Each delegate will take away an action plan, to improve their time management and personal effectiveness, which can be put into effect immediately after the course

Programme Content

DAY ONE

1. What is 'time management'?
2. Personal time wasters
3. Environmental time wasters
4. Time logs

5. Time management styles
6. Identifying roles
7. Time & your energy levels
8. Being proactive
9. Proactive vs reactive
10. Identifying key result areas

11. Goal Setting

- 11.1. SMART(ER) objectives
- 11.2. The three 'p's of setting goals
- 11.3. Steps to achieving goals

12. Prioritising

- 12.1. Pareto rule

13. Urgent vs important matrix

DAY TWO

1. Setting Schedules & Plans

- 1.1. Annual schedules
- 1.2. Monthly schedules
- 1.3. Weekly schedules
- 1.4. Daily to-do lists

2. Organizing your workspace

3. Eliminating Procrastination

- 3.1. What motivates people?
- 3.2. Motivating yourself
- 3.3. Nine ways to overcome procrastination
- 3.4. Delegating effectively
- 3.5. Delegation criteria
- 3.6. Activity delegation log

4. Assertiveness For Influence

- 4.1. Five assertiveness skills
- 4.2. Key steps to being assertive

5. Handling Stress

- 5.1. Symptoms of stress
- 5.2. Causes of stress

6. Dealing positively & assertively with stress

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



STRESS MANAGEMENT

A ONE-DAY PROGRAMME

'BE AWARE OF YOUR POTENTIAL FOR ADDRESSING STRESS & MANAGING IT BETTER'

Who Should Attend?*

Managers, supervisors, administrators, support staff, customer service staff - and anyone within an organization, who is showing symptoms of stress that they may be unable to deal with. It would also be a useful course for anyone who believes stress could be an imminent problem in their work situation for themselves, or their staff. This course may help prevent serious health and morale problems.

About The Programme

Stress is the adverse reaction people have to excessive pressure, or other types of demands placed on them. It can be caused due to issues at work, concern about something outside of work, or a combination of the two.

This course offers an insight into work-related stress: the causes and effects. Stress management in the workplace requires more than just helpful tips. Changing economic times have us pulled in multiple directions.

The pressures and demands between work and personal life are blurred. As a result, the consequences of stress in the workplace come from what is happening to each of us, both on and off the job.

Many world and government health organizations have become so concerned, they have issued guidelines to employers on how to reduce stress at work, and recommend that staff attend Stress Management programmes. Learning to balance the extra demands of the workplace, with family and personal needs, is central to reducing this 21st century epidemic.

This programme will offer insight to manage your life more effectively - both in your business and personal environments.

Course Objectives

1. To learn about the 'Stress Response' and the underlying mechanisms that cause it
2. To identify personal and work-related stressors and their symptoms, so that personal action plans can be developed
3. To explore and create effective stress management techniques that will help you regain control over your personal, family, and work life

What You Will Gain

1. An understanding of how to monitor stress and manage it more effectively
2. Skills that will give you better control over your daily life
3. Greater personal effectiveness
4. Enhanced well-being, and a more satisfying lifestyle

Programme Content

1. Some facts about stress
2. Sources of stress
3. Stress statistics
4. **Stress Symptoms Checklist**
 - 4.1. The Holmes-Rahe scale (understanding the impact of
5. **Long-Term Stress**
 - 5.1. Stress diaries (to identify short-term stress)
 - 5.2. Checking yourself for burnout
6. Personality & stress
7. Sources of work stressors
8. Recognising stress in other people
9. The manager's role in recognising their employees' stress Response
10. **The Stress Response**
 - 10.1. The 'fight or flight' mechanism
11. **Stress Management Techniques**
 - 11.1. Action-based strategies
 - 11.2. Perception-based strategies
 - 11.3. Coping strategies
 - 11.4. Relaxation & sleep
 - 11.5. Self confidence & self esteem
 - 11.6. Anger management

Before the course

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At the end of the course

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DEVELOPING EFFECTIVE INTERPERSONAL

A TWO-DAY PROGRAMME - COMMUNICATION SKILLS 'LEARN THE SKILLS OF HOW TO BE A MORE CULTURALLY AWARE "PEOPLE PERSON"'

Who Should Attend?*

This course is for those people who want to understand how to communicate more effectively with their customers, their staff, their colleagues, and their managers.

About The Programme

Surveys conducted both overseas, and in the Gulf region, have shown that managers spend on average about 75% of their time in one-to-one verbal communication, i.e. face-to-face, or on the telephone. Therefore, effective interpersonal skills are essential tools for today's modern manager. In the multicultural work environments of the Gulf, good interpersonal skills and cultural sensitivity are essential elements for successful managers, and highly productive employees. It is only now that many organizations are realising that 'people are their greatest asset'. Being able to deal effectively with people from different cultures and backgrounds is vital for success in today's competitive global business environment.

Course Objectives

1. To set clear guidelines for effective communication
2. To consider the role of good interpersonal skills in the multicultural workplace of the Gulf
3. To understand different behavioural styles and learn to modify your behaviour to achieve best results
4. To understand how to stay present 'in the moment', 'listen for intent', and influence your listener positively
5. To understand how to communicate effectively when the stakes are high and you need to neutralise arguments effectively
6. To understand how to give and receive constructive feedback as a way to build better relationships
7. demonstrate assertive behaviour
8. To make use of all of the above skills to ensure effective teamwork
9. To create individual action plans for ongoing personal development

What You Will Gain

1. Increased self-awareness of different behavioural styles
2. Understanding how to adapt your style to interact effectively with others
3. An understanding of communication errors and how to prevent them
4. The ability to develop positive interpersonal relationships through effective communication techniques

Programme Content

DAY ONE

1. What is effective communication?
2. **Factors Affecting Communication**
 - 2.1. How messages flow
 - 2.2. Barriers to communication & how to overcome them
3. The dynamics of face-to-face communication
4. **Body Language - 'The Hidden Communicator'**
 - 4.1. Tone of voice
 - 4.2. The power of language in communication
5. **Ensuring Effective Two-Way Communication**
 - 5.1. Developing good listening skills
 - 5.2. Asking the right questions
 - 5.3. Transmitting your message accurately
6. Understanding different perspectives & viewpoints cultural diversity
7. The effectiveness of good written communication

DAY TWO

1. **Communication Styles & The Appropriate Use Of Them**
 - 1.1. The differences between aggressive, assertive, & passive behaviour
 - 1.2. Assertiveness techniques
2. **Behaviour Style Analysis - Amiable, Expressive, Analyst, Driver**
 - 2.1. Knowing your style
 - 2.2. Understanding others' styles
 - 2.3. Adapting styles to interact better with others
3. Building the best relationships by making use of powerful Communication techniques



2 DAYS
PROGRAMME

DEVELOPING EFFECTIVE INTERPERSONAL

A TWO-DAY PROGRAMME - COMMUNICATION SKILLS

‘LEARN THE SKILLS OF HOW TO BE A MORE CULTURALLY AWARE “PEOPLE PERSON”’

DAY TWO (Cont´d)

4. The Johari Window

- 4.1. Know yourself
- 4.2. Know how to build relationships with others
- 4.3. Use feedback techniques to develop better relationships

5. Use of emotions as a source of valuable information

6. Effectively communicating under pressure & when the stakes are high

7. Effectively managing conflict in the workplace

8. Teamwork

- 5.1. Being a team player - the impact of your interpersonal Relationships
- 5.2. The stages of group development
- 5.3. Good communication and effective teamwork
- 5.4. Ways to build trust

Before the course

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At the end of the course

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A ONE-DAY PROGRAMME (& DEALING WITH DIFFICULT SITUATIONS)

'ASSERTIVENESS HELPS YOU TO BECOME MORE CONFIDENT AND BETTER ABLE TO HANDLE DIFFERENT, AND SOMETIMES DIFFICULT, SITUATIONS'

Who Should Attend?

This course is essential for anyone who deals with different personalities and challenging or difficult situations in the workplace - whether they involve customers, managers, or colleagues, etc.

About The Programme

Assertiveness is a communication skill in the same way that 'negotiating', 'delegating', and other business associated skills are. It is a communication skill that enables people to be more confident and develop the appropriate interpersonal skills for dealing with others. This course teaches you how to say the right thing at the right time - especially when interacting with aggressive or difficult people. Assertiveness increases the chance of success in any communication situation.

Course Objectives

1. To increase self-esteem and confidence when dealing with difficult situations
2. To be able to identify your own behavioural style and that of others
3. To learn the difference between aggressive, passive, and assertive behaviours
4. To learn how to use a variety of assertiveness techniques
5. To improve communication and interpersonal skills
6. To have the opportunity to practise new behaviours in a safe and supportive environment

What You Will Gain

1. Increased self-esteem and confidence in your ability to deal with a variety of situations effectively
2. The ability to deal with passive or aggressive people in a positive manner
3. An awareness of effective assertiveness techniques
4. The communication skills necessary to be more assertive
5. An opportunity to practise new behaviours in a safe and supportive environment

Programme Content

1. What Is 'Assertiveness'?

- 1.1. What it is not
- 1.2. Why we need it

2. Behavioural Styles

- 2.1. What are the indicators of each style
- 2.2. Understanding how to adapt to each style
- 2.3. Practising how to build effective relationships

3. Communicating Effectively

- 3.1. First impressions
- 3.2. Body language
- 3.3. Verbal communication
- 3.4. Listening skills
- 3.5. Assertiveness in communication
- 3.6. How to be assertive

4. Assertiveness Techniques

- 4.1. Positive inner dialogue
- 4.2. Fogging
- 4.3. The 'broken record' technique
- 4.4. Discrepancy assertion
- 4.5. Negative feelings assertion
- 4.6. Saying "no" constructively
- 4.7. The desc script (describe, explain, say, commitment)
5. Transactional analysis: understanding how and when to Use it
6. Workable Compromise
- 6.1. 'Win:Win'
7. Choosing different techniques to handle difficult Situations
8. Role-plays

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

UNDERSTANDING EMOTIONAL INTELLIGENCE

A TWO-DAY PROGRAMME

'INSPIRE, MOTIVATE, AND LEAD... BY UNDERSTANDING AND MASTERING YOUR EMOTIONS'

Who Should Attend?

Managers, supervisors and team leaders who are interested in enhancing their self-awareness and their interaction with others
All individuals who want to be able to motivate, inspire, and understand their team members
All individuals who want to be able to successfully control and manage their emotions
All individuals looking to gain a better understanding of the deeper undercurrents of human behaviour

About The Programme

Leading and managing requires more than simply a high IQ (Intelligence Quotient). Managers need to understand how their own emotions have an impact on their performance, and how understanding and handling the emotions of others can maximise individual and team performance.

Course Objectives

1. To understand the elements of Emotional Intelligence
2. To increase your understanding of different aspects of human behaviour
3. To understand your own emotions and how to manage emotional reactions to achieve the desired results

4. To learn how to increase your ability to become more self-motivated
5. To be aware of how to demonstrate empathy
6. To be able to communicate with, and motivate others, based on understanding their emotions
7. To gain awareness of how to empower others and inspire high performance in the workplace
8. To learn to deal with daily work and personal pressures more productively
9. To be able to build strong, open, and honest relationships

What You Will Gain

1. Greater control of your emotions, and therefore your communication style
2. Greater understanding of others' feelings, and the ability to lead successfully
3. Improved relationships in your personal and professional life through greater Emotional Intelligence
4. Lower levels of stress as a result of better understanding of your emotions and those of others
5. Increased self-motivation and a goal-oriented mindset
6. Ways to develop and apply Emotional Intelligence in your workplace



UNDERSTANDING EMOTIONAL INTELLIGENCE

A TWO-DAY PROGRAMME

'INSPIRE, MOTIVATE, AND LEAD... BY UNDERSTANDING AND MASTERING YOUR EMOTIONS'

Programme Content

DAY ONE

1. What is emotional intelligence (EI)?
2. **Understanding Yourself & Emotional Intelligence**
 - 2.1. Your feelings & emotions
 - 2.2. Emotions diary
3. **Why Do We Need Emotional Intelligence?**
 - 3.1. Emotional intelligence in the workplace
 - 3.2. Emotional intelligence & career success
 - 3.3. The benefits of emotional intelligence
4. **Dimensions Of Emotional Intelligence**
 - 4.1. Self-awareness
 - 4.2. Self-management
 - 4.3. Self-motivation & effective stress management

DAY TWO

1. **Dimensions Of Emotional Intelligence (continued)**
 - 1.1. Social awareness (empathy)
 - 1.2. Relationship management
2. Emotional intelligence - self evaluation (questionnaire)
3. **Emotional Intelligence & Leadership**
 - 3.1. Who am i as a manager? (internal & external dimensions)
 - 3.2. Goal setting - planning & achieving personal ambitions
4. Emotional competence framework & best practice within the Workplace
5. Future learning: developing your emotional intelligence
6. Your contract for 'personal change'
7. Putting the learning into practice

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

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INSTITUTE OF ADMINISTRATIVE SKILLS

1. Office Management

87

2. Professional Secretarial & Administration Skills

89

3. The Perfect PA – For PAs & Executive Secretaries

91



A THREE-DAY PROGRAMME

'LEARN THE SKILLS OF EFFECTIVELY MANAGING A PROFESSIONAL OFFICE AND TEAM'

Who Should Attend?

This course is suitable for anyone responsible for the planning and organizing of an office environment, and / or a team of people, e.g. office managers or executive assistants. This programme will provide new skills and develop confidence to be able to run a smoother operation, and manage a diverse team.

About The Programme

This three-day programme allows participants to see clearly how offices can be run efficiently and effectively. By exploring and developing management skills, understanding leadership, effective communication, time management, recruitment, planning and organizing, office managers and senior level administrators can improve business processes. It will also improve procedures and internal systems, ensuring their organization is working at maximum capability.

Course Objectives

1. To understand the roles and responsibilities of an office manager
2. To understand the function of an office manager as a leader
3. To understand the challenges of leadership and determine your own leadership style
4. To understand the different personalities within the team and how to motivate them
5. To examine recruitment procedures and understand how to identify the competencies required for the position
6. To ensure the smooth running of the office at all times
7. To be aware of, and deal with, health, safety, and environmental issues at work
8. To understand the importance of effective office policies and procedures
9. To understand the most effective document management system and adapt this to your business needs
10. To learn to manage time more effectively, using planning and organizing skills
11. To enhance communication skills in a multicultural workplace
12. To develop and use effective assertiveness skills
13. To learn to deal with difficult people, manage upwards, and manage your manager

What You Will Gain

1. An understanding of the necessary leadership skills to manage a diverse team
2. Awareness of different personalities and ways of effectively communicating with them, motivating, and empowering them
3. The ability to administratively manage an office effectively

4. Effective ways to schedule your time and prioritise your daily life
5. The confidence and ability to implement the tools and techniques of the programme to increase your effectiveness and efficiency

Programme Content

DAY ONE

1. Your role and responsibilities as the office manager
2. Competencies of an office manager
3. **The Office Manager As A Leader**
 - 3.1. Organizational and office ethics
 - 3.2. How ethical are you?
 - 3.3. Ethical decision making activity
4. Examining company structures & organization charts
5. **Recruitment & Selection**
 - 5.1. Job descriptions
 - 5.2. Competencies required for individual positions
 - 5.3. Interviewing techniques
6. **Office Administration**
 - 6.1. Office layout
 - 6.2. Health & safety
 - 6.3. Ensuring smooth office operations
 - 6.4. Dealing with paper flow
7. Document management systems

A THREE-DAY PROGRAMME

'LEARN THE SKILLS OF EFFECTIVELY MANAGING A PROFESSIONAL OFFICE AND TEAM'

DAY TWO

1. Policies & Procedures

- 1.1. Why they are important & how to communicate them Effectively
- 1.2. How to write them

2. The planning process

3. Setting objectives

4. Brainstorming & mind mapping

5. Time Management

- 5.1. Using technology in time management

6. Prioritising tasks by urgency & importance

7. Identifying time wasters

8. Dealing with interruptions

9. Presentation Of Delegation Techniques

- 9.1. The 'willing and able' table

- 9.2. Checklist for effective delegation

DAY THREE

1. Communication

2. How & why do we communicate?

3. Non-verbal communication

4. Barriers to communication & overcoming them

5. Gaining attention & 'connecting with people'

6. Powerful questioning & listening skills

7. Email etiquette

8. Understanding cultural differences

9. Understanding different personalities & how to communicate with,

10. Motivate, & empower them

11. Understanding Assertiveness Techniques

- 11.1. Using and evaluating different techniques

- 11.2. Transactional analysis

12. Dealing With Difficult People & Situations

- 12.1. Role-plays and case studies to demonstrate, practise,

13. And Evaluate Effectiveness

- 13.1. Managing conflict effectively

- 13.2. Managing upwards

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

2 DAYS
PROGRAMME

PROFESSIONAL SECRETARIAL & ADMINISTRATION SKILLS

A TWO-DAY PROGRAMME

'ENHANCING EXECUTIVE PERFORMANCE - BY BEING THE BEST THAT YOU CAN!'

Who Should Attend?

Those employees who perform the tasks within a secretarial or administrative position, wishing to improve their skills, or those who are new to, or about to be appointed to such position.

About The Programme

Successful secretaries and administrators often require many of the same skills as senior staff in an organization. They are often the person in charge of the organization's correspondence, and they are very often the first point of contact for visitors. Therefore they must display a highly professional image at all times. The role of being a professional secretary or administrator requires: excellent office skills, accurate filing, preparing for meetings, dealing with people, both on the telephone and face - to-face, exceptional interpersonal abilities, and first class business writing and communication skills. This programme covers all of these, and more.

Course Objectives

1. To understand the importance of effective administration skills within an organization
2. To develop the skills needed to be a professional secretary
3. To enhance your communication and interpersonal skills
4. To manage your time efficiently and be able to think proactively
5. To learn how to set up and manage effective filing systems
6. To learn how to manage petty cash systems
7. To understand how to manage stock and stationery supplies

8. To enhance telephone skills and understand correct telephone etiquette
9. How to be assertive and build a good rapport with your manager

What You Will Gain

1. Practical skills and knowledge to improve the overall administration within your office, or organization
2. A clear understanding of what makes a good secretary or administrator
3. The ability to plan and prioritise time and activities
4. Effective communication skills to deal successfully with colleagues and customers

Programme Content

DAY ONE

1. Your Secretarial & Administrative Role

- 1.1. Responsibilities
- 1.2. Skills
- 1.3. Qualities

2. Developing An Appropriate Professional Image

- 2.1. Professional appearance in the gulf
- 2.2. Timekeeping & punctuality
- 2.3. Introduction to office ethics

3. Stress

- 3.1. Identifying stress
- 3.2. Stress busting techniques
- 3.3. Activities to practise using the techniques



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2 DAYS
PROGRAMME

PROFESSIONAL SECRETARIAL & ADMINISTRATION SKILLS

A TWO-DAY PROGRAMME

'ENHANCING EXECUTIVE PERFORMANCE - BY BEING THE BEST THAT YOU CAN!'

DAY ONE (Cont'd)

4. Communication

- 4.1. Body language, words, & tone of voice
- 4.2. Active listening
- 4.3. Questioning for clarity

5. Effective Written Business Communication

- 5.1. Correct layout of letters and emails
- 5.2. Correct use of salutations
- 5.3. Basic business english punctuation and grammar

6. Telephone Skills

- 6.1. How to deal with callers professionally and effectively
- 6.2. Telephone etiquette
- 6.3. The 'do's & 'do not's of answering the telephone

DAY TWO

- 1. Saying 'no' constructively and giving alternatives

- 2. How to effectively handle your manager

3. Planning & Prioritising

- 3.1. Urgency and importance
- 3.2. Abc method

- 4. Managing your key result areas & tasks

5. Effective Filing Systems

- 5.1. Identifying different methods of filing & selecting the best one
- 5.2. How to ensure the effectiveness of your filing systems

6. Basic Finance

- 6.1. Understanding and managing petty cash systems

7. Basic Stock Control & Stationery

- 7.1. Managing stationery supplies & stock

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

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THE PERFECT PA - FOR PAS & EXECUTIVE SECRETARIES

A TWO-DAY PROGRAMME

'LEARN TO EXCEL IN EXECUTIVE PERFORMANCE, BY ORGANIZING YOUR BOSS AND YOUR STAFF EFFECTIVELY'

Who Should Attend?

This course would ideally suit those currently working as a PA (personal assistant), or an executive secretary who wish to refine and revise their current skills. It would also be beneficial for staff looking for, or recently promoted from an administrative role to a more senior level.

About The Programme

For most organizations, the most valuable resource is executive performance. The PA takes responsibility for much of the organization and coordination of an office. It is a task which calls for excellent planning and organizing skills, the ability to solve problems, to be tactful, and discreet, and possess effective communication skills. A great PA makes an enormous contribution to executive effectiveness and requires numerous professional skills to be successful in this role.

Course Objectives

1. To define and develop the skills and attributes of a highly effective PA
2. To enhance the overall productivity of the manager / team, and ensure the smooth running of the office
3. To plan, organize, and manage time more effectively
4. To communicate confidently and professionally with colleagues and customers
5. To deal with the additional pressures of supporting more than one person
6. To deal professionally with difficult and challenging situations in the workplace
7. To enhance your professional business writing skills
8. To consider the implications of organizing business travel for your manager and team
9. To revise and refresh the guidelines for handling all telephone calls in a professional and helpful manner

What You Will Gain

1. A clear understanding of the role and responsibilities of the Perfect PA
2. An ability to organize yourself, your manager, and your team
3. Develop a more proactive approach to the working day - understand the fundamentals of time management
3. A method of planning and prioritising your workload
4. Improved communication for dealing with colleagues and customers
5. Improved knowledge of working effectively with
6. colleagues and your manager
7. The key elements of effective business writing
8. Tips on how to arrange business travel
9. Knowledge of how to utilise the telephone correctly in your organization

Programme Content

DAY ONE

1. Roles & responsibilities of a pa
2. Skills & qualities of an effective pa
3. Making an office run as smoothly as possible
4. **Managing The In-Tray And The Filing**
 - 4.1. Why an in-tray is essential
 - 4.2. How to have an organized in-tray
 - 4.3. Tips for effective filing

5. Building Effective Relationships

- 5.1. Understanding different behavioural styles
- 5.2. The power of positive thinking and positive words
6. Understanding your manager
7. Handling stressful or conflict situations at work

DAY TWO

1. Planning and organizing
2. Some helpful tools for organizing your tasks
3. The 'bring forward' file
4. Analysing your priorities
5. Creating a daily to-do list
6. Managing interruptions
7. Making travel arrangements
8. **A Revision Of Business Writing Etiquette**
 - 8.1. Some tips for clear and concise writing
 - 8.2. Beginnings & endings for business correspondence
9. Telephone etiquette - the basics

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



INSTITUTE OF MICROSOFT® OFFICE COURSES



DIVISION OF SOFT SKILL SERVICES

VISION رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

المؤسسة العامة للتدريب التقني والمهني
Technical and Vocational Training Corporation
GOVT. APPROVED TRAINING CENTER



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INSTITUTE OF MICROSOFT® OFFICE COURSES

INSTITUTE OF MICROSOFT® OFFICE COURSES

1. Microsoft® Office - PowerPoint 2013 (Intermediate / Advanced) NEW

94

2. Microsoft® Office - Excel 2010 Level 1 (Beginner / Intermediate)

96

3. Microsoft® Office - Excel 2010 Level 2 (Intermediate / Advanced)

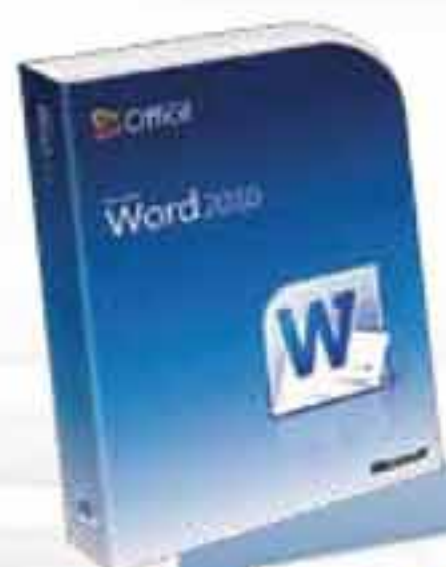
98

4. Microsoft® Office - Excel 2013 Level 1 (Beginner / Intermediate) NEW

100

5. Microsoft® Office - Excel 2013 Level 2 (Intermediate / Advanced) NEW

102



MICROSOFT® OFFICE POWERPOINT 2013

A Two-Day Programme

Intermediate / Advanced Level

Who Should Attend?

This course is for those who would like to bring creativity into their PowerPoint slides. If you have a basic working knowledge, and would like to explore the various creative possibilities available in Microsoft® PowerPoint, this is the course for you.

About The Programme

This two-day programme covers the basics of Microsoft® PowerPoint on Day One, and looks at advanced topics on Day Two. Delegates who feel they already have a basic working knowledge of Microsoft® PowerPoint, or are familiar with some Day One topics, should view Day One as a 'refresher'.

Course Objectives

1. Understand the basics of Microsoft® PowerPoint 2013, and how it differs from its previous version
2. Understand how to navigate efficiently to the relevant tools within the Microsoft® PowerPoint Ribbon
3. Practise using useful PowerPoint tools and functions to prepare creative designs and slides
4. Gain a better understanding of the various PowerPoint tools, and how they can be used in your presentations, to create impactful and professional PowerPoint presentations
5. Use keyboard shortcuts to improve your efficiency and speed while using PowerPoint
6. Insert charts / graphs / movies / sounds, etc., into your PowerPoint
7. Use the various Format functions available to enhance the creation and design of your PowerPoint slides

What You Will Gain

1. A good working knowledge of Microsoft® PowerPoint
2. Quick and easy ways of creating and formatting your PowerPoint slides
3. The ability to easily create and apply customised designs to all your PowerPoint slides
4. An understanding of how to insert media into your PowerPoint presentations, and embed them
5. An awareness of the types of charts, graphs, pictures, etc., that can be inserted into your PowerPoint slides, and how they can be formatted
6. A list of keyboard shortcuts for frequently used tools, and how to use them to increase speed
7. Knowledge of how to insert links from websites, and other PowerPoint presentations, or how to quickly link to a slide from the same presentation

Programme Content

DAY ONE

1. The Microsoft® Ribbon & the home button - what is new in Microsoft® PowerPoint 2013?
2. Understanding commands, tabs, & groups
3. **Creating New PowerPoint Presentations**
 - 3.1. Inserting & deleting slides from your presentation
4. Choosing the layout for your slides
5. Inserting slides from different powerpoint presentations
6. Powerpoint views & the benefit of each
7. Adding & formatting text boxes to your slides
8. Formatting text in your slides
9. Inserting pictures, 3D shapes & autosshapes into your Powerpoint, & working with them
10. Inserting charts / graphs into your powerpoint presentations
11. Creating a photo album in powerpoint
12. **Applying Pre-Set Design Themes To Your Slides**
 - 12.1 customising your own theme
13. Building your own custom font & colour set
14. Customising the quick access tool bar
15. Running your slide show
16. Merge & compare powerpoint presentations
17. Printing your powerpoint presentation & handouts

DAY TWO

1. **Inserting Tables Into Your Slides**
 - 1.1. Formatting the style & colour of your table
 - 1.2. Merging & splitting cells
 - 1.3. Formatting text, rows, & columns within your table
2. **Inserting Media Into Your PowerPoint Presentation**
 - 2.1. Downloading media (sound / video clips)
 - 2.2. Converting them to powerpoint compatible formats
 - 2.3. Trimming your videos in powerpoint
 - 2.4. Embedding videos within your slides
 - 2.5. Formatting media icons in PowerPoint
3. **Adding Animation & Transition Effects To Your PowerPoint**
 - 3.1. Customising the preset animation effects
 - 3.2. Applying animations & transition effects to your powerpoint
4. **Customising Your Slide Show**
 - 4.1. Inserting links, action buttons or 'mouse over' commands
 - 4.2. Rehearsing your presentation with timings
 - 4.3. Reviewing tools available for use during a slide show
5. **Advanced Formatting For AutoShapes, Smart Art, Clip Art, Etc.**
 - 5.1. Adding colour
 - 5.2. Fill options & effects
 - 5.3. Standard & custom colours
 - 5.4. Adding gradients & textures
 - 5.5. Formatting shapes
 - 5.6. Inserting text into shapes

MICROSOFT® OFFICE POWERPOINT 2013

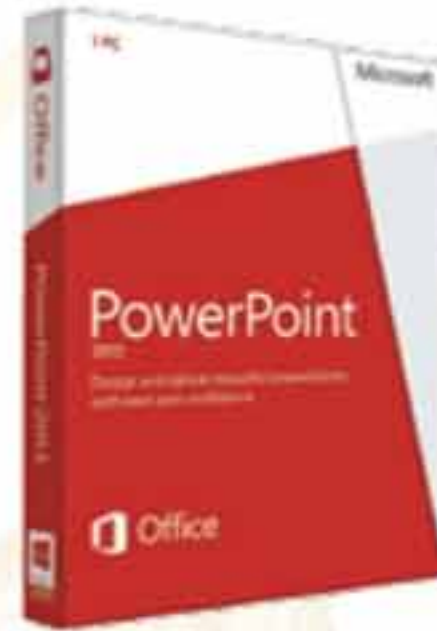
A Two-Day Programme

Intermediate / Advanced Level

DAY TWO (Cont'd)

6. Advanced Formatting For Pictures

- 6.1. Change brightness, contrast, etc., for pictures
- 6.2. Re-colour pictures
- 6.3. Compress pictures in your presentation
- 6.4. Change the order & alignment of pictures
- 6.5. Rotate, crop, group & ungroup pictures
- 6.6. Maintaining proportion while resizing pictures
7. Inserting wordart into your slides
8. Creating a PowerPoint portable package on CD
9. Creating a video of your powerpoint presentation
10. Customising powerpoint options



Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



MICROSOFT® OFFICE EXCEL 2010 LEVEL 1

A Two-Day Programme

Beginner / Intermediate Level

Who Should Attend?

This course is ideal for those who would like to be able to work comfortably with Microsoft® Excel. Users who are very new to Microsoft® Excel, and those who are keen to further their basic working knowledge of Microsoft® Excel, would benefit from this course.

About The Programme

This two-day programme covers the basics of Microsoft® Excel on Day One, and looks at advanced topics on Day Two. Delegates who feel they already have a basic working knowledge of Microsoft® Excel, or are familiar with some Day One topics, should view Day One as a 'refresher'.

Course Objectives

1. Understand the basics of Microsoft® Excel 2010, and how it differs from previous versions
2. Understand how to navigate efficiently to the relevant tools within the Microsoft® Excel Ribbon
3. Prepare and format Microsoft® Excel sheets
4. Review the various formulas available in Microsoft® Excel, and how they can be used
5. Use data within a sheet to create charts and graphs
6. Review the various chart and graph options available in Microsoft® Excel, and how they can be used
7. Be able to rearrange and filter data
8. Be able to insert media into Excel sheets, charts, etc.
9. Use the Protect Function for your sheet and workbook, and know how the Protect Function can be applied to different elements of a Microsoft® Excel sheet

What You Will Gain

1. Basic working knowledge of Microsoft® Excel
2. Quick and easy ways of creating and formatting your Excel sheets
3. An understanding of how to perform calculations using the various formulas available in Microsoft® Excel
4. The ability to sort and filter your data, as well as customise the 'Sort' and 'Filter' functions to suit your needs
6. An awareness of the types of charts, graphs, pictures, etc., that can be inserted into your Excel sheets, and how they can be formatted
7. A list of keyboard shortcuts for frequently used tools, and how to use them to increase speed
8. Knowledge of how to insert links from websites, and other files, into your Excel sheets

Programme Content

DAY ONE

1. Getting Started - Spreadsheet Terminology

- 1.1 discussing spreadsheet basics; the excel environment
- 1.2. Examining excel window components
- 1.3. Getting help with using excel; navigating a worksheet

2. Entering And Editing Data

- 2.1. Entering and editing text and values
- 2.2. Editing cell contents
- 2.3. Using autofill to fill a series
- 2.4. Entering and editing formulas; creating and editing a basic Formula
- 2.5. Working with the order of operations
- 2.6. Inserting and modifying a picture

3. Modifying A Worksheet

- 3.1. Moving and copying data
- 3.2. Moving data in a worksheet
- 3.3. Copying data in a worksheet
- 3.4. Moving and copying data by using drag-and-drop
- 3.5. Using the clipboard task pane
- 3.6. Moving and copying formulas
- 3.7. Using autofill to copy a formula; using paste link
- 3.8. Absolute and relative references
- 3.9. Observing the limitations of relative references
- 3.10. Applying absolute references
- 3.11. Inserting and deleting ranges, rows, and columns

4. Using Functions

- 4.1. Entering functions
- 4.2. Entering a sum function
- 4.3. Using the mouse to enter a function argument
- 4.4. Entering a function in the formula bar
- 4.5. Inserting a function
- 4.6. Using autosum and other common functions
- 4.7. Using average, min, max, count, counta, countblank, rank

5. Formatting

- 5.1. Formatting text
- 5.2. Formatting a non-contiguous range
- 5.3. Using the format cells dialog box to format text
- 5.4. Row and column formatting
- 5.5. Changing column width and row height
- 5.6. Applying colour to a row

A Two-Day Programme

Beginner / Intermediate Level

DAY ONE (Cont'd)

- 5.7. Applying borders to cell ranges
- 5.8. Using the border-drawing pencil
- 5.9. Using the number group to format numbers
- 5.10. Exploring the number tab
- 5.11. Creating a conditional format
- 5.12. Editing and deleting a conditional format
- 5.13. Additional formatting options; copying formats
- 5.14. Using autofill to copy formatting
- 5.15. Applying table styles and sorting data
6. **Printing**
 - 6.1. Preparing to print
 - 6.2. Finding and replacing text
 - 6.3. Previewing a worksheet
 - 6.4. Page setup options
 - 6.5. Setting page orientation and scaling
 - 6.6. Adjusting margins
 - 6.7. Creating and formatting headers and footers
7. **Charts**
 - 7.1. Chart basics
 - 7.2. Creating a chart; moving a chart within a workbook
 - 7.3. Examining chart elements
 - 7.4. Creating and editing a pie chart
 - 7.5. Formatting charts
 - 7.6. Applying chart types and chart styles
 - 7.8. Modifying chart elements
8. **Managing Large Workbooks**
 - 8.1. Viewing large worksheets
 - 8.2. Locking rows and columns
 - 8.3. Opening and arranging new windows
 - 8.4. Splitting a worksheet into panes
 - 8.5. Hiding and unhiding columns and worksheets
 - 8.6. Printing large worksheets; setting print titles and adjusting page breaks
 - 8.7. Inserting different even and odd headers
 - 8.8. Working with multiple worksheets
 - 8.9. Naming worksheets and colouring tabs
 - 8.10. Working and printing multiple worksheets
9. **Graphics And Screenshots**
 - 9.1. Conditional formatting with graphics

DAY TWO

1. **Using Multiple Worksheets And Workbooks**
 - 1.1. Using multiple workbooks
 - 1.2. Switching between workbooks
 - 1.3. Copying a worksheet to another workbook
 - 1.4. Linking worksheets and workbooks
 - 1.5. Examining external links in a worksheet

- 1.6. Creating external links in a worksheet
- 1.7. Editing links
- 1.8. Managing and creating workbooks
2. **Outlining And Subtotals**
 - 2.1. Outlining and consolidating data
 - 2.2. Using the consolidate command
 - 2.3. Creating subtotals
3. **Cell And Range Names**
 - 3.1. Creating and using names
 - 3.2. Applying names to existing formulas
 - 3.3. Managing names; modifying and deleting named ranges
4. **Tables**
 - 4.1. Sorting and filtering data
 - 4.2. Filtering data by using autofilter
 - 4.3. Using cell colour and attributes to sort and filter data
 - 4.4. Working with tables; creating and formatting a table
5. **Advanced Charting**
 - 5.1. Chart formatting options
 - 5.2. Adjusting the scale of a chart
 - 5.3. Creating a combination chart
 - 5.4. Creating a trendline; inserting sparklines
 - 5.5. Using a chart template
6. **Documenting And Auditing**
 - 6.1. Password-protecting a worksheet
 - 6.2. Unlocking cells and protecting part of a worksheet
7. **Templates And Settings**
 - 7.1. Customising the ribbon
 - 7.2. Using built-in templates
 - 7.3. Using a downloaded template

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

MICROSOFT® OFFICE EXCEL 2010 LEVEL 2

A Two-Day Programme Intermediate / Advanced Level

Who Should Attend?

This course is ideal for those who would like to be able to work comfortably with Microsoft® Excel. Users who have a good understanding and knowledge of Microsoft® Excel and those who are keen to further their working knowledge of Microsoft® Excel, would benefit from this course.

About The Programme

This two-day programme covers the more intermediate levels of Microsoft® Excel on Day One, and looks at advanced topics on Day Two. Delegates who feel they already have a very good working knowledge of Microsoft® Excel, or are familiar with some Day One topics, should view Day One as a 'refresher'.

Course Objectives

1. Understand the intermediate functions of Microsoft® Excel 2010, and how it is different from the previous versions
2. Understand how to navigate efficiently to the relevant tools within the Microsoft® Excel Chart Basics
3. Prepare and format Microsoft® Excel sheets and work with multi worksheets
4. Be able to format various chart styles
5. Proficiently use Advanced Charting
6. Be able to use different viewing options
7. Be able to use all advanced formatting and display options
8. Be able to consolidate data and formatting charts

9. Be able to insert pivot tables and charts into your Excel sheets
10. Be able to secure, protect, and customise your workbook
11. Understand how to use macros and be able to use all logical and statistical functions
12. Understand advanced financial functions including all Lookup functions
13. Understand and utilise advanced data management

What You Will Gain

1. An advanced working knowledge of Microsoft® Excel
2. Quick and easy ways of creating and formatting multiple Excel sheets
3. An understanding of how to create charts and graphs which are available in Microsoft® Excel
4. An awareness of the types of charts, graphs, pictures, etc., that can be inserted into your Excel sheets, and how they can be formatted
5. A list of keyboard shortcuts for frequently used tools, and how to use them to increase speed
6. Knowledge of how to protect your worksheets and utilise macros and pivot tables for workplace requirements



MICROSOFT® OFFICE EXCEL 2010 LEVEL 2

A Two-Day Programme Intermediate / Advanced Level

DAY ONE

1. Creating and working with tables
2. **Working With Multiple Excel Worksheets**
 - 2.1. Renaming your sheet
 - 2.2. Inserting & deleting sheets
 - 2.3. Changing the order of your sheets
 - 2.4. Creating a copy of a sheet
3. Creating charts within Microsoft® Excel
4. **Chart Basics**
 - 4.1. Viewing various preset chart options available within Microsoft® Excel
 - 4.2. Resizing a chart
 - 4.3. Formatting the text, colour, etc., within a chart
 - 4.4. Copying & moving charts within worksheets
5. **Advanced Charting**
 - 5.1. Chart formatting options
 - 5.2. Combination charts
 - 5.3. Graphical elements
6. Using the different view options available & understanding Their benefits
7. Setting the print area for your sheet
8. Inserting headers & footers
9. Repeating rows & columns on printed sheets for easy Viewing
10. Using the paste special options
11. Importing & exporting text
12. Naming cell ranges for easy viewing
13. Advanced formatting
14. **Working With Subtotals**
 - 14.1. Creating & removing subtotals
15. **Formatting & Display**
 - 15.1. Formatting tables using preset styles
 - 15.2. Customising preset styles
 - 15.3. Using conditional formatting options for easy formatting as You type
 - 15.4. Hiding & unhiding rows, columns, & worksheets
16. **Use The Sort & Query Functions**
 - 16.1. Customising the sort function
 - 16.2. Applying single / multiple filters to data
 - 16.3. Customising the filter queries
 - 16.4. Removing filters

DAY TWO

1. **Consolidating Data**
 - 1.1. Combining data from various cells into a single cell
 - 1.2. Linking cells, charts, etc., - in same & different sheets
2. **Formatting The Following In Your Charts:**
 - 2.1. Pie chart angles
 - 2.2. Formatting & positioning the chart axis, chart title & chart Legend
 - 2.3. Changing the chart design after a chart has been created
 - 2.4. Adding & deleting a data series within a chart
3. Inserting pivot tables & charts into your excel sheets
4. **Protecting Your Workbook**
 - 4.1. Adding a password protection for your workbook
 - 4.2. Finalising your workbook as 'read only'
 - 4.3. Defining data entry rules to prevent incorrect information Being entered
 - 4.4. Customised protection for your workbook to allow selective Editing
5. **Macros**
 - 5.1. Recording macros to speed up frequently performed actions
 - 5.2. Assigning shortcut keys to recorded macros
6. Customising the quick access toolbar
7. Logical & statistical functions
8. **Financial Functions**
 - 8.1. Using PMT functions
9. Lookup functions
10. VLOOKUP & HLOOKUP
11. **Advanced Data Management**
 - 11.1. Observing data validation
 - 11.2. Creating data validation rules
12. Setting date and list validation rules

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

MICROSOFT® OFFICE EXCEL 2013 LEVEL 1

A Two-Day Programme Beginner / Intermediate Level

Who Should Attend?

This course is ideal for those who would like to be able to work comfortably with Microsoft® Excel. Users who are very new to Microsoft® Excel and those who are keen to further their basic working knowledge of Microsoft® Excel, would benefit from this course.

About The Programme

This two-day programme, covers the basics of Microsoft® Excel on Day One, and looks at intermediate topics on Day Two. Delegates who feel they already have a basic working knowledge of Microsoft® Excel, or are familiar with some Day One topics, should view Day One as a 'refresher'.

Course Objectives

1. Understand the basics of Microsoft® Excel 2013, and how it differs from previous versions
2. Understand how to navigate efficiently to the relevant tools within the Microsoft® Excel Ribbon
3. Prepare and format Microsoft® Excel sheets
4. Review the various formulas available in Microsoft® Excel, and how they can be used
5. Use data within a sheet to create charts and graphs
6. Review the various chart and graph options available in Microsoft® Excel, and how they can be used
7. Be able to rearrange and filter data as well as to insert media into Excel sheets, charts, etc.
8. Use the Protect Function for your sheet and workbook, and know how the Protect Function can be applied to different elements of a Microsoft® Excel sheet

What You Will Gain

1. A good working knowledge of Microsoft® Excel
2. Quick and easy ways of creating and formatting your Excel sheets
3. An understanding of how to perform calculations using the various formulas available in Microsoft® Excel
4. The ability to sort, and filter your data, as well as customise the 'Sort' and 'Filter' functions to suit your needs
5. An awareness of the types of charts, graphs, pictures, etc., that can be inserted into your Excel sheets, and how they can be formatted
6. A list of keyboard shortcuts for frequently used tools, and how to use them to increase speed
7. Knowledge of how to insert links from websites, and other files, into your Excel sheets

Programme Content

DAY ONE

1. Getting Started - Spreadsheet Terminology

- 1.1. Discussing spreadsheet basics
- 1.2. The excel environment
- 1.3. Navigating a worksheet

2. Entering And Editing Data

- 2.1. Entering and editing text and values
- 2.2. Editing cell contents
- 2.3. Using autofill to fill a series
- 2.4. Editing a formula
- 2.5. Saving and updating workbooks
- 2.6. Saving a worksheet as a pdf file

3. Modifying A Worksheet

- 3.1. Moving and copying data
- 3.2. Moving data in a worksheet
- 3.3. Copying data in a worksheet
- 3.4. Moving and copying data by using drag-and-drop
- 3.5. Using the clipboard task pane
- 3.6. Moving and copying formulas
- 3.7. Absolute and relative references
- 3.8. Observing the limitations of relative references
- 3.9. Inserting and deleting ranges, rows, and columns

4. Using Functions

- 4.1. Entering functions
- 4.2. Entering a sum function
- 4.3. Using the mouse to enter a function argument
- 4.4. Entering a function in the formula bar
- 4.5. Inserting a function
- 4.6. Using autosum
- 4.7. Other common functions
- 4.8. Using AVERAGE, MIN, MAX, COUNT, COUNTA, COUNTBLANK, RANK

5. Formatting

- 5.1. Formatting text
- 5.2. Formatting a non-contiguous range
- 5.3. Using the format cells dialog box to format text
- 5.4. Row and column formatting
- 5.5. Changing column width and row height
- 5.6. Applying colour to a row
- 5.7. Number formatting
- 5.8. Using the number group to format numbers
- 5.9. Exploring the number tab
- 5.10. Conditional formatting
- 5.11. Options
- 5.12. Copying formats
- 5.13. Using autofill to copy formatting
- 5.14. Applying cell styles
- 5.15. Applying table styles and sorting data
- 5.16. Using find and replace to change formatting

6. Printing

- 6.1. Preparing to print
- 6.2. Finding and replacing text
- 6.3. Previewing a worksheet; page setup options
- 6.4. Setting page orientation and scaling; adjusting margins, Headers and footers
- 6.5. Printing gridlines and headings
- 6.6. Printing worksheets and printing a selected range

7. Charts

- 7.1. Chart basics
- 7.2. Creating, formatting, and moving a chart within a workbook
- 7.3. Examining chart elements
- 7.4. Creating and editing a pie chart
- 7.5. Applying chart types and chart styles; modifying chart Elements

MICROSOFT® OFFICE EXCEL 2013 LEVEL 1

A Two-Day Programme

Beginner / Intermediate Level

DAY ONE (Cont'd)

8. Managing Large Workbooks

- 8.1. Viewing large worksheets
- 8.2. Locking rows and columns
- 8.3. Opening and arranging new windows
- 8.4. Splitting a worksheet into panes; hiding and unhiding Columns and worksheets
- 8.5. Inserting different even and odd headers

9. Graphics And Screenshots

- 9.1. Conditional formatting with graphics
 - 9.1.1. Creating data bars
 - 9.1.2. Using colour scales; creating icon sets
- 9.2. Smartart graphics
 - 9.2.1. Inserting & modifying smartart graphic
- 9.3. Screenshots
 - 9.3.1. Inserting and modifying screenshots

5. Advanced Charting

- 5.1. Chart formatting options
- 5.2. Adjusting the scale of a chart
- 5.3. Formatting a data point; combination charts
- 5.4. Creating a combination chart
- 5.5. Creating a trendline; inserting sparklines
- 5.6. Using a chart template; graphical elements
- 5.7. Adding and formatting a graphical element
- 5.8. Adding a picture to a worksheet; modifying a picture

6. Documenting And Auditing

- 6.1. Protection; password-protecting a worksheet
- 6.2. Unlocking cells and protecting part of a worksheet

7. Templates And Settings

- 7.1. Customising the ribbon
- 7.2. Using built-in templates
- 7.3. Using a downloaded template

DAY TWO

1. Using Multiple Worksheets And Workbooks

- 1.1. Using multiple workbooks
- 1.2. Switching between workbooks
- 1.3. Copying a worksheet to another workbook
- 1.4. Linking worksheets

2. Outlining And Subtotals

- 2.1. Outlining and consolidating data
- 2.2. Creating an outline; creating custom views
- 2.3. Using the consolidate command
- 2.4. Creating subtotals

3. Cell And Range Names

- 3.1. Creating and using names
- 3.2. Naming and selecting ranges
- 3.3. Using names in formulas

4. Tables

- 4.1. Sorting and filtering data
- 4.2. Examining the structure of data; filtering data by using autofilter
- 4.3. Using cell colour and attributes to sort and filter data
- 4.4. Working with tables; creating a table

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

A Two-Day Programme

Beginner / Intermediate Level

Who Should Attend?

This course is ideal for those who would like to be able to work comfortably with Microsoft® Excel. Users who have a good understanding and knowledge of Microsoft® Excel and those who are keen to further their working knowledge of Microsoft® Excel, would benefit from this course.

About The Programme

This two-day programme, covers the more intermediate levels of Microsoft® Excel on Day One, and looks at advanced topics on Day Two. Delegates who feel they already have a very good working knowledge of Microsoft® Excel, or are familiar with some Day One topics, should view Day One as a 'refresher'.

Course Objectives

1. Understand the intermediate functions of Microsoft® Excel 2013, and how it differs from previous versions
2. Understand how to navigate efficiently to the relevant tools within the Microsoft® Excel Chart Basics
3. Prepare and format Microsoft® Excel sheets and work with multi worksheets
4. Be able to format various chart styles
5. Proficiently use Advanced Charting
6. Be able to use different viewing options
7. Be able to use all advanced formatting and display options
8. Be able to consolidate data and formatting charts
9. Inserting pivot tables and charts into your Excel sheets
10. Be able to secure, protect and customise your workbook
11. Understand how to use macros and be able to use all logical and statistical functions
12. Understand advanced financial functions including all Lookup functions
13. Understand and utilise advanced data management

What You Will Gain

1. An advanced working knowledge of Microsoft® Excel
2. Quick and easy ways of creating and formatting multiple Excel worksheets
3. An understanding of how to create charts and graphs which are available in Microsoft® Excel
4. An awareness of the types of charts, graphs, pictures, etc., that can be inserted into your Excel sheets, and how they can be formatted
5. A list of keyboard shortcuts for frequently used tools, and how to use them to increase speed
6. Knowledge of how to protect your worksheets and utilise macros and pivot tables for workplace requirements

Programme Content

DAY ONE

1. Working With Multiple Excel Worksheets
 - 1.1. Renaming your sheet
 - 1.2. Inserting & deleting sheets
 - 1.3. Changing the order of your sheets
 - 1.4. Creating a copy of a sheet
2. Customising the quick access toolbar
3. Formulas
 - 3.1. AVERAGE, MAX, MIN, LARGE, SMALL, COUNT, CountA, CountBlank, RANK
 - 3.2. Countif/s, Averageif/s, Sumif/s
4. Creating Charts Within Microsoft® Excel
5. Chart Basics
 - 5.1. Viewing various preset chart options available within Microsoft® Excel
 - 5.2. Resizing a chart
 - 5.3. Formatting the text, colour, etc., within a chart
 - 5.4. Copying & moving charts within worksheets
6. Advanced Charting
 - 6.1. Chart formatting options
 - 6.2. Combination charts
 - 6.3. Graphical elements
7. Creating and editing sparklines
8. Using The Different View Options Available & Understanding Their Benefits
 - 8.1. Setting the print area for your sheet
 - 8.2. Inserting headers & footers
 - 8.3. Repeating rows & columns on printed sheets for easy viewing
9. Using the paste special options
10. Importing & exporting text
11. Naming cell ranges for easy viewing
12. Advanced formatting
13. Working With Subtotals
 - 13.1. Creating & removing subtotals
14. Formatting & Display
 - 14.1. Formatting tables using preset styles
 - 14.2. Customising preset styles
 - 14.3. Using conditional formatting options for easy formatting as You type
 - 14.4. Hiding & unhiding rows, columns & worksheets
15. Use The Sort & Query Function
 - 15.1. Customising the sort function
 - 15.2. Applying single / multiple filters to data
 - 15.3. Customising the filter queries
 - 15.4. Removing filters

MICROSOFT® OFFICE EXCEL 2013 LEVEL 2

A Two-Day Programme

Beginner / Intermediate Level

DAY TWO

1. Text to columns and concatenate

2. Consolidating Data

- 2.1. Combining data from various cells into a single cell
- 2.2. Linking Cells, Charts, Etc., - In Same & Different Sheets

3. Formatting The Following In Your Charts

- 3.1. Pie chart angles
- 3.2. Formatting & positioning the chart axis, chart title & chart legend.
- 3.3. Changing the chart design after a chart has been created
- 3.4. Adding & deleting a data series within a chart

4. Customising the quick access toolbar

- 4.1. Working with pivottables
- 4.2. Creating a pivottable
- 4.3. Adding fields to a pivottable
- 4.4. Using slicers to filter pivottable data
- 4.5. Rearranging pivottables
- 4.6. Moving fields
- 4.7. Collapsing & expanding fields
- 4.8. Refreshing the data in a pivottable

5. Formatting PivotTables

- 5.1. Applying a pivottable style
- 5.2. Changing field settings
- 5.4. Using pivotcharts
- 5.5. Creating a pivotchart

6. Protecting Your Workbook

- 6.1. Adding a password protection for your workbook
- 6.2. Finalising your workbook as 'read only'
- 6.4. Defining data entry rules to prevent incorrect information being Entered
- 6.5. Customised protection for your workbook to allow selective editing

7. Macros

- 7.1. Performed Actions
- 7.2. Assigning Shortcut Keys To Recorded Macros
- 7.3. Assigning Buttons To Your Macros

8. Logical & Statistical Functions

9. Financial Function

- 7.1. Using PMT Functions

10. Lookup Functions

11. VLOOKUP & HLOOKUP

12. Advanced Data Management

- 12.1. Observing Data Validation
- 12.2. Creating Data Validation Rules

13. Setting Date & List Validation Rules

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

INSTITUTE OF BUSINESS WRITING COURSES



DIVISION OF SOFT SKILL SERVICES

VISION رؤية
2030
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KINGDOM OF SAUDI ARABIA

المؤسسة العامة للتدريب التقني والمهني
Technical and Vocational Training Corporation



BEMCON
INSTITUTE OF BUSINESS WRITING

INSTITUTE OF BUSINESS WRITING COURSES

1. Writing For Business (Level 1)

106

2. Writing For Business (Level 2)

107

3. Effective Business Report Writing – How To Structure A Report For Maximum Effect

108

4. Taking Minutes of Meetings

110

WRITING FOR BUSINESS (LEVEL 1)

2 DAYS
PROGRAMME

A TWO-DAY PROGRAMME

'BETTER COMMUNICATION ATTRACTS BETTER BUSINESS'

Who Should Attend?

People who wish to excel in written communication should attend this two-day programme. It is the ideal way to learn the basic skills of written communication in the English language. It is both informative and practical, with excellent back-up course notes that form a valuable reference source for the future. It is a course that is completely up-to-date and suitable for everyone in business who has to communicate using the written word. It requires at least a working knowledge of English and basic grammar.

About The Programme

This two-day programme is a great introduction to business writing skills. The course will give you clear guidelines and practice in how to write better internal and external correspondence. You will learn how to plan your writing carefully, and how to professionally structure different forms of business correspondence.

Course Objectives

1. To review the principles of basic business writing
2. To learn a step-by-step plan toward more effective and efficient business communication
3. To know what to put at the beginning, the middle and the end of each piece of writing
4. To understand the difference between formal and informal language, and when each is appropriate
5. To review some typical grammar problems for non- native speakers of English
6. To understand how to use plain and simple English
7. To enhance critical thinking by responding to various case studies
8. To understand how to create the right impression when writing
9. To gain confidence in spelling, grammar and writing
10. To practise proofreading techniques

What You Will Gain

1. Knowledge of the principles of effective business writing
2. A clear understanding of appropriate business language
3. Confidence in communicating using the written word
4. Practical, 'hands-on' experience and supportive Trainer feedback

Programme Content

DAY ONE

1. The ten principles of business writing
2. **The Stages Of Writing (Planning, Drafting, Revising, Proofreading)**
 - 2.1. Using mind maps and writing plans
 - 2.2. The five 'w's as a writing guide
3. **A Framework For Business Communication**
 - 3.1. Effective beginnings and endings of letters
 - 3.2. Useful phrases for common situations

4. Focus On Grammar

- 4.1. Definite and indefinite articles (the, an, a)
- 4.2. Using prepositions of time, place and movement (on, in, at, to, etc.)
- 4.3. Uncountable nouns
- 4.4. Review of common verb tenses, including "stative" verbs

5. Correct Use Of Punctuation And Abbreviations

- 5.1. Using commas and semicolons
- 5.2. Rules for apostrophes
- 5.3. Using the full stop for abbreviations

6. How to use plain and simple english

7. Formal And Informal Language

- 7.1. Knowing the difference and when to use each one

DAY TWO

1. Choosing the right communication channel
2. Email: etiquette and other useful information
3. Appropriate complimentary closes
4. **Creating The Right Impression**
 - 4.1. Being courteous
 - 4.2. Using the correct 'tone of voice' in your writing
5. Structure, style and layout of business letters
6. Writing internal business emails, messages and notices
7. Proofreading, practice and spelling tips
8. End of course assessment

Please note that while this is a Public Course, wherever possible the Trainer will try to adapt the materials according to the Business Writing needs of the participants.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

WRITING FOR BUSINESS (LEVEL 2)

2 DAYS
PROGRAMME

A TWO-DAY PROGRAMME

'TAKE THE LEAD... AND LEARN TOP CLASS BUSINESS ENGLISH COMMUNICATION'

Who Should Attend?

Those who have mastered the basics of standard English, yet need to be able to express their ideas more clearly and effectively, to an advanced level. Whether you are summarising reports to present key information to senior management, or writing to your key customers, this is the course for you. Participants should already have a good comprehension of Business English, but may have trouble knowing how to begin, or follow through, on various types of business correspondence. This course begins with a brief review of Writing For Business (Level 1).

About The Programme

This advanced programme has been designed to perfect your business writing skills. You will gain a lot of practice writing a variety of business correspondence, both formal and informal, as well as enhancing your accuracy and written fluency. This course is an excellent way to ensure you lead the way and set examples for others to follow.

Course Objectives

1. To review the basic principles of business writing
2. To understand what your key message is, and deliver it in a courteous, clear, and concise way
3. To practise using positive language, especially when giving bad news
4. To understand how to adjust your language for different types of readers
5. To develop scanning and summarising skills, reading a longer text and reducing it to its essential meaning
6. To gain proofreading skills to give your writing the professional touch

What You Will Gain

1. Confidence in writing at an advanced level
2. The ability to use the right type of language to suit your audience
3. The skills necessary to produce top quality written communication
4. Accuracy, fluency, and advanced proofreading skills

Programme Content

DAY ONE

1. Case study: the impact of poor communication on business
2. The 7 'C's of written communication
3. **Inverted Pyramid Style Of Writing**
 - 3.1. Delivering the key message
 - 3.2. Stating the purpose using the 4 'i's
4. **Making Bad News Sound Better**
 - 4.1. Using positive word power
5. **Language Types**
 - 5.1. 'VHF' frequency words (Visual, Hearing, Feeling)
 - 5.2. Using the right words to suit your audience
6. Guidelines for more effective business communication

DAY TWO

1. Scanning and summarising
2. **Putting It Into Practice - Some Example Modules:**
 - 2.1. Writing a complaint email
 - 2.2. Responding to customer complaint letters / emails
 - 2.3. Accepting and declining invitations
 - 2.4. Financial collection letters
 - 2.5. Covering letters for job applications
 - 2.6. Dealing with non-response to previous communications
 - 2.7. Ending confirmations and polite reminders
3. Proofreading skills
4. End of course assessment and feedback session

Please note that while this is a Public Course, wherever possible the Trainer will try to adapt the materials according to the Business Writing needs of the participants.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

EFFECTIVE BUSINESS REPORT WRITING

2 DAYS
PROGRAMME

A TWO-DAY PROGRAMME

HOW TO STRUCTURE A REPORT FOR MAX. EFFECT

'UNDERSTAND HOW TO WRITE WELL-STRUCTURED, CONCISE REPORTS THAT SEND THE MESSAGE ACCURATELY, CLEARLY, AND EFFECTIVELY'

Who Should Attend?

For all employees who are responsible for preparing business and technical reports as part of their job.

About The Programme

This two-day course is the ideal way to learn the skills of how to write effective reports that are easy to understand, and show consistency and professionalism. The guidelines presented can be used for writing a range of different types of reports. This course will give you a systematic and easy to understand approach to report writing, and also help you choose the most effective layout and presentation style.

Course Objectives

1. To improve the level of English in writing your reports
2. To enhance writing skills to get 'straight to the point', using effective sentences and paragraphs
3. To develop a positive report-writing style
4. To effectively plan the layout and structure of an effective report
5. To have a clear understanding of the different sections within a report
6. To identify and obtain the right information
7. To present well analysed results in a report
8. To understand how to present information attractively, professionally and effectively
9. Using the above skills, to prepare a well-structured report at the end of the course

What You Will Gain

1. A clear understanding of how to plan and structure a report in a professional manner
2. Practice in building the introduction, the main body, and the conclusion of an effective report
3. The ability to compile a report in a logical sequence
4. A guide to help recognise, and eliminate, common errors in report writing
5. The ability to focus on the main purpose of the report
6. The skills to maintain clarity in preparing your reports

Programme Content

DAY ONE

1. Types of business reports
2. The purpose of business reports
3. The skills needed to write business reports
4. **The Seven Steps To Creating A Professional Business Report**
 - 4.1. Clarify the objectives
 - 4.2. Determine the scope
 - 4.3. Consider the audience
 - 4.4. Obtain the information
 - 4.5. Analyse the information
 - 4.6. Determine the solution
 - 4.7. Organize the report
5. **Developing Your Style**
 - 5.1. Adapting your report to your audience
 - 5.2. The differences between primary & secondary source Information
6. Language choice
7. Accuracy, brevity, & clarity

EFFECTIVE BUSINESS REPORT WRITING

2 DAYS
PROGRAMME

A TWO-DAY PROGRAMME

HOW TO STRUCTURE A REPORT FOR MAX. EFFECT

'UNDERSTAND HOW TO WRITE WELL-STRUCTURED, CONCISE REPORTS THAT SEND THE MESSAGE ACCURATELY, CLEARLY, AND EFFECTIVELY'

DAY TWO

1. Designing the structure - beginning, middle, end
2. The seven 'c's of written communication - courteous, consistent, clear, concise, correct, concrete, complete
3. The format of a report
4. The importance of attractive presentation in a report
5. Use of headings in your reports
6. The main sections of a report
7. **Practical Activity Writing Different Sections Of The Report**
 - 7.1. Introduction
 - 7.2. Body of a report
 - 7.3. Meaningful conclusions & recommendations
 - 7.4. An effective executive summary
8. Proofreading & editing
9. Correct use of punctuation & abbreviations
10. References, glossary & appendices
11. Trainer coaching & feedback

Part of the course will involve each delegate planning, structuring, & writing a full report.
e your life more effectively - both in your business and personal environments.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.



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CREATIVE
CONSULTANTS
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BEMCON
INSTITUTE OF BUSINESS WRITING

TAKING MINUTES OF MEETINGS

2 DAYS
PROGRAMME

A ONE-DAY PROGRAMME

'LEARN TO WRITE WELL-STRUCTURED CONCISE MINUTES THAT GET THE MESSAGE ACROSS' -
"CONSISTENCY GAINS CREDIBILITY"

Who Should Attend?

All staff responsible for preparing minutes as part of their job. Concise, well-drafted minutes can be a valuable tool to help management make clear decisions that meet their business objectives. They are also an accurate record of all meetings and essential for the fast moving business world in which we work.

About The Programme

This one-day programme is the ideal way to learn the skills of how to write clear and accurate minutes. 'Action Minutes' summarise the key issues that appeared on the agenda, and state clearly what was actually decided. They identify the responsibilities of each person for future action and the required timescale.

Course Objectives

1. To learn the importance of using proper agendas
2. To examine templates of minutes which can be used in your own organization
3. To improve the use of reported speech in minutes
4. To develop fast note-taking skills
5. To write clear and accurate minutes
6. To learn the technique of 'Action Minutes'

What You Will Gain

1. The ability to present well-drafted minutes, that are a concise and accurate record of decisions taken
2. Your organization will save time, as staff will be able to quickly absorb and understand the information provided, without missing any vital details
3. There will be no confusion about who was nominated to undertake particular actions, and the timescales required for action
4. You will learn how to use a template, so that minutes look consistent every time
5. You will be able to give a highly professional look to the minutes you prepare

Programme Content

1. **Meetings**
 - 1.1. How to have effective & efficient meetings
2. **The Minute Taker**
 - 2.1. Three essential meeting stages for the minute taker
3. **Preparing And Writing An Agenda**
 - 3.1. The elements in an effective, workable agenda
 - 3.2. Practise how to achieve consistently effective agendas
4. **Structuring Minutes Using A Template:**
 - 4.1. Accuracy
 - 4.2. Consistency
 - 4.3. Clarity

5. Presentation of the minutes
6. Reported speech
7. **Structure And How To Use It**
 - 7.1. How to put it into 'minute form'
8. Using 'action minutes' to identify nominated staff & time Scales
9. Note-taking during meetings
10. **Using Abbreviations**
 - 10.1. When & when not to use
 - 10.2. Make a list of your organization's abbreviations
11. 'Mini meetings' with role-play and minute taking practice

At the end of the programme delegates will have a clear idea of what good Minutes are, and how they can help effective communication in the workplace.

Before the course

Each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course

Each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

MANAGEMENT & LEADERSHIP TRAINING SERVICES PORTFOLIO



DIVISION OF SOFT SKILL SERVICES

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