MALAWI INSTITUTE OF MANAGEMENT

2015/16 PROSPECTUS

Contacts:

Malawi Institute of Management
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MANDATE

To provide leadership and management training, consultancy and research services to the public sector, statutory bodies and the private sector (Act No. 7 of 1989).

VISION

To be the first point of call for leadership and management training, consulting and research services in Malawi and beyond.

MISSION

To provide high quality modular and demand-driven leadership and management training, consulting and research services in Malawi and beyond.

VALUES

- **Customer-focused**: responsive services.
- **Excellence**: delivering with distinction.
- **Efficiency**: timeliness and cost effectiveness.
- **Integrity**: ethical, professionalism, corruption-free.
- **Innovation**: creativity in delivering for value.
- **Leadership**: ability to inspire.
- **Team work**: diverse but united team.
- **Gender equality**: merit and equal opportunity.
2015/2016 SHORT TERM TRAINING COURSES

LEADERSHIP COURSES

<table>
<thead>
<tr>
<th>CODE</th>
<th>TRAINING COURSE</th>
<th>DURATION</th>
<th>DATES</th>
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</thead>
<tbody>
<tr>
<td>LS101</td>
<td>Executive Leadership Skills for Corporate Executives</td>
<td>1 week</td>
<td>16(^{th}) – 20(^{th}) March, 2015</td>
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<td>14(^{th}) – 18(^{th}) September, 2015</td>
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<tr>
<td>LS102</td>
<td>Leadership Skills for Women Managers</td>
<td>1 week</td>
<td>15(^{th}) – 19(^{th}) June, 2015</td>
</tr>
<tr>
<td>LS103</td>
<td>Corporate Governance</td>
<td>1 week</td>
<td>13(^{th}) – 17(^{th}) April, 2015</td>
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<td>9(^{th}) – 13(^{th}) November, 2015</td>
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<tr>
<td>LS104</td>
<td>Strategic Problem Solving and Decision Making</td>
<td>1 week</td>
<td>4(^{th}) - 8(^{th}) May, 2015</td>
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<td>19(^{th}) – 23(^{rd}) October, 2015</td>
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<tr>
<td>LS103</td>
<td>Corporate Governance</td>
<td>1 week</td>
<td>11(^{th}) – 15(^{th}) April, 2016</td>
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</tr>
<tr>
<td>LS104</td>
<td>Strategic Problem Solving and Decision Making</td>
<td>1 week</td>
<td>2(^{rd}) - 6(^{th}) May, 2016</td>
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<td>17(^{th}) – 21(^{st}) October, 2016</td>
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**LS101 Executive Leadership Skills for Corporate Executives**

**Target Group**
Chief Executives, Senior Managers and Heads of Department from Private Sector, Public Service organisations/Parastatals and Non-Governmental Organisations

**Duration:** 1 week

**Course Objective:**
- Equip participants with skills for effective leadership of their organisations.
- Understand performance management system
- Comprehend change management techniques
Course Outline:
- Effective leadership
- Performance management/Balance Score Card
- Effective Delegation and Time Management
- Managing Change
- Financial Management

Dates:
- 16th – 20th March, 2015
- 14th – 18th March, 2016
- 14th – 18th September 2015
- 12th – 16th September, 2016

LS102 Leadership Skills for Women Managers
This is a gender –bias leadership course which is designed to strengthen the leadership roles women Managers play in the competitive business world.

Target Group
Women in managerial positions in the Public, Private and other Sectors.

Duration: 1 Week

Course Objectives
- Develop leadership skills that help develop self confidence
- Analyse leadership styles in relation to personal values and organizational culture
- Appreciate how to apply leadership skills effectively within the organization

Course Outline
- Leadership and Styles of Leadership
- Management and Leadership
- Key competences of successful women leaders
- Self development for future women leaders
- Networking and strategising for promotion and support for women leaders
- Case studies on global women leaders.

Dates:
- 15th – 19th June, 2015
- 13th – 17th June, 2016

LS103 Corporate Governance

Target Group
Executive Managers and Board Members

Course Objective
Acquire knowledge and skills to function effectively in their separate but complementary roles to minimise conflicts and tensions between the parties in the interest of their organisations.

Course Content
- Defining Governance
- The Board- Management Relationship
- The mandate and responsibilities of the Board
• Ideal Board Relationship
• Code of conduct
• Participatory decision making
• Orientation of Board Members
• Financial Management for Non-Financial Managers

Date: 13th – 17th April, 2015  
9th – 13th November, 2015

11th – 15th April, 2016  
7th – 11th November, 2016

LS104 Strategic Problem Solving and Decision Making

Target Group
Chief Executives, Directors, Department Heads and Senior Managers of both public and private sectors of the economy.

Course Objective:
• Enhance problem solving and decision making skills and competencies
• Acquire tools, techniques and processes for effective problem solving Identify, sort and prioritise concerns and problems
• Define and distinguish between problems and decisions and choose appropriate tools for solving each
• Anticipate future problems or opportunities and develop appropriate contingent or preventive measures
• Identify and analyse people centred problems and propose appropriate solutions
• Facilitate participatory problem solving and decision making in their organisations

Course Outline:
• Personal style and self awareness
• Situational appraisal
• Problem analysis
• Decision analysis
• Potential problem analysis (opportunity analysis)
• Performance system analysis

Dates: 4th – 8th May, 2015  
19th – 23rd October, 2015

2nd – 6th May, 2016  
17th – 21st October, 2016
## PROJECT MANAGEMENT COURSES

### 2015

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<tr>
<th>CODE</th>
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<tbody>
<tr>
<td>PM101</td>
<td>Project Planning and Appraisal</td>
<td>2 weeks</td>
<td>2nd - 13th February, 2015 3rd - 14th August, 2015</td>
</tr>
<tr>
<td>PM102</td>
<td>Managing Project Implementation</td>
<td>2 weeks</td>
<td>20th April – 1st May, 2015 28th Sept. – 9th October, 2015</td>
</tr>
<tr>
<td>PM104</td>
<td>Project Formulation and Writing Winning Proposals</td>
<td>1 week</td>
<td>13th – 17th April, 2015 7th – 11th December, 2015</td>
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### 2016

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<td>PM101</td>
<td>Project Planning and Appraisal</td>
<td>2 weeks</td>
<td>1st - 12th February, 2016 1st - 12th August, 2016</td>
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<tr>
<td>PM102</td>
<td>Managing Project Implementation</td>
<td>2 weeks</td>
<td>18th – 29th April, 2016 26th Sept. – 7th October, 2016</td>
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<tr>
<td>PM104</td>
<td>Project Formulation and Writing Winning Proposals</td>
<td>1 week</td>
<td>11th – 15th April, 2016 5th – 9th December, 2016</td>
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**PM101 Project Planning and Appraisal**

**Target Group**
The target participants for this course are public sector project managers, specifically those that are involved in formulating projects for the public sector investment programme. After attending the course will be able to produce a winning bankable project documents.

**Duration:** 2 weeks

**Course Objectives:**
This course will assist you in assisting and describing project characteristics, defining constraints and determining financing criteria. In addition, participants will be exposed to the new computer applications for project planning and appraisal.

**Course Content**
- Source of projects deliverables and project appraisal
• Introduction to project cycle management and the Malawi Project Cycle
• Project Planning Using the Logical Framework Approach
• Setting Effective Project Objectives
• Project Appraisal
• Analyzing Project Risk and Assumptions
• Planning Project Implementation
• Using Computer in Project Planning and Appraisals

Dates:  
2nd - 13th February, 2015  
3rd - 14th August, 2015
1st - 12th February, 2016  
1st - 12th August, 2016

PM102 Managing Project Implementation
Target Group
Project officers and line managers in the public, NGO and private sectors involved in implementing projects in their organisations.

Course Objective
Enhancing abilities to deliver projects on time, within budget and also ensuring that project activities are carried out according to the intended plan.

Duration: 2 weeks

Course Content
• Introduction to project cycle management
• Understanding the Project Design
• The role of the project manager
• Planning for implementation
• Effective Delegation and staff Motivation
• Managing Costs & Time
• Communication in Public Sector Project Management
• Role of Monitoring and Evaluation in Project Management
• Managing Risks
• Managing Project Procurement
• Applying Computer Capacity to Project Implementation

Dates:  
20th April – 1st May, 2015  
28th September – 9th October, 2015
18th – 29th April, 2016  
26th September – 7th October, 2016

PM103 Project Monitoring, Evaluation and Impact Assessment
Target Group
Senior project managers in the public, private and NGO sectors

Duration: 2 weeks

Objective
Acquire skills of project monitoring, evaluation and impact assessment as well as skills on computer applications to project monitoring.
Course Content
- Rationale for Project Monitoring and Evaluation
- Project Monitoring and Project Cycle
- Designing monitoring and control systems
- Measuring cost effectiveness
- Monitoring project progress
- Applying computer capacity to project monitoring
- Types of evaluation and their relevance
- Managing effective evaluation
- Reporting monitoring and evaluation results

Dates:  
- 4th – 15th May, 2015
- 2nd – 13th May, 2016
- 9th – 20th November, 2015
- 7th – 18th November, 2016

PM104 Project Formulation and Writing Winning Proposals

Target Group
Managers, Officers and People who are involved in writing proposals of different types

Duration: 1 week

Objective
- develop winning proposals
- develop impart skills and information on proposal writing.
- design of projects and the quality of project proposals

Course Content
- Overview of Project based approach
- Formulation of Projects using problem and objective tree analysis
- Logical framework analysis
- Writing Effective Project Objective
- Identifying Project beneficiaries
- Preparing Project Concept note
- Key features of a convincing project proposal
- Principles of Persuasive writing for Project Proposals
- Packaging and submitting Project Proposals

Dates:  
- 13th – 17th April, 2015
- 11th – 15th April, 2016
- 7th – 11th December, 2015
- 5th – 9th December, 2016
# FINANCIAL MANAGEMENT COURSES

## 2015

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<tr>
<td>FM101</td>
<td>Finance for Non-Finance Managers</td>
<td>1 week</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt; February, 2015&lt;br&gt;20&lt;sup&gt;th&lt;/sup&gt; – 24&lt;sup&gt;th&lt;/sup&gt; July, 2015</td>
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<tr>
<td>FM 102</td>
<td>Financial Planning and Control</td>
<td>2 weeks</td>
<td>16&lt;sup&gt;th&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt; March, 2015&lt;br&gt;10&lt;sup&gt;th&lt;/sup&gt; – 21&lt;sup&gt;st&lt;/sup&gt; August, 2015</td>
</tr>
<tr>
<td>FM103</td>
<td>Financial Management and Disbursement for World bank Funded Projects</td>
<td>2 weeks</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; – 15&lt;sup&gt;th&lt;/sup&gt; May, 2015&lt;br&gt;9&lt;sup&gt;th&lt;/sup&gt; – 20&lt;sup&gt;th&lt;/sup&gt; November, 2015</td>
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<tr>
<td>FM 104</td>
<td>Understanding Financial Statements</td>
<td>3 days</td>
<td>13&lt;sup&gt;th&lt;/sup&gt; – 15&lt;sup&gt;th&lt;/sup&gt; April, 2015&lt;br&gt;19&lt;sup&gt;th&lt;/sup&gt; – 21&lt;sup&gt;st&lt;/sup&gt; October, 2015</td>
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<tr>
<td>FM105</td>
<td>Budgeting for NGOs</td>
<td>1 week</td>
<td>8&lt;sup&gt;th&lt;/sup&gt; – 12&lt;sup&gt;th&lt;/sup&gt; June, 2015&lt;br&gt;14&lt;sup&gt;th&lt;/sup&gt; – 18&lt;sup&gt;th&lt;/sup&gt; December, 2015</td>
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<td>FM 104</td>
<td>Understanding Financial Statements</td>
<td>3 days</td>
<td>11&lt;sup&gt;th&lt;/sup&gt; – 13&lt;sup&gt;th&lt;/sup&gt; April, 2016&lt;br&gt;17&lt;sup&gt;th&lt;/sup&gt; – 19&lt;sup&gt;th&lt;/sup&gt; October, 2016</td>
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<tr>
<td>FM105</td>
<td>Budgeting for NGOs</td>
<td>1 week</td>
<td>6&lt;sup&gt;th&lt;/sup&gt; – 10&lt;sup&gt;th&lt;/sup&gt; June, 2016&lt;br&gt;12&lt;sup&gt;th&lt;/sup&gt; – 16&lt;sup&gt;th&lt;/sup&gt; December, 2016</td>
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**FM101  Finance for Non-Finance Managers**

**Target Group**
Private, NGO and Parastatal Sector senior and middle managers from departments other than finance and accounting

**Duration:** 1 week

**Course Objective**
- Develop understanding of the essential aspects of financial management
- Acquire skills to deal with finance managers and financial reports
Course Content

- Introduction to Financial Management
- Budgeting and Budgetary Control
- Capital Expenditure Appraisal
- Cost Volume Profit Analysis
- Introduction to Financial Statements
- Analysis and Interpretation of Financial Statements
- Managing Working Capital
- Internal Control Systems

Dates:  
- 23rd – 27th February, 2015
- 20th – 24th July, 2015
- 22nd – 26th February, 2016
- 18th – 22nd July, 2016

**FM102 Financial Planning and Control**

**Target Group**

Heads of departments and other staff involved in preparation and administration of budgets in manufacturing, trading and service organisations wishing to improve and sharpen their knowledge in financial management aspects.

**Duration:** 2 weeks

**Course Objectives**

- Acquire techniques and skills in the design and organisation of budgets
- Gain knowledge on use of budgets as basis for the strategy formulation, planning, coordination and control.

**Course Outline**

- Nature and Purpose of Planning
- Scope and Role of Budgeting
- The Budgeting Environment
- Forecasting techniques and their role in budgeting
- Cost Volume Profit Analysis
- Budgeting Procedures Variance Analysis
- Budgeting using computers

Dates:  
- 16th – 27th March, 2015
- 10th – 21st August, 2015
- 14th – 25th March, 2016
- 8th – 19th August, 2016

**FM103 Financial Management and Disbursement Course in World Bank Funded Projects**

**Target Group**

This course is designed for participation by project coordinators, managers, accountants and financial experts of projects that are financed by the World Bank. Also, welcome to participate are Senior Civil Servants involved in these projects.

**Duration:** 2 weeks
Course Objective
Acquire skills and competences to administer project financial systems and related disbursement operations according to World Bank guidelines and procedures.

Course Outline

General Introduction
- World Bank Project Cycle and Project Documentation
- Bank procurement guidelines and standard
- Bidding Documents and relationship with financial management.

Financial Management
- World Bank Financial Management Guidelines and Borrower responsibilities
- Project Financial Management Environment
- Internal Control
- Planning and Budgeting
- Accounting Systems and Computerization
- Financial Reporting
- Auditing Arrangements
- Common problems in project financial management
- Project Design of a Project Financial management system

Disbursement
- Disbursement procedures
- Special commitments
- Statement of Expenditure
- Special Accounts
- Report – based Disbursement
- Legal issues during loan duration
- Information services

9th – 20th November, 2015 7th – 18th November, 2016

FM104 Understanding Financial Statements

Target Group
Private, NGO and Parastatal Sector senior and middle managers from departments other than finance and accounting

Duration: 3 days

Course Objective: The aim of the course is to equip participants with skills on how to interpret financial statements and use the information for decision making

Course Outline
- Understanding financial statements and reports
- Financial ratios and interpretations
The relationship between different types of financial records
Budgets and variances

 Dates: 13\textsuperscript{th} – 15\textsuperscript{th} April, 2015 \hspace{1cm} 11\textsuperscript{th} – 13\textsuperscript{th} April, 2016
\hspace{0.5cm} 19\textsuperscript{th} – 21\textsuperscript{st} October, 2015 \hspace{1cm} 17\textsuperscript{th} – 19\textsuperscript{th} October, 2016

\textbf{FM105 Budgeting for NGOs}

Target Group:
Executive Directors, Project Managers and Officers working in the NGOs

Duration: 1 week

Course Objective:
The course is aimed at providing skills to participants to enable them prepare budgets for their organisations or projects

Course Outline:
- The concept of budgeting
- Methods of budgeting
- Practical exercise on preparation of budgets
- Budgets, targets and variances
- Budget review
- Resource utilisation

 Dates: 8\textsuperscript{th} – 12\textsuperscript{th} June, 2015 \hspace{1cm} 6\textsuperscript{th} – 10\textsuperscript{th} June, 2016
\hspace{0.5cm} 14\textsuperscript{th} – 18\textsuperscript{th} December, 2015 \hspace{1cm} 12\textsuperscript{th} – 16\textsuperscript{th} December, 2016
HIV/AIDS MANAGEMENT COURSES

<table>
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<tbody>
<tr>
<td>HA101</td>
<td>Behaviour Change and Communication: Principles and Practice</td>
<td>5 weeks</td>
<td>13th July – 14th August, 2015</td>
</tr>
<tr>
<td>HA102</td>
<td>Management and Administration for HIV/AIDS Programme Leaders/Managers in Africa</td>
<td>4 weeks</td>
<td>7th September – 2nd October, 2015</td>
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<tbody>
<tr>
<td>HA102</td>
<td>Management and Administration for HIV/AIDS Programme Leaders/Managers in Africa</td>
<td>4 weeks</td>
<td>5th - 30th September, 2016</td>
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HA 101 Behaviour Change and Communication: Principles & Practices

Target Group
This international course targets program planners and managers, project officers, adult educators, communications trainers, drama groups, artists, women’s and youth who want to improve their skills in developing and evaluating communication strategies for HIV/STD/REPRODUCTIVE HEALTH.

Duration: 5 Weeks

Course Objective
Develop capacity in small case Planning, designing, implementing, monitoring and evaluating research based behaviour change communication interventions for the prevention of STIs including HIV/AIDS, with a special focus on adolescents and gender issues.

Course Outline
- Building knowledge and understanding in priority program areas of sexual reproductive health, including HIV/AIDS and STIs.
- Building capacity in the field of communication planning and design.
- Developing knowledge and skills in communicating research methodologies, program implementation, monitoring and evaluation
• Developing a regional network of communication trainers, facilitators and strategic planners.

Dates: 13\textsuperscript{th} July – 14\textsuperscript{th} August, 2015 \hspace{1cm} 11\textsuperscript{th} July – 12\textsuperscript{th} August, 2016

HA102 Management and Administration for HIV/AIDS Programme Leaders/Managers In Africa

Target Group
This is an international course that targets the following:
• HIV/AIDS program leaders/managers in government, private sector, parastatals and civil society at local, national and regional level
• Policy makers and middle to senior level decision makers in government and civil society to create an enabling environment for program and PLWHA
• Trainers in HIV/AIDS and management programs
• Program Officers of Donor Funded HIV/AIDS programs

Duration: 4 weeks

Course Objective
Acquire HIV/AIDS program managers’ skills to perform effectively in their jobs.

Course Outline
• Plan and implement HIV/AIDS programs and projects
• Share national and participants’ experience in management of HIV/AIDS programs and activities and
• Prepare action plans to resolve programs/project management problems and for integration of learned principles back to work
• Monitor and evaluate HIV/AIDS programs and projects

Dates: 7\textsuperscript{th} September – 2\textsuperscript{nd} October, 2015 \hspace{1cm} 5\textsuperscript{th} - 30\textsuperscript{th} September, 2016

HA103 Managing HIV/AIDS Workplace Programmes

Target Group
Focal Persons and HIV&AIDS coordinators of both public and private sector organisations responsible for the design and implementation of a HIV&AIDS workplace programme in their organisations.

Duration: 1 week

Course objective:
Acquire skills to design and implement a HIV&AIDS workplace programme that fits the needs of workplaces.

Course Outline:
• Basic facts about HIV&AIDS epidemiology and its impact on the workforce
  - Understanding HIV & AIDS
  - Modes of HIV transmission
  - Prevention
- HIV Testing and Counselling
- The social and economic impact of HIV&AIDS

- **Developing programmes**
  - HIV&AIDS Workplace Programmes
  - Understanding the importance of settings based comprehensive HIV&AIDS Programme
  - Key elements of an HIV&AIDS Workplace Programme
  - The role of Focal Persons and HIV&AIDS coordinators of a Workplace Programme

- **Living positively with HIV**
  - Living with HIV
  - Psychosocial and gender aspects of living with HIV
  - Stigma and discrimination

- **Responding to HIV&AIDS**
  - Building a workplace based HIV&AIDS Programme
  - Prevention and Behaviour Change
  - Treatment, Care and Support
  - Impact Mitigation
  - Implementation
  - Monitoring and evaluation

**Dates:**

- 23rd - 27th March, 2015  
  26th – 30th October, 2015
- 21st - 25th March, 2016  
  24th – 28th October, 2016
**COMMUNICATION COURSES**

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<tr>
<td>CM 101</td>
<td>Public Relations</td>
<td>1 week</td>
<td>16th – 20th March, 2015</td>
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<td>17th – 21st August, 2015</td>
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<tr>
<td>CM 102</td>
<td>Effective Report Writing</td>
<td>1 week</td>
<td>8th – 12th June, 2015</td>
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<td>23rd – 27th November, 2015</td>
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<tr>
<td>CM 103</td>
<td>Effective Presentation Skills</td>
<td>1 week</td>
<td>27th – 31st July, 2015</td>
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<tr>
<td>CM 102</td>
<td>Effective Report Writing</td>
<td>1 week</td>
<td>6th – 10th June, 2016</td>
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<tr>
<td>CM 103</td>
<td>Effective Presentation Skills</td>
<td>1 week</td>
<td>25th – 29th July, 2016</td>
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<td>5th – 9th December, 2016</td>
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**CM101 Public Relations**

**Target Group:**
Middle to senior managers, Public Relations managers/officers and personal assistants from the public, parastatal and private sectors.

**Duration:** 1 week

**Course Objective**
Acquire skills that are part of core management functions in a competitive environment where maintaining an excellent corporate image is the organisation’s preoccupation.

**Course Content**
- The role of Public Relations in Malawi
- Planning for Public Relations effectiveness
- Communication: the backbone of Public Relations.
- Public Relations and the Media
- Public Relations Ethics in Organizations
- Public Relations, Advertising and Marketing
- Image Building and Management
- Publicity Techniques
- International Public Relations
- Public Opinion
- Evaluating Public Relations effectiveness

**Dates:**
- 16th – 20th March, 2015
- 17th – 21st August, 2015
- 14th – 18th March, 2016
CM102  Effective Report Writing

Target Group
Senior and middle managers in the public, parastatals and private sectors

Duration: 1 week

Course objectives
- Understand types of reports and content
- Write reports for presentation to management
- Use modern English for communication and punctuation marks

Course Outline
- Types of reports
- Writing reports and formatting text
- Use of office language in report writing
- Acknowledging use of reference materials
- Use of charts, graphs and illustration for report
- Use of appendices and attachments


CM103  Effective Presentation Skills

Target Group
Chief Executives, Executive Directors, Senior and Middle Managers

Duration: 1 week

Course Objective
Acquire skills for effective preparation and delivery of speeches
Develop presentation skills

Course Outline
- Introduction to public speaking and types of speeches
- Topics, situational and audience analysis
- Organising materials and language use
- Principles and practice of delivery
- Using visual aids
- Evaluating presentations

7th – 11th December, 2015  5th – 9th December, 2016
## HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT COURSES

### 2015

<table>
<thead>
<tr>
<th>CODE</th>
<th>TRAINING COURSE</th>
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<th>DATES</th>
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<tbody>
<tr>
<td>HO 101</td>
<td>Training of Trainers</td>
<td>3 weeks</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; – 19&lt;sup&gt;th&lt;/sup&gt; June, 2015</td>
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<td>19&lt;sup&gt;th&lt;/sup&gt; October - 6&lt;sup&gt;th&lt;/sup&gt; November, 2015</td>
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<td>HO 102</td>
<td>Human Resource Management Skills</td>
<td>2 weeks</td>
<td>19&lt;sup&gt;th&lt;/sup&gt; – 30&lt;sup&gt;th&lt;/sup&gt; January, 2015</td>
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<td>17&lt;sup&gt;th&lt;/sup&gt; – 28&lt;sup&gt;th&lt;/sup&gt; August, 2015</td>
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<td>HO103</td>
<td>Effective Supervisory Skills</td>
<td>1 week</td>
<td>16&lt;sup&gt;th&lt;/sup&gt; – 20&lt;sup&gt;th&lt;/sup&gt; February, 2015</td>
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<td>20&lt;sup&gt;th&lt;/sup&gt; – 24&lt;sup&gt;th&lt;/sup&gt; July, 2015</td>
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<td>16&lt;sup&gt;th&lt;/sup&gt; – 20&lt;sup&gt;th&lt;/sup&gt; November, 2015</td>
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<tr>
<td>HO 104</td>
<td>Management Development Programme</td>
<td>2 weeks</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; May – 5&lt;sup&gt;th&lt;/sup&gt; June, 2015</td>
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<td>23&lt;sup&gt;rd&lt;/sup&gt; November – 4&lt;sup&gt;th&lt;/sup&gt; December, 2015</td>
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<td>HO 105</td>
<td>Effective Manager</td>
<td>3 weeks</td>
<td>13&lt;sup&gt;th&lt;/sup&gt; April – 1&lt;sup&gt;st&lt;/sup&gt; May, 2015</td>
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<td>5&lt;sup&gt;th&lt;/sup&gt; – 23&lt;sup&gt;rd&lt;/sup&gt; October, 2015</td>
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<tr>
<td>HO106</td>
<td>Professional Customer Service</td>
<td>1 week</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt; March, 2015</td>
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<td>5&lt;sup&gt;th&lt;/sup&gt; – 9&lt;sup&gt;th&lt;/sup&gt; October, 2015</td>
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<tr>
<td>HO 107</td>
<td>Records Management</td>
<td>1 week</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt; February, 2015</td>
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### 2016

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<td>HO103</td>
<td>Effective Supervisory Skills</td>
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<td>15&lt;sup&gt;th&lt;/sup&gt; – 19&lt;sup&gt;th&lt;/sup&gt; February, 2016</td>
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<td>HO 104</td>
<td>Management Development Programme</td>
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<td>23&lt;sup&gt;rd&lt;/sup&gt; May – 3&lt;sup&gt;rd&lt;/sup&gt; June, 2016</td>
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<td>21&lt;sup&gt;st&lt;/sup&gt; November – 2&lt;sup&gt;nd&lt;/sup&gt; December, 2016</td>
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<tr>
<td>HO 105</td>
<td>Effective Manager</td>
<td>3 weeks</td>
<td>11&lt;sup&gt;th&lt;/sup&gt; – 29&lt;sup&gt;th&lt;/sup&gt; April, 2016</td>
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<td>HO106</td>
<td>Professional Customer Service</td>
<td>1 week</td>
<td>21&lt;sup&gt;st&lt;/sup&gt; – 25&lt;sup&gt;th&lt;/sup&gt; March, 2016</td>
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<td>3&lt;sup&gt;rd&lt;/sup&gt; – 7&lt;sup&gt;th&lt;/sup&gt; October, 2016</td>
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<tr>
<td>HO 107</td>
<td>Records Management</td>
<td>1 week</td>
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<td>29&lt;sup&gt;th&lt;/sup&gt; August – 2&lt;sup&gt;nd&lt;/sup&gt; September, 2016</td>
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</table>
**HO101 Training of Trainers**

**Target Group**
Human resource or personnel managers and officers, training managers or officers and all those individuals directly involved in designing and conducting training courses in the public and private sectors.

**Duration:** 3 weeks

**Course Objective**
Acquire knowledge and skills for design and development of training activities according to the system’s approach to training.

**Course Outline**
- Training and Staff Development
- The Training Policies and Practices
- Techniques used in Adult Education
- Analysis of Training Needs
- Analysis of Training Activities
- Designing Training Activities
- Selecting Instructions Methods and Tools
- Conducting Classroom Instructions
- Validating Training Activities

**Dates:**
- 1st – 19th June, 2015
- 19th October - 6th November, 2015
- 30th May – 17th June, 2016
- 17th October - 4th November, 2016

**HO102 Human Resource Management Skills**

**Target Group**
Line managers, training and human resource managers in the public and private sectors

**Duration:** 2 weeks

**Course objectives**
To acquire skills to assess the value of the HR function and develop appropriate strategies for improving performance throughout the organisation.

**Course Outline**
- The roles and responsibilities of HR function
- Planning Human Resource Requirements
- Recruiting, selecting and orienting employees
- Succession planning and talent identification
- Job Evaluation and Grading
- Staff performance appraisals and Reward Systems
- Understanding labour/industrial relations and disciplining of staff
- Developing Training and development policies for staff
- Budgeting for human resources
- Maintaining automated human resources

**Dates:**
- 19th – 30th January, 2015
- 17th – 28th August, 2015
- 18th – 29th January, 2016
- 15th – 26th August, 2016
**HO103 Effective Supervisory Skills Course**

**Target Group**
First-line supervisors and junior managers from all sectors of the economy

**Duration:** 1 week

**Course Objective**
Acquire knowledge and skills for effective performance as first line supervisors and junior managers and their teams.

**Course Outline**
- Overview of the job of a supervisor and approaches to supervision
- Delegation
- Planning, Monitoring and Control
- Staff appraisal and performance coaching
- Time management
- Problem solving, staff discipline and counselling

**Dates:**
- 16th – 20th February, 2015
- 20th – 24th July, 2015
- 16th – 20th November, 2015
- 18th – 22nd July, 2016
- 14th – 18th November, 2016

**HO104 Management Development Programme**

**Target Group**
Middle managers from all sectors of the economy

**Duration:** 2 weeks

**Course Objective**
Acquire knowledge and skills for effective performance in their role as managers.
Understand key management skills

**Course outline**
- Overview of management
- Staff appraisal and performance measurement
- Organisational structuring and job design
- Staff motivation, discipline and counselling
- Effective leadership and decision making
- Communication skills
- Quality and time management
- Conflict resolution
- Financial management

**Dates:**
- 25th May – 5th June, 2015
- 23rd November – 4th December, 2015
- 23rd May – 3rd June, 2016
- 21st November – 2nd December, 2016
**HO105 Effective Manager**

**Target Group**  
Middle and senior managers in all the three sectors

**Duration: 3 weeks**

**Course objective**  
Acquire skills to transition from being a ‘professional’ to being ‘a manager’.  
Acquire personal insight into managerial strengths/weaknesses and individual management behaviours, through the use of simulation exercises and other participatory approaches.

**Course outline**
- Developing management perspective and skills  
- Planning and organisational resources  
- Directing and motivating people  
- Effective delegation  
- Effective time management  
- Conflict resolution and management  
- Communicating effectively  
- Group decision making and problem solving  
- Managing organisational change

**Dates:**
- 13th April – 1st May, 2015  
- 5th – 23rd October, 2015
- 11th – 29th April, 2016  
- 3rd – 21st October, 2016

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**HO106 Professional Customer Service**

**Target group**  
All those people whose jobs affect customers inside and outside their organisation

**Duration: 1 week**

**Course objective**  
Acquire effective customer care techniques,  
Analyse cases of customer care programmes in Malawi and other countries.  
Acquire skills to design and implement customer care programmes

**Course Outline**
- Creating a positive image with customers  
- Organising and implementing an effective customer care programme  
- Cases in customer care  
- Dealing with difficult customers

**Dates:**
- 23rd – 27th March, 2015  
- 5th – 9th October, 2015
- 3rd – 7th October, 2016
**HO107 Records Management**

**Target Group**
All personnel responsible for managing records in NGOs, private and public sectors

**Duration:** 1 week

**Course objective**
- Understand the records management process
- Understand the role of computers in records management
- Appreciate the electronic communication as records

**Course Outline**
- Introduction to records management
- Records life cycle
- Database management system
- Role of computers and management of the registry

**Dates:**
- 23rd - 27th February, 2015
- 31st August – 4th September, 2015
- 22nd - 26th February, 2016
- 29th August – 2nd September, 2016
## PROCUREMENT AND LOGISTICS COURSES

### 2015

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<tr>
<td>PL101</td>
<td>Effective Procurement Management</td>
<td>1 week</td>
<td>23\textsuperscript{rd} – 27\textsuperscript{th} February, 2015 13\textsuperscript{th} – 17\textsuperscript{th} July, 2015</td>
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<tr>
<td>PL102</td>
<td>Effective Stores Management</td>
<td>1 week</td>
<td>9\textsuperscript{th} – 13\textsuperscript{th} March, 2015 31\textsuperscript{st} August – 4\textsuperscript{th} September, 2015</td>
</tr>
<tr>
<td>PL103</td>
<td>Logistics and Supply Chain Management</td>
<td>2 weeks</td>
<td>13\textsuperscript{th} – 24\textsuperscript{th} April, 2015 16\textsuperscript{th} – 27\textsuperscript{th} November, 2015</td>
</tr>
<tr>
<td>PL104</td>
<td>Effective Procurement in World Bank Financed Projects</td>
<td>2 weeks</td>
<td>20\textsuperscript{th} April – 1\textsuperscript{st} May, 2015 14\textsuperscript{th} – 25\textsuperscript{th} September, 2015</td>
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<tr>
<td>PL102</td>
<td>Effective Stores Management</td>
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### PL 101 Effective Procurement Management

**Target Group**

Procurement Managers/Officers, Contract Administration Managers/Officers, Project Managers/Officers and all other Managers involved in managing purchasing functions.

**Duration:** 1 week

**Course Objective**

Acquire knowledge & skills to develop effective procurement strategy, plans & budgets as well as to properly manage implementations thereof.

**Course content**

- Concept of effective procurement
- Procurement planning
- Organizing the procurement function
- Procurement policies & procedures
- Invitation to quote / invitation to tender
- Quotations & tender evaluation
- Tender management
- Procurement negotiations
- Contracts / agreements

**Dates:**

- 23\textsuperscript{rd} – 27\textsuperscript{th} February, 2015  
- 13\textsuperscript{th} – 17\textsuperscript{th} July, 2015

- 22\textsuperscript{nd} – 26\textsuperscript{th} February, 2016  
- 11\textsuperscript{th} – 15\textsuperscript{th} July, 2016
PL 102 Effective Stores Management

Target Group
Managers and Officers involved in purchasing, storing and issuing of stocks

Duration: 1 week

Course Objective
Understand the central issues in stores management
Acquire skills to apply optimal solutions taking into account the key variables, which bear upon organisational operations

Course outline
- Overview of stores management
- Purchasing
- Stores and warehousing
- Material handling techniques
- Stores valuation and estimation
- Stock control
- Computers and stock control


PL 103 Logistics and Supply Chain Management

Target Group
Procurement Managers/Officers, Logistics Managers/Officers, Warehouse Managers/Officers and all other Managers involved in supply chain or logistics.

Duration: 2 weeks

Course Objective
Acquire knowledge & skills on how to manage logistics and supply chain requirements in their organizations effectively and efficiently.

Course outline
- Supply chain management
- Inventory control
- Demand and supply planning
- Warehouse management
- Logistics and transportation management
- Replenishment
- Production planning and manufacturing execution
- Procurement and materials handling
- Supplier and contract management
- Product development and lifecycle management
- Alerts and notifications
- Regulatory compliance
- Asset management

Dates: 13th – 24th April, 2015 11th – 22nd April, 2016
PL 104 Effective Procurement in World Bank Financed Projects

Target Group
Coordinators, Accountants and Procurement specialists of projects financed by World Bank as well a Senior Civil Servants involved in these projects.

Duration: 2 weeks

Course Objective
Acquire knowledge & skills to effectively manage procurement for World bank Funded projects and programs and public procurement in general.

Course outline
- The project/programme management cycle and understand the project document and its concomitant credit or loan agreement
- Application and interpretation of World Bank Procurement Policy and guidelines
- Public procurement
- Salient features of standard bid documents
- Bid Opening and Bid Evaluation processes
- Selection and employment of consultants
- Legal framework in procurement
- E-procurement in Government

Dates: 20th April – 1st May, 2015 18th - 29th April, 2016
INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT) COURSES

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<tr>
<td>IT102</td>
<td>Microsoft Office (Advanced)</td>
<td>1 week</td>
<td>22nd – 26th June 2015 14th – 18th December 2015</td>
</tr>
<tr>
<td>IT103</td>
<td>Research Methods and Data Analysis</td>
<td>1 week</td>
<td>16th – 20th February, 2015 3rd – 7th August, 2015</td>
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<tr>
<td>IT104</td>
<td>ITIL in IT Service Management</td>
<td>2 weeks</td>
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IT 101 Microsoft Office (Intermediate)

Target Group:
The course is designed for those who are beginners to computing or are already familiar with some Microsoft Office products and the Windows operating environment.

Duration: 1 week

Course Objective
This is an intermediate course that provides delegates with a comprehensive working knowledge of the latest Microsoft Office products

Outline:
- Introduction to computing
- Microsoft windows
- Creating and managing documents using Microsoft Word
- Managing data using advanced Microsoft Excel
- Database Management using Microsoft Access
- Creating advanced presentations using Microsoft Power point
- Using internet and e-mail for information search and communication

**Dates:**
- 9th – 13th March, 2015
- 21st – 25th September, 2015
- 7th – 11th March, 2016
- 19th – 23rd September, 2016

**IT 102 Microsoft Office (Advanced)**

**Target Group:**
The course is designed for Executive Assistants and Senior Secretaries to General Managers, Managing Directors, Principal Secretaries and Departmental Heads.

**Duration:** 1 week

**Course Objective**
This is an advanced course that will provide delegates with an understanding of the most advanced features of Advanced Microsoft Office products.

**Course Outline:**
- Advanced Microsoft windows
- Advanced Microsoft Word
- Managing data using Advanced Microsoft Excel
- Database Management using Advanced Microsoft Access
- Creating advanced presentations using Advanced Microsoft Power point
- Using Advanced internet and e-mail for information search and communication

**Dates:**
- 22nd – 26th June, 2015
- 14th – 18th December, 2015
- 20th – 24th June, 2016
- 12th – 16th December, 2016

**IT 103 Research Methods and Data Analysis**

**Target Group**
Business executives, senior and middle management staff, project managers and post-graduate students involved in business research and data analysis

**Duration:** 1 week

**Course Objective:**
The course will equip participants with vital business research skills for developing new management theories and finding solutions to current real-life business problems.

**Course Outline:**
- Introduction to Business Research
- Literature Review
• Research Design
• Sampling and Data Collection
• Data Analysis with Microsoft Excel
• Data Analysis with SPSS
• Report Writing
• Presentation skills


IT105 ITIL in IT Service Management

Target Group
This course is designed for IT Directors or Managers involved in managing Information, Communication and Technology (ICT) systems in their organisations

Duration: 2 weeks

Course Objective:
This course equips participants with vital skills in aligning IT services with the needs of business. ITIL is published as a series of five core volumes, each of which covers a different Information Technology Service Management (ITSM) lifecycle stage.

Course outline
• ITIL Service Strategy: understands organizational objectives and customer needs.
• ITIL Service Design: turns the service strategy into a plan for delivering the business objectives.
• ITIL Service Transition: develops and improves capabilities for introducing new services into supported environments.
• ITIL Service Operation: manages services in supported environments.
• ITIL Continual Service Improvement: achieves services incremental and large-scale improvements

MIM offers post graduate and undergraduate programmes to students who are already in employment. Therefore, the classes are conducted on selected days in a calendar month (usually weekends). The list of programmes is as follows:

(a) Post Graduate Level
- Doctor of Philosophy (PhD) Programme in Business Management and Technology (University of Bolton-UK)
- Master of Science in Strategic Management (University of Derby-UK)
- Master of Business Administration – Top Up Route (University of Derby-UK)
- Master of Science in Supply Chain Management (University of Bolton-UK)
- Master of Science in Project Management (University of Bolton-UK)
- Master of Public Administration (University of Bolton-UK)

(b) Under Graduate Level
- BSc (Hons) Degree Programmes in International Business Management and International Tourism Management (University of Bolton-UK)
- Bachelors Degree in Business Administration, Marketing Science and Human Resource Management (Cyprus Institute of Marketing)
- Diploma and Advanced Diploma in Business Administration, Marketing Science and Human Resource Management (Cyprus Institute of Marketing)

CONSULTANCY AND ADVISORY SERVICES
MIM offers consultancy and advisory services to the public, private and non-governmental organisations as follows:

- Strategic planning studies
- Marketing organisation and systems studies
- Decentralisation and centralisation
- Job analysis, Human resource and compensation studies
- Financial management, Functional reviews
- Training needs assessments (TNAs)
- Capacity assessments
- Reform studies
- Restructuring and re-organisation
HIRE OF FACILITIES

MIM provides workshop and conference facilities for hire at competitive prices. The facilities include conference halls, seminar rooms, computer laboratory, audio-visual services, sports complex, meals, refreshments and accommodation.