Creating Value & Enrichment in Lifelong Learning

KMDC

KDU MANAGEMENT DEVELOPMENT CENTRE

Management Development Programmes

KDU Management Development Centre

KDU Management Development Centre Sdn. Bhd.

www.kmdc.com.my

Creating Value & Enrichment in Lifelong Learning

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Management Development Programmes offered by

KDU Management Development Centre

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Leadership & Management Series:

Module A: Let's Talk Growth & Improvement

Module B: Role Modelling A Talent Development Culture

Module C: Achieving Breakthroughs

Module D: Facilitation Skills for Team Leaders & Managers

Module E: Speaking So Others Will Listen

Module F: Essential Management Skills

Module G: Supervisory Management Skills

Module H: Organisational Teamwork Management Game

Module I: Leading Organisational Change

Module J: Organisational Behaviour - Managing People & Organisations

Module K: Interpersonal Skills - Building Winning Relationships Workshop

Module L: Communicate with Confidence - How to Influence & Win with People

The following document outlines a suite of short course training programs for delivery via KMDC Malaysia.

KDU Management Development Centre

LET'S TALK GROWTH & IMPROVEMENT

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 2-DAY Seminar for Middle Management

Course Overview

The intended outcome of the training is the acquisition of skills to conduct a development and performance improvement conversation.
At the end of the programme, participants will be able to:

- Apply a systematic process to plan for and facilitate a productive development and performance improvement conversation.
- Guide the Direct Report to complete My Personal Development Plan (MyPDP) effectively
- Solicit and provide clear feedback for performance improvement.

**For (KWSP) specific framework & competencies, facilitator would require the information to be provided by (KWSP) through a face to face meeting.*

Selected Session Topics

Module One: Development Conversation

- **The Talent Management Cycle and the Role of Leaders**
  - The performance Review and Development Cycles
  - Role of leaders in talent development
  - Ways to foster a development-oriented work environment
- **Planning for the Development Conversation**
  - Identify the talent category of the Direct Report based on the Talent Classification Matrix
  - Use various sources of data to diagnose the strengths and limitation of the Direct Report
  - Link development to business needs
- **Holding the Development Conversation**
  - Agree development needs and explore development options
  - Use key steps to facilitate the conversation
  - Apply effective ways to handle challenge situation
  - Development Conversation skills practice based on KWSP-related cases, group feedback and debrief
  - How to coach and bring out the best in people.

Module Two: Performance Improvement Conversation

- **Understanding KWSP's Core Values: Key Elements and Behavioural Descriptors**
  - Power of feedback
  - Reinforce effective performance through positive feedback
  - Solicit feedback on performance gaps and provide improvement feedback to close the gaps
- **Applying Critical Steps in Performance Improvement Conversations**
  - Performance improvement Conversation skills practice based on KWSP-related cases, group feedback and debriefs

ROLE MODELLING A TALENT DEVELOPMENT CULTURE

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1-DAY Seminar for Middle Management

Course Overview

The intended outcome of the training will be the development of a clear understanding of how to role model key leadership behaviours required to support talent development.
At the end of the programme, participants will be able to:

- Apply appropriate development options to develop their talents
- Develop an action plan to enhance the commitment to their role as a Talent Development-oriented Leader

Selected Session Topics

Module One: KWSP's Talent Management Framework

- Overview of the KWSP's Aspirations
- Components of KWSP's Talent Management Framework
- KWSP Leadership Competencies and Talent Development
- Review Conversations, Development Options, and Talent Development

Module Two: Role of Leadership in Talent Development

- Best-Practised Examples for Role of Leadership in Talent Development
- KWSP Leadership Model and Role of Leadership in Talent Development
- Self-Evaluation of Talent Development-Oriented Leadership Behaviours
- Elements of a Talent Development Culture
- Key Leadership Behaviours of a Talent Development-Oriented Leader
- Action Plan to Elevate Talent Development-Oriented Leadership Behaviours to the Next Level

**For KWSP specific framework & competencies, facilitator would require the information to be provided by KWSP through a face to face meeting.*

ACHIEVING BREAKTHROUGHS

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 2-DAY Seminar for Middle Management

Course Overview

The intended outcome of the training will be the development of breakthrough thinking skills through undertaking a project aimed at bringing about step-change results.
At the end of the programme, participants will be able to:

- Adopt breakthrough thinking methodologies to implement change initiative
- Scan for opportunities to bring about improvements (efficiency & revenue)
- Practise breakthrough thinking through application to everyday operations & present the solution as a project

Selected Session Topics

Module One: Identifying Opportunities

- Understanding What Breakthrough Thinking & Innovation Methodologies are about
- Applying a Process to Identify Opportunities for improvement and change (efficiency & revenue)

Module Two: Implementing Innovative Initiatives

- Identifying Stakeholders and Addressing their Needs
- Defining Outcomes and Mapping Out the Implementation Plan
- Tracking, Communicating, and Measuring Results

Module Three: Facilitating Breakthrough Thinking

- Thinking Strategies that Support Breakthroughs
- Thinking Tendencies that Inhibit Breakthroughs

FACILITATION SKILLS FOR TEAM LEADERS & MANAGERS

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

At the end of the programme, participants will be able to:

- Have an understanding of the mindset of a facilitator in order to be effective;
- Facilitate discussions and meetings to achieve set objectives;
- Apply the skill-sets required to be a confident and effective facilitator

Selected Session Topics

Module One: Introduction & Mindset of a facilitator

- Introduction & Overview (Facilitation vs. Training)
- Mindset of a facilitator

Module Two: Skill-sets to develop as a facilitator

- Analogy of Host, Doctor, Coach, Tour-Guide
  - **Tour-Guide**
    - Set agenda, time, topic, ground rules
    - Brief on goals & outcomes
    - Have the right people on board
  - **Host**
    - 10 ways to get people to open-up & participate
    - Building trust by building bridges
    - Do's and Don'ts
    - Skill practice & application
  - **Coach**
    - A. Skills & Qualities of effective facilitators:
      - Listening
      - Reading people & responding
        - Understanding body language & non-verbal signs
        - Understanding 4 different personalities to draw the best out of them
      - Maintaining focus on the goal
      - Giving pro-active feedback
  - **Doctor**
    - B. Skills & Qualities of effective facilitators:
    - Asking questions
      - Types of questions (open, closed, what if….,)
    - Being solution-focused in your approach & thinking to promote collaboration

Module Three: Capturing ideas during the discussion

- Using the flip-chart
- Steering discussion & maintaining focus
- "Parking lot

Module Four: Closing the Discussion

- Summarize:
  - Agreement reached
  - Key points raised
- Next Step forward:
  - Parking lot issues & follow-up

SPEAKING SO OTHERS WILL LISTEN

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

At the end of the programme, participants will be able to:

- Appreciate, understand and practice the basics of effective conversations in business and at work;
- To affirm one's strengths in order to build self-confidence;
- To know how to influence others by understanding their needs & perspectives;
- To enhance relational skills with team members, management and customers, thereby improving relationships & cross-functional teamwork.

Selected Session Topics

Module One: Leverage your strengths & benefit

- Benefits of effective and productive conversations
- Understanding yourself – capitalizing on your strengths in order to influence (Personality Profile/Questionnaire

Module Two: Building Rapport

- Connecting with others and Gaining Trust
- Understanding Other's Needs and Perspectives (4 Personality Types)
- Sustaining Rapport through Emotional Engagement

Module Three: Crucial Conversations

- Conversations for Alignment
- Conversations for Influencing
- Conversations for Action
  - ► helping others discover solutions for moving forward

Module Four: Winning Ways with People

- Mindset & attitude/Think win-win
- Leadership by example
- Words which win over hearts/ words of affirmation

ESSENTIAL MANAGEMENT SKILLS

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

A manager has to juggle with various demands, often with competing and conflicting priorities. As he does so, he must keep the organization goals in mind and balance them with the constraints that his staff facing and the requirements that his customers demand.

This workshop equips a new manager with the essential skills to plan, organize, manage, control and lead his team towards organizational excellence.

Target Audience

- Intended Audience: New managers and those with 1-2 years experience as a manager will benefit most from this workshop.

Selected Session Topics

- Introduction to Management
- Roles and responsibilities of a manager
- Goal Setting
- Planning
- Managerial Skills
  - Leadership
  - Motivation
  - Team-building
  - Delegating
  - Coaching
  - Change Management
  - Decision Making
- Managerial Resources
  - Human Resource: Staffing
  - Processes and Control
  - Tools
- Performance Measurement
- Management Next Step
  - Preparing for the Future

Key Take-Away

At the end of the workshop, participants will be:

- Understand the role of a manager and their responsibilities
- Understand the tasks of a modern manager in the changing environment
- Able to plan, set objectives and goals for his department based on organizational needs learn and apply the various essential managerial skills to lead and manage his team well
- Build a great team through motivation and team building techniques
- Get work done through others by good delegation techniques
- Coach their teams to success
- Handle change well, considering the people and organizational requirements and constraints
- Make well-thought out decisions, despite the uncertainty in the environment
- Utilize the various management resources effectively to fulfill the organizational and customer's requirements
- Understand how processes and activities interact together to achieve efficiency and control
- Management the team's performance via a series of critical success factors

SUPERVISORY MANAGEMENT SKILLS

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

This workshop is specifically designed for employees who have been newly promoted to a supervisory or management position. It helps the participants improve his/her people and management skills and equips him with practical ideas for optimizing the most important resource in the organization – people.

Target Audience

- Supervisors and first-line managers, especially those who have been recently promoted to supervisory or management positions.

Selected Session Topics

- Key Responsibilities of a Supervisor / Manager
  - The planner, organizer, leader and motivator of people
  - Balance getting work done though others and self
  - Effectiveness vs efficiency
  - Using the 80/20 principle
- Holistic Management
  - Managing and motivating oneself
  - Attitude of a mental 'winner'
  - Focusing on the positive aspects
  - Creative approaches to problem solving and decision making
  - Setting goals
  - Developing a holistic approach
- Motivation
  - Appreciating the intrinsic joys and value of work
  - Motivating oneself and subordinates to give good service
- Handling subordinates' problems
  - Skills of a good coach
  - Training subordinates to perform tasks effectively
  - Counseling skills
  - Handling grievances, discipline and personal problems
- Interpersonal relationship skills
  - Relating effectively
  - Assertiveness skills to achieve win/ win result
  - Resolving conflicts
- Delegation
  - Deciding what to delegate and what not
  - Delegating to the appropriate person
  - Communicating the task and authority
  - Overcoming typical barriers
- Leadership
  - Application of classical theories
  - Qualities of a good leader
  - Leadership styles
- Managing your boss
  - Understanding, adapting and managing your boss
  - Becoming an effective intermediary between your boss and your subordinates
- Teambuilding
  - Building synergy among team members
  - Understanding team dynamics
  - Using the strengths of each team member
  - Building an effective and cohesive team

ORGANIZATIONAL TEAMWORK MANAGEMENT GAME

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

Every day our organization handles hundreds, perhaps, thousands of customers who purchase our products or engage our services. As we service our customers, each transaction is processed by and is routed through several departments and through the hands of numerous staff.

As you walked down the customer area, you noticed queues being formed and are building up at the front counter. You noticed that some customers are getting restless and found that they have been waiting for several hours.

Passing the front desk, you strolled into the technical support department and the escalation department. You noticed that the engineers in these departments seem to have lesser workload and, in fact, some of them are freed enough to do some non-customer related activities.

Back in your office, the following thoughts cloud your mind:

- How to increase the operational efficiency of your organization?
- How to shorten the customer's queue and improve the quality of services to your customers?
- What should you do to rectify the imbalance of workload between the departments
- How can you design processes, which traverse the various departments, more efficiently?

Your sales manager excitedly burst into your office interrupted your thoughts. He was delighted to announced that he has just won a mission critical deal which will give the organization much higher revenue and profitability. While you are equally excited with this deal, you are worried about a condition stating that if the organization missed the agreed response time, you will have to pay penalty to the customer.

- How are you going to structure your processes to capture this higher revenue, higher profitability market?

Workshop Methodology

This exciting and highly interactive workshop will be conducted with a good blend of instructions, simulation gaming, discussions and brainstorming. Participants will assume the role of one of the departmental manager in a service organization and make decisions pertaining the processes and resources required to service the customers.

Target Audience

Pre-requisites - Participants with a few years of experience in the supervisory / management position will be able to appreciate this course fully.

- General Managers, Customer Service Managers, Helpdesk Managers, Operations Managers, Quality Managers and all service-related managers and supervisors.

Selected Session Topics

- Introduction to Bike Management Game
- Roles and Responsibilities
- Round 1: Departmental Effectiveness
- Round 2: Organizational Efficiency
  Introduction to System Thinking
- Round 3: Handling of Mission Critical Customers
- Experience Sharing
- Understanding the financial impact of delivery versus customer satisfaction.

Key Take-Away

At the end of this workshop, the participants will learn:

- Understand the effect of processes and organizational teamwork on the customer's experience
- Experience the pressure, the tension and the pleasure of satisfying the customers
- Understand how processes and workflow influence the service rendered to the customer
- Understand the impact of organizational structure on your service to the customer
- Be able to make decisions pertaining to resources, processes, finance and manpower in real time and experience the impact of your decisions and changes to customer service and their queue time.

LEADING ORGANISATIONAL CHANGE

by Joanne Hee
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

The seminar will enable managers and leaders to address the changes needed as well as the process and implementation of change. The seminar also emphasizes on the tools, frameworks, ideas and case studies to help you to lead change initiatives effectively.

Target Audience

Managing Directors, Senior Management Members, Heads of Departments, Business Owners, Entrepreneurs, Working Professionals

Selected Session Topics

- Setting the agenda for change
- Understanding change
- How to implement change successfully?
- The change process – What it involves?
- Measuring and evaluating change
- Applicable change process model
- Change model that successful companies use

Key Take-Away

- Understanding the change process
- Identify the options for organizational change
- Identify your own leadership approach to change
- Develop knowledge of the strategic, organizational and personal challenges of a successful change
- Identify ways people resist change and plan management actions to lessen resistance
- Discuss the tools, frameworks and concepts of change and learn how to lead the development of an effective change process

ORGANISATIONAL BEHAVIOR - MANAGING PEOPLE & ORGANISATIONS

by Joanne Hee
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

Organisational behaviour focuses on the systematic study of the attitudes and behaviours of individuals and groups in organisational settings. The purpose is to assist the learners in predicting, explaining and controlling the behaviour of people in organisations. The unit aims to establish a conceptual understanding of the dynamics of individual and group behaviour in organisations, to examine the ways in which different forms of organisational structure and leadership influence that behaviour, and to analyse the ability of organisations to respond to external change and to manage their own internal change processes.

Key Take-Away

After attending this seminar, participants should be able to :

- Establish a conceptual understanding of the dynamics of individual and group behaviour within organisations
- Understand the way in which different forms of organisational structures and leadership influence that behaviour concepts, theories and tools of strategic management
- Develop an ability to assist organisational change in response to external events and to create its own dynamics of change.

Selected Session Topics

Day 1

Introduction and Overview

- Topic 1: Introduction to OB
- Topic 2: International perspective

Part I The individual

- Topic 3: Individual differences
- Topic 4: Motivation
- Topic 5: Managing stress

Part II Groups and interpersonal influence

- Topic 6: Working in groups and teams

Case study analysis & presentation

Day 2

Part II Groups and interpersonal influence

- Topic 7: Communication
- Topic 8: Power and organisational politics
- Topic 9: Leadership

Part III The organisation

- Topic 10: Organisational culture
- Topic 11: Organisational change
- Topic 12: Behavioral aspects of organisational structure and design

Case study analysis & presentation

INTERPERSONAL SKILLS - BUILDING WINNING RELATIONSHIPS

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

This 2-day workshop provides a good foundation and grounding for executives who want to improve their interpersonal skills and to improve the quality of their professional and business interactions with customers, colleagues and management.

This informative and interactive workshop will be conducted with a good blend of instructions, discussions and role-plays.

Target Audience

- Executives and non-executive staff, project team members and functional specialists who want to develop their skills in dealing successfully with customers and colleagues.

Selected Session Topics

- Introduction : Interpersonal Skills
- First Impressions Count
- Relate & Connect with people
- Communicating Effectively
- Understand yourself
- Identify your strengths
- Understanding others
- Think Solutions
- Giving & Receiving feedback
- Managing Conflict & Difficult people

Key Take-Away

The main objectives of this workshop are:

- To enable participants to relate and connect well with people;
- To provide an understanding of who they are and to identify their strengths and communication style;
- To help participants understand how other people are different from them and thus, how to treat them;
- To demonstrate how to give and receive feedback;
- To discover ways to manage conflict & disagreements

COMMUNICATE WITH CONFIDENCE - *'How to Influence & Win With People'*

by Angeline Yong

**Refer to Appendix for Trainer details*

A 1 to 2-DAY Seminar

Course Overview

Apart from having the right attitude, effective people skills and an ability to get along well with staff, co-workers, customers and management are keys to a manager's success at work and in business.

An in-depth knowledge and understanding of yourself and the personalities of the people you work with will definitely make life easier and more meaningful for you, not to mention higher success in sales, improved teamwork and in getting promoted…resulting in more income & job satisfaction for you.

This course forms the foundation of understanding yourself and understanding others. It aims to explain the 'mystery' of human behaviour, enabling you to make sense of the often complex nature of everyday relationships.

This informative and interactive workshop will be conducted with a good blend of instructions, discussions and role-plays.

Target Audience

- General Managers, Customer Service Managers, Helpdesk Managers, Operations Managers, Quality Managers and all service-related managers and supervisors.

Selected Session Topics

- Introduction : Effective Communication
- Understanding Yourself
- Identifying The personalities
- Understanding Others
- Managing People & Getting Along
- Making it work for you
- Being a Solution Focused manager
- Being the leader others want to follow
- Case studies

Key Take-Away

The main objectives of this workshop are:

- To create awareness of one's personality, one's strengths & weaknesses;
- To provide an understanding of the four personality types and how to relate effectively with each type;
- To enhance communication & relational skills with team members, management and customers, thereby improving relationships;
- To provide an opportunity for participants to change their perspective from "this is how I am, understand me" to "this is how he/she is, understand him/her", thus transforming relationships;
- To be solution focused when helping staff to carry out their tasks.

KDU Management Development Centre

PFP
Personal Financial Planning

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Personal Financial Planning Series (PFP®)

Module A: CFP CERT TM Certified Financial Planner Certification (CFP®) Programme

Module B: Smart Money-User (SMU) Workshop

Module C: Smart Money Skills (SMS) Workshop

Module D: Investment Planning & Investments for Non-Financial Managers & Executives

Module E: Essentials of Financial Planning

Module F: Financial Decision Making

Module G: Finance & Accounting for Managers & Executives

This document outlines the above mentioned courses for delivery via KMDC Malaysia.

KDU Management Development Centre

CERTIFIED FINANCIAL PLANNING CERTIFICATION (CFP®) PROGRAMME

Course Overview

The financial planner who uses the service marks CFP® and CERTIFIED FINANCIAL PLANNER CM is recognised as having met the highest standards for the practice of financial planning.

The CFP® certification qualifies who the financial planner is, establishes a standard of professional practice, and creates a mark of quality that consumers can recognise and for which practitioners may aspire to attain. The financial planner who uses this mark is recognised as having met the highest standards for the practice of financial planning. The international CFP® Council works to ensure that a well-defined six-step process used by a financial planner will place the Client's interest and needs first. To date, there are more than 100,000 CFP certified practitioners worldwide and the number is growing.

Benefits of becoming a CFP® Practitioner

- Acquire knowledge and develop expertise in retirement planning, insurance, investment, tax and estate planning
- Be associated with the most internationally recognised and accepted designation in financial planning
- Earn your credibility and respect from the public and distinguish yourself from your competitors
- Increase your business earning potential and add to your career growth and professional fulfilment

The Financial Planning Process

The financial planning process defined by the CFP® Board involves the following six steps:

- Gathering client data, including goals
- Analysing and evaluating the client's financial status
- Developing and presenting financial planning recommendations
- Implementing the financial planning recommendations
- Monitoring the financial planning recommendations
- Establishing and defining the client-partner relationship

The CFP® certification programme evolves around the 4Es of Education, Examination, Experience and Ethics, which are the cornerstones of professional practice. The course consists of six (6) modules with a minimum of 40 contact hours of classroom-based workshops and seminars per module, followed by examinations. Candidates taking the CFP® certification examinations are required to first be Members of the Financial Planning Association of Malaysia (FPAM).

The CFP® certification is proprietary to individuals who have demonstrated technical competency combined with practical experience, which enables them to write a comprehensive, functional financial plan for an individual, whilst conforming to the international CFP® standards.

Target Audience

The CERTIFIED FINANCIAL PLANNER CM qualification is for those wishing to practice the profession of financial planning and who wish to master a certain level of theoretical knowledge and practical application of financial planning in such areas as:

- General principles of financial planning
- Risk management & insurance planning
- Taxation planning
- Investment planning
- Retirement planning
- Estate planning
- Financial plan construction and professional responsibilities

CERTIFIED FINANCIAL PLANNING CERTIFICATION (CFP®) PROGRAMME

(Duration: 5 to 6-DAYS Workshop)

Module 1: Foundation in Financial Planning

Candidates are provided with an outline of each of the major concerns of a financial planner to instill a clear appreciation of financial planning and to prepare for the extensive study to be covered in the other modules.

Topic 1: An Overview
Topic 2: The Economic Environment and Its Effects on Financial Planning
Topic 3: Risk Management and Insurance Planning
Topic 4: Investment Planning
Topic 5: Income Tax Planning
Topic 6: Retirement Planning / Estate Planning
Topic 7: The Basis of a Financial Plan
Topic 8: FPAM Code of Ethics

(Duration: 5 to 6-DAYS Workshop)

Module 2: Risk Management & Insurance Planning

Candidates will understand the fundamental concepts of risk management and insurance, and gain the knowledge about various personal insurance products, both life and general, which are related to financial planning.

Topic 1: Fundamental Concepts in Risk Management
Topic 2: Insurance Fundamentals
Topic 3: Legal Principles in Insurance
Topic 4: The Role of Insurance in Financial Planning
Topic 5: Factors Affecting Insurance Needs
Topic 6: General Insurance Policy Analysis
Topic 7: Life Insurance Policy Analysis
Topic 8: Comparing Life Insurance Products
Topic 9: Annuity Policy Analysis
Topic 10: Health Insurance Policy Analysis
Topic 11: Legislation Affecting Insurance Business
Topic 12: Evaluating Life Insurance Companies
Topic 13: Consumer Protection and Life Insurance Industry Codes of Practice
Topic 14: Additional topics

(Duration: 5 to 6-DAYS Workshop)

Module 3: Tax Planning

Candidates will further their existing knowledge and skills in the area of taxation planning. The unit deals with consideration of income tax and other forms of taxation. Case studies of different tax scenarios are also analysed in the module.

Topic 1: Introduction to Taxation
Topic 2: Income
Topic 3: Deductions
Topic 4: Tax Planning & Tax Offsets
Topic 5: Administration of the Taxation System and Tax Audit
Topic 6: Taxation and Employee Provident Fund
Topic 7: Taxation Aspects of Business Succession Planning

(cont.)

(Duration: 5 to 6-DAYS Workshop)

Module 4: Investment Planning

Candidates will understand the concepts of risk and return, the financial markets and instruments, and the basic concepts and tools of asset valuation and portfolio management. The aim is to be able to evaluate alternative investments, the advantages and disadvantages, and to make suitable investment recommendations to clients.

Topic 1: Basic Concepts of Investment
Topic 2: Financial Mathematics and Statistics
Topic 3: Financial Statement Analysis
Topic 4: Investment in Shares
Topic 5: Basics of Equity Valuation
Topic 6: Investment in Bonds or Fixed Income Securities
Topic 7: Derivatives
Topic 8: Unit Trusts
Topic 9: Real Estate
Topic 10: Basic Concepts of Portfolio Management

(Duration: 5 to 6-DAYS Workshop)

Module 5: Estate Planning & Retirement Planning

This unit is taught in two parts: Estate Planning & Retirement Planning.

Part 1: ESTATE PLANNING

The area of estate planning includes preparing provision for administration of the affairs of a client by someone other than the client.

Topic 1: Estate Planning Fundamentals
Topic 1a: Wills and Will Planning
Topic 2: Trusts
Topic 3: Powers of Attorney
Topic 4: Duties and Power of the Personal Representative
Topic 5: Rights of Beneficiaries
Topic 6: Special Estate Planning Issues for Business Owners

Part 2: RETIREMENT PLANNING

This part covers how to analyse a clients' retirement needs and the ways in which these needs can be met.

Topic 1: Introduction
Topic 2: Investment for Retirement
Topic 3: Retirement Schemes
Topic 4: The Employee Provident Fund (EPF)
Topic 5: Retirement Income Streams
Topic 6: Role of Financial Planner in Pre-Retirement Counselling

(Duration: 5 to 6-DAYS Workshop)

Module 6: Financial Plan Construction and Professional Responsibilities

This module is for candidates who have completed Modules 1 to 5, or who are preparing for the CFP® Challenge Status. The financial plan construction process will be meticulously considered.

Topic 1: The Regulatory Environment: An Overview
Topic 2: Understanding the Client
Topic 3: The Process of Data Gathering
Topic 4: Financial Analysis of Data to Determine Investment Strategy
Topic 5: Strategies to Meet Needs
Topic 6: Plan Preparation
Topic 7: The Plan Implementation Process
Topic 8: Financial Plan Review
Topic 9: Dealing with Client Complaints
Topic 10: The FPAM Code of Ethics
Topic 11: The Importance of Continuing Education

CERTIFIED FINANCIAL PLANNING CERTIFICATION (CFP®) PROGRAMME

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CFP® Continuing Education

Continuing professional development is part of good professional practice. Associate Members of FPAM are required to obtain 20 CE points every 2 years whereas Certified Members are required to obtain 30 CE points every 2 years. This is to ensure that members are updated with current developments in the financial planning profession in order to better serve their clients.

CE points can be accumulated by attending FPAM approved seminars and courses, through subscription to FPAM's official and other approved magazines, and through writing or reviewing articles for FPAM's journal or publishing books related to financial planning topics.

CFP® Certification Examination

Examination Dates:

Examinations are held at centralised locations around Malaysia every June and December

Candidates sitting for Module 1 must be registered with FPAM as Trade Members. Candidates for Modules 2 to 6 must be registered as Associate Members. Candidates for Module 6 must have passed Modules 1 to 5, with the exception of Challenge Status students. All candidates must be enrolled in a CFP course with an approved education provider and have fulfilled the programme attendance requirement: minimum 40 contact hours.

Entry Requirements

Admission

With effect from 1 July 2002, members can select any of the 3 options below to complete the CFP® certification programme.

Option A: Full CFP Certification Programme

Members without any relevant qualifications are required to undergo the full CFP® certification course, which comprises Modules 1 to 6.

Course duration:

The shortest possible timeframe to complete the programme is 18 months.
Minimum academic requirements: SPM or equivalent

Option B: Partial Exemption on Modules

FPAM recognises that certain professional qualifications cover some of the components in financial planning and has decided to waive certain Modules for eligible members. Holders of these degrees and/or credentials are exempted from the following modules:

Qualification	M1	M2	M3	M4	M5	M6
1. Chartered Financial Practicioners (Namlifa)	x					
2. MII Dip. In Financial Planning	x					
3. Chartered Life Underwriters	x	x				
4. Life Underwriters Training Council of Fellows	x	x				
5. Graduate Diploma in Applied Finance and Investment	x			x		
6. Member of Malaysian Institute of Taxation			x			
7. Bachelors Degree (Finance / Accounting / Economics) - degree must include taxation module					x	

CERTIFIED FINANCIAL PLANNING CERTIFICATION (CFP®) PROGRAMME

(cont.)

Entry Requirements (cont.)

Option C: CFP® Challenge Status

FPAM has approved certain qualifications and/or professional credentials as fulfilling the education requirements and members who are eligible can apply to FPAM for approval under the CFP® challenge status. The approved member is only required to sit for Module 6. This CFP® challenge status is only open to Malaysians.

Members must fulfill the following three requirements:

1. Qualifications:

- Professional accountants (MIA, CPA(M), CPA(Aust), AICPA, CA , ACCA, ICMA and AIA)
- Company Secretaries (ICSA & Fellow of MACS)
- Chartered Financial Consultants
- Chartered Financial Analysts (CFA)
- Doctorate in Business Admin
- PhD (business, accounting or economics)
- Masters (Business Admin /Finance /Economics/Accounting) from accredited universities

2. Three years of personal finance related experience at the time of application:

Insurance, mutual funds, securities, asset management, accounting, estate planning, banking, taxation, trusts, retirement planning and financial planning.

3. Condition:

A maximum of three (3) consecutive examination attempts only, are given for the challenge status member commencing immediately after obtaining approval from FPAM. Failure in the 3 attempts (including non-attempts) will result in the member having to enroll for the normal CFP® certification.

Additional requirements

The Challenge Status application must be accompanied by an Application for Trade Member form together with payment (if applicant is not currently a member). All certificates and academic transcripts must be certified. Working experience from the present employer must be under the employer's letterhead.

Applications for module exemptions or challenge status must be at least one month before the registration for any examination. Failure to comply will result in your application not been processed in time for the next examination.

Relevant Work Experience

Appropriate relevant experience for a CFP® candidate is defined as:

Individuals employed in a position where they actively use their knowledge, skill and ability to provide for or to directly supervise the provision of comprehensive financial planning advice to clients, in accordance with the Financial Planning Association of Malaysia (FPAM)'s six-step financial planning process.

Relevant financial planning work experience can be obtained from the following three work areas:

(i) Working in the financial services industry

(ii) Self employed, sole proprietors, partners or directors in industries relating to financial planning or financial services

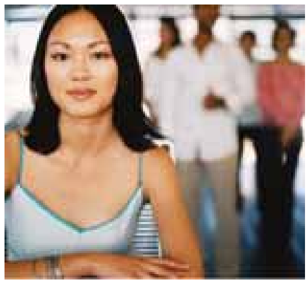
(iii) Insurance/unit trust/will writing/trusts agents and remisiers

The relevant work experience must be over a period of 3 years within the 5 years prior to application for Certified status.

SMART MONEY-USER (SMU) WORKSHOP

by Carol Yip

**Refer to Appendix for Trainer details*



When one hears about Personal Financial Planning, the topic sounds a lot like something that only professionals from a financial background would understand. But in reality, it really isn't quite as overwhelming a topic as you may think it is. If anything, Personal Financial Planning has the ability to address and provide solutions to many common financial issues that almost everyone faces these days. Many of the financial concerns we face are experienced, to a certain degree, by our peers. If we actually spoke about our financial quandaries with them, we will be surprised to find out that they are most likely facing similar financial issues. ***So, we really are not alone in our financial predicament.***

This course simplifies the whole concept and methodology of Personal Financial Education and Planning into something that every lay person will be able to comprehend and relate to. As clichéd as it may sound, ***Knowledge is Power.*** In this context, Knowledge gives **YOU** the Power to manage your finances in an effective manner.

Learn to manage your money successfully — before it destroys your life!

There are 4 stages in the Smart Money-User (SMU) Workshop

Stage 1

Know Thyself;
Manage Your Financial Future

Belief, Purpose, Value,
Attitude, Ability, Career,
Family Support

Stage 2

Learn How Money Works

Financial Knowledge,
Skills & Ideas

Stage 3

Turning Impossible
Financial Goals & Objectives, Possible

Life & Financial Objectives & Goals

Stage 4

Create an Effective Financial Plan that Works!

Planning & Methodology
(action & experience)

PFP Module : Know Thyself; Manage Your Financial Future.
Course Code : SMU 1

(1-DAY Workshop)

This topic covers "Financial Self Assessment and Looking into the Future" and the "Dynamics of Family & Marriage for Financial Legacy".

These two areas of focus will help you understand:

- What makes you spend, save & invest the way you do
- How personal attitude & belief impacts your personal financial well being
- How to create financial security in all phases of life
- What it takes to make effective personal financial decisions
- How the different stages of life & the choices made can affect the final outcome in life& retirement
- The complexity of marriage & family structure in order to diminish financial stresses & disputes
- The importance of educating children about money management from a young age

Are you having difficulties in managing your money because of unexpected circumstances and confronting personal issues?

PFP Module: Turning Impossible Financial Goals & Objectives, Possible.
Course Code: SMU 3

(1-DAY Workshop)

This stage addresses the age old question of "What you want to achieve?" Be it in life as a whole, focused financial objectives or other self-actualizing goals. If you really think about it, and as much as one would be reluctant to admit it, the thing that makes the world (if not your world) go round, is Money. Therefore, the topic of focus for Stage 3 is "Financial Empowerment".

In this session, you will learn:
How to conduct effective management & planning with regard to various portfolios, as well as create personal investment portfolios to suit different phases of life so as to meet your life & financial goals.

PFP Module : Learn How Money Works
Course Code : SMU 2

(1-DAY Workshop)

At this point, you will gain knowledge of "Financial Hard-Facts and Terminology" as well as learn about the "Application of Conventional & Islamic Financial Products & Services".

The areas of study will assist in:

- Basic personal financial management. Learn to manage your budget, construct a spending journal, calculate your net worth and organize your cash flow statements for specific phases of life.
- Understanding of Malaysia's Financial & Banking System, EPF, and other local financial bodies. (e.g.: FMUTM, FPAM, SIDC, SC, Bank Negara, etc.)
- The application & understanding of features of conventional and syariah-compliant financial products for personal money management. This is in terms of Savings/Current account & Fixed/Time deposits, types of loans & debts, types of conventional & unconventional investments, types of Insurances & Takaful. This topic also covers Internet Banking for personal money management along with online trading of financial products.

PFP Module: Creating an Effective Financial Plan that Works.
Course Code: SMU 4

(1-DAY Workshop)

Working with People for Financial Success

This final stage, you will discover the ways to "Working with People for Financial Success". Here you will learn that regardless of the team of professionals you may employ to manage your finances, you are still the Captain of your Financial Ship.

- Learn to have a sense of responsibility & accountability in executing and implementing the financial plan with the use of various tools & products
- Continuously motivate yourself to achieve your goals
- Understand the implications and effects of globalization to careers and businesses
- Understand how distractions lead to financial failure, the dos and don'ts to prevent personal & business bankruptcy and the consequences of being declared bankrupt
- Learn how to effectively apply financial techniques via case studies with different life scenarios.

SMART MONEY SKILLS (SMS) WORKSHOP

by Elwin Lau

**Refer to Appendix for Trainer details*

A 5-DAY Workshop

Course Overview

Personal Financial Planning is the process of meeting an individual's life goals through the proper management of his finances. Life goals can include buying a home, going for vacations, saving for a child's education or planning for retirement.

For individuals who want to learn about managing their finances and for personal development, this is a great opportunity to equip yourself with necessary information which will be extremely helpful in covering your bases during times of financial crisis.

Benefits

- Benefits of having PERSONAL FINANCIAL PLANNING knowledge:
  - Acquire knowledge and develop expertise in retirement planning, insurance, risk management investment, tax and estate planning.
- When you want to plan your financial affairs such as:
  - Build investments over the long term
  - Invest a lump sum of money such as an inheritance or redundancy payout
  - Protect your income or investments
  - Plan major changes in your personal circumstances, such as retirement where large sums of money are involved.
  - Learn about personal taxation, superannuation, stocks options plan for your child's education
  - Properties and Real Estate Investment Trust

Selected Session Topics

Topic 1: Fundamentals of Risk Management & Insurance Planning *(Duration: 1-DAY Workshop)*

- Participants will understand the various methods of handling risk including how risk can be avoided, reduced, eliminated, financed, retained an transferred through insurance.

Topic 2: Fundamentals of Retirement Planning *(Duration: 1-DAY Workshop)*

- Participants can learn to estimate the amount of retirement income required so to maintain a certain standard of living during retirement. They should be able to identify the resources available and recommend a financial plan to meet that need. Participants should know the advantages and disadvantages of the various retirement planning instruments.

Topic 3: Fundamentals of Investment Planning *(Duration: 1-DAY Workshop)*

- Participants should understand the factors affecting the development of financial planning, the demand for financial planning services and the rapid growth of the independent financial planning industry. Participants should also understand the whole range of products required to meet their different needs and to achieve a balanced portfolio.

Topic 4: Fundamentals of Tax Planning *(Duration: 1-DAY Workshop)*

- Advising how financial goals can be better achieved through minimization and deferment of income taxation, participants should have a good understanding of the definition of income, types of income and how deductions and rebates can help to alleviate the income tax burden.

Topic 5: Fundamentals of Estate Planning *(Duration: 1-DAY Workshop)*

- Estate Planning is the process of making proper arrangements for the Protection, Preservation and Provision of a person's total assets for the benefit of his or her family and loved ones. Good estate planning is more than "just a simple Will". Estate planning minimizes potential taxes and fees. It sets up contingency planning to make sure your wishes are followed.

INVESTMENT PLANNING & INVESTMENTS FOR NON-FINANCIAL MANAGERS & EXECUTIVES

by Yap Kam Cheng
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

You have laid down your financial goals. These could include, amongst others, buying a new car, upgrading your residence, planning for your children's education and your eventual retirement. So you start a savings programme to attain these objectives. But setting aside money for savings is no guarantee towards accomplishing those outlined objectives. Investments need to be made in the appropriate financial product too. Making a firm commitment to savings and investing appropriately at the same time, is probably the most important step in achieving these goals.

Selected Session Topics

- Savings vs Investment
- Pre-Investment Plan Considerations
- The 6-step approach to Investment Planning
- Identifying the Goals and Time Horizon
  - Translating Words into Numbers
  - Doing the Math
- Understanding Your Investment Personality
- Designing An Investment Portfolio
- Evaluating Markets and Selecting Specific Investments
  - Cash, Cash deposits and Money market
  - Fixed Interest Securities
- Evaluating Markets and Selecting Specific Investments (Continued)
  - Property, Real Estate Investment Trust
  - Capital Guaranteed Vs. Capital-Protected Schemes
  - Equities
- Managing And Monitoring The Investment Portfolio
- Know When To Change the Investment Portfolio Mix

Key Take-Away

The objective of this 2-day course is to assist the financial novice in understanding the major aspects of preparing his own investment plan. In addition, he will be exposed to the different investment approaches and common investible assets available in the market place.

It is also an ideal workshop to highlight the areas of further learning that may be required should the workshop participant eventually decides to pursue the Certified Financial Planner certification.

ESSENTIALS OF PERSONAL FINANCIAL PLANNING

by Elwin Lau
**Refer to Appendix for Trainer details*

A 5-DAY Workshop

Course Overview

Personal Financial Planning is the process of meeting an individual's life goals through the proper management of his finances. Life goals can include buying a home, going for vacations, saving for a child's education or planning for retirement.

For individuals who want to learn about managing their finances and for personal development, this is a great opportunity to equip yourself with necessary information which will be extremely helpful in covering your bases during times of financial crisis.

Selected Session Topics

- Fundamental of Risk Management and Insurance Planning
- Fundamental of Retirement Planning
- Fundamental of Estate Planning
- Fundamental of Investment Planning
- Fundamental of Tax Planning

Key Take-Away

Benefits of having PERSONAL FINANCIAL PLANNING knowledge:

Acquire knowledge and develop expertise in retirement planning, insurance, risk management investment, tax and estate planning.

When you want to plan your financial affairs such as:

- build investments over the long term
- invest a lump sum of money such as an inheritance or redundancy payout
- protect your income or investments
- plan major changes in your personal circumstances, such as retirement where large sums of money are involved.
- learn about personal taxation, superannuation, stocks options
- plan for your child's education

FINANCIAL DECISION MAKING

by Elwin Lau
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

Study of financial planning, budgeting, cost management, elements and fundamentals of economics, investment and financial market in respect of sales planning and management. Upon completion of the course, participants would be able to carry out more effective planning and decision-making processes. From the financial and economics perspective, participants will have the ability to evaluate their own performance and be accountable for their results, examine and analyse financial statements, government policies and Malaysian Taxation.

Selected Session Topics

- ***Unit 1: Financial Skills for Sales Management***
  - The course participants will learn to analyse corporate financial statements, oriented towards the user of financial accounting data. Emphasis will be on the reconstruction of economic events from published accounting reports. Besides that, course participants will learn to prepare budgets and have a firm grasp of the budgeting process. The participants will also look into the behavioural implications of operating a budgetary control system.
- ***Unit 2: Interpretation and Analysis of Financial Ratio***
  - The course participants will learn to calculate and explain the performance indicators. The participants will also learn to analyse and explain the significance of movements in ratios over time. Besides that, variance analyses will implement a control system that enables the deviations from budget be analysed in detail, thus enabling costs to be controlled more effectively. The course participants will also look into various information and techniques, which assist, in the decision-making process and various
- ***Unit 3: Economic Indicators***
  - The course participants will examine fund and management of company's financial statements and examine significant economic indicators and government policies that largely determine the direction of the major financial markets.
- ***Unit 4: Investment Valuation Methods***
  - The course participants will acquire skills that investment professionals have in analysing and evaluating assets, particularly the equities in the financial market.
- ***Unit 5: Malaysian Taxation***
  - The course participants will analyse the Malaysian Taxation system, with an emphasis on individual income tax.

FINANCIAL PLANNING FOR MANAGERS & EXECUTIVES

by Yap Kam Cheng
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

"Financial planning is the process of meeting one's life goals through the proper management of one's finances."

In Malaysia, financial planning has been introduced to many individuals via unit trust consultants, insurance agents and financial planners. Yet, there are still many individuals who either procrastinate in planning or fail to plan financially. Moreso, in today's financial world which is filled with bountiful information but conflicting opinions, individuals are forgiven to stay confused. They procrastinate instead of plan. Worry instead of win. Reach roadblocks instead of goals. Indeed, they may be more scared than prepared to plan.

Selected Session Topics

- Preparing Your Financial Goals
  - Determining Goals
  - Translating Words into Numbers
  - Doing the Maths
  - Magic of Compounding
- Ascertain Where You Are
  - Creating a Net Worth Statement
  - Creating a Cashflow Statement
- Basic Taxation
- Immunizing Disruptions To Your Goals
- Investments and Investment products
  - Shares
  - Bonds
  - Money market instruments
  - Unit Trusts
  - Properties and Real Estate Investment Trust
- Retirement Planning
  - Demographics and Trends
  - Setting Retirement Goals
  - Calculating Retirement Needs
  - Funding Retirement Needs
  - Non-Funded Safety Nets
- Estate Planning
  - Fundamentals of Estate Planning and Overview of Estate Planning Tools
  - Types of Property
  - Probate Vs. Non-probate items
  - Wills and Will Planning for Muslims and Non-Muslims
  - Trusts

Key Take-Away

The objective of this 2-day course is to introduce what financial planning entails. It focuses on:

- The financial planning basics
- Risk assessment and management
- Basic taxation planning
- Investments and investment planning
- Retirement planning
- Estate planning

This workshop has been specifically designed to help the financial novice understand the basic rudiments of financial planning and put them in the driver's seat of planning their own financial future. The workshop leader will offer independent guidance to help participants make better financial decisions and share guides and tools on issues related to financial planning and wealth building.

It is also an ideal workshop to highlight the areas of further learning that may be required should the workshop participant eventually decides to pursue the Certified Financial Planner certification.

KDU Management Development Centre

The one stop executive training & education centre

KMDC

KDU MANAGEMENT DEVELOPMENT CENTRE

Project Management Series

Module A: Examination Preparatory Boot Camp (PMP®)
Module B: Project Management Framework (PMP®)
Module C: Project Integration & Communication (PMP®)
Module D: Project Quality Management (PMP®)
Module E: Project Risk & Cost Management (PMP®)
Module F: 1-Day Essential Project Management
Module G: 2-Day IT Project Management
Module H: 2-Day Microsoft Project 2007
Module I : 2-Day Successful Project Management
Module J: 3-Day ICT Project Management
Module K: 3-Day Project Management
Module L: 3-Day Practical Project Management
(inc. MS Project 2007 Lab Work)

Facilitated by Leong Mun Chuk & Mah Kong Howe
**Refer to Appendix for Trainer details*

This document outlines the above mentioned courses for delivery via KMDC Malaysia.

KDU
Management
Development
Centre

EXAMINATION PREPARATORY BOOT CAMP *(5-days/35 hours)*

Course Overview

This course is intended for candidates undertaking or wish to undertake the Project Management Professional (PMP) examination. The course follows the Project Management Body Of Knowledge (PMBOK) 3rd Edition.

This course is ideal to candidates planning to take the computer-based examination on the following week. The title PMP is an internationally accepted recognition of project management knowledge and professionalism of the successful candidate. Simply put, this is a professional certification of the candidate in the area of project management.

Candidates may only apply to sit for the examination if they have obtained at least a university degree or equivalent, a minimum of 4,500 hours project management experience within 36 months (non-overlapping) prior of the application to sit for the examination, and at least 35 hours of Project Management education. Candidates who do not have a university degree may opt applying for the examination via increased demands on project management experience to 7,500 hours within 60 months (non-overlapping).

The examination may be taken at Prometric computer test centre, at a pre-appointed date and time, at your choice venue; that is, when the application to sit for the examination is successful confirmed through an eligibility letter. The examination consists of 200 multiple-choice answers (1 out of 4 is the right answer), and to be completed within 4 hours. Typically the passing mark is 61%.

Please find the necessary application form and verification form of project management experience in the Certification Handbook. Follow strictly the application instructions, and information you will need to submit with the application. You are recommended to submit the application online via http://www.pmi.org.

The cost for sitting for the examination per candidate is about US$555 (non-PMI® member), and payment is made direct to the Project Management Institute, USA (please see PMP Certification Handbook found at www.pmi.org for complete details). However, it would still be cheaper if the candidate applies to be a PMI® member first, followed by applying to sit for the PMP® Examination. Membership application and pricing details at http://www.pmi.org.

Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the pre-examination process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of simulated test questions, flash cards to help accelerate memory retention and learning, to aid in memory retention and reinforcing classroom materials after the program is completed. Also, by getting candidates to take on the role of setting examination questions would help them learn the process of examination setting and help build confidence. Moreover, this interaction makes classes enjoyable and motivational.

Candidates would be provided with text book, which is the PMBOK Guide containing all the important and essential facts, tips, and terminologies used in the PMP exam to help accelerate knowledge retention. The Facilitator will take them through discussion points and highlights of each PMP module, reinforced with a test of 15-20 key questions upon the completion of each module.

Who Should Attend

Project managers, team members, field staff members, project engineers, design engineers, project leaders, administrators, industrial engineers, program managers, manufacturing engineers, operations managers, functional managers, Information Technology professionals, R&D managers, marketing directors, and others involved directly or indirectly with projects in virtually every industry, and who needs a certification to give the professional recognition to bid for projects.

The Course Structure

This course is spread over a 5 days (Monday through Friday or Wednesday through Sunday, 9.00am through 5.00pm), with the intention to take the exam on the following week.

EXAMINATION PREPARATORY BOOT CAMP *(5-days/35 hours)*

Module Synopsis

- The Introduction provides key fundamentals of project management. Discover the basic facts of project management and its successful implementation, the project sponsor, the life cycle phases, and the main skills and expectations of project managers.
- Project Integration Management focuses on the importance of having project managers work across the organisational boundaries in order to be successful.
- Project Scope Management establishes the foundation of how to systematically identify the key deliverables of the project. After establishing a scope baseline, it is crucial to ensure that there will be a process for managing change.
- Project Time Management builds on the deliverables identified in the scope definition process. The project manager breaks these deliverables down further and then develops the project schedule.
- Project Cost Management covers establishing a project budget and understanding the different mechanisms used to estimate the cost of a given project.
- The new Project Control Management section stresses an integrated approach for controlling a project.
- Project Human Resources Management addresses the essential staffing and leadership issues for the project team.
- Project Risk Management is a critical area, which enables participants to comprehend what is needed in identifying risk events, analysing them, and strategies for handling them.
- Project Quality Management ensures there is a plan for managing, assuring, and controlling the project's quality.
- Project Procurement Management covers the essentials of procurement decisions, contract administration and closure principles.
- Project Communications Management helps participants understand project team communications issues and how to build consensus among various project groups.
- The new Professional Responsibility section outlines the behavioural and ethical aspects of professional project managers. This section enables project managers to exercise the proper judgement in their decision-making process.
- The last portion of the program is dedicated to answering participants' questions and administering a sample final exam that integrates all modules.
- Discussions of case studies and exercises emphasise the learning across the five process areas and the professional responsibility domain.

Training Approach

- **MODULE 1**: Introduction
- **MODULE 2:** Project Integration Management
- **MODULE 3:** Project Scope Management
- **MODULE 4:** Project Time Management
- **MODULE 5:** Project Cost Management
- **MODULE 6:** Project Control
- **MODULE 7:** Project Human Resource Management
- **MODULE 8:** Project Risk Management
- **MODULE 9:** Project Quality Management
- **MODULE 10:** Project Procurement Management
- **MODULE 11:** Project Communications Management
- **MODULE 12:** Professional Responsibility
- **MODULE 13:** PMP® Preparation

Who Should Attend

Pre-requisites: To those who are keen on taking the PMP Examination, you'll need to satisfy a pre-requirement of 35 hours Project Management Education and at least 4,500 hours of project-related work experience over a period of no more than 6 years before the date of the intended examination. Information on the prestegious PMP certification can be found at www.pmi.org

PROJECT MANAGEMENT FRAMEWORK *(3-day Workshop)*

Course Overview

Highlights the role of project management and project managers in an organisation's strategic and operational success as a professional discipline.

Unit 1: Projects In Contemporary Organisation - Critically discusses the changing nature and contribution of project management in contemporary organisations and their strategies.

Unit 2: Project Selection - Explores approaches and techniques organisations use to select projects.

Unit 3: Project Organisation - Introduces participants to the various types of organisation structures relevant for projects and their characteristics.

Unit 4: The Project Manager - Examines the multiple roles of a project manager in a unique discipline.

Unit 5: Professional Responsibilities - Introduces participants to the professional responsibilities of the project manager.

PROJECT INTEGRATION & COMMUNICATION *(3-day Workshop)*

Course Overview

Study of the critical issues relating to project integration; in which the various elements of a project need to be properly coordinated. These include the way the project is organised at the corporate and team levels and the detailed planning and scheduling of the project activities.

Unit 1: Project Planning - Participants will learn the various approaches and methods of developing effective project plans. Common pitfalls of project planning will be emphasized.

Unit 2: Project Selection - Participants will learn methods of project scheduling and their impact on other aspects of the project and those of other projects.

Unit 3: Project Organisation - Participants will appreciate the complexity of the communications requirements in the project work environment and the corresponding need for communications planning, information distribution, and performance reporting.

PROJECT QUALITY MANAGEMENT *(3-day Workshop)*

Course Overview

Study of the issues and techniques pertaining to the Triple Constraints of Project Management (Performance, Cost, and Time) and their relationship to the human resource function. Critical application of quality management principles underpinning effective project management.

Unit 1: Project Quality Management - Participants will learn the fundamental principles of quality management and their applications to projects. Total Quality Management, Six Sigma, Quality Tools, Quality Costs, Process Capability Studies, Statistical Process Control, International Standards (ISO 9001:2000), will be covered.

Unit 2: Contracts and Procurement - Participants will learn the principles applicable to project procurement and their relevance to effective project management .

Unit 3: Project Human Resource Management - Examines the issues relating to project staffing, team formation and development, team dynamics, leadership and motivation, and conflict management.

PROJECT RISK & COST MANAGEMENT *(3-day Workshop)*

Course Overview

Study of the principles and techniques pertaining to project risk and project costs.

Unit 1: Project Risk Management - Participants will learn the principles and techniques relating to the systematic process of identifying, analysing, and responding to project risk.

Unit 2: Pricing and Estimating - Participants will learn the various approaches and techniques pertaining to project cost estimating and pricing.

Unit 3: Project Cost Control - Participants will learn the principles and techniques relating to cost control and associated issues such as budgeting, decision making, and reporting; and their implications on the management of the project.

1-DAY ESSENTIAL PROJECT MANAGEMENT

(for IT and non-IT professional engaging in IT-related projects)

Course Overview

Suitable for participants who have some or no project management knowledge for immediate project management application.

This course is intended for executives in technical and non-technical work areas, who need to acquire working knowledge and skill in planning, monitoring or tracking, measuring the implementation of projects. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is carefully designed to provide the best mix of experience, minimal theory and maximum practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them.

Objectives

To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have comprehensive understanding of the various processes of project management.
- Evaluate risk management planning of projects.
- Determine task/project durations, and costs.
- Determine which task(s) has overwhelming influence in project duration.
- Track project progress, and spot problem areas.
- Have a working set of project management tools and techniques for monitoring project progress - appreciate the use of MS Project 2007 for planning, scheduling and tracking project progress.

Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

Who Can Benefit

Those who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring, and reporting the implementation progress of projects. Examples, case studies and templates are provided.

Methodology

Presentation, case studies, and hands-on activities.

2-DAY IT PROJECT MANAGEMENT

(for IT and non-IT professionals engaging in IT-related projects)

Course Overview

Suitable for participants who have little or no project management knowledge

This course is intended for managers and executives in IT as well as participants of IT projects from business, operations, engineering, technical support and consulting, who need to acquire a high competency in IT project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management (suitable for participants from IT and non-IT backgrounds) as a system of procedures and controls that can regulate and stabilize project controls, through the use of project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through "hands-on" action learning. Project management planning using Microsoft Project will be shown to reinforce the learning (participants may bring their notebook PCs with MS Project although this is not necessary). Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

Participants are encouraged to bring their IT projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material. These are also available online from www.projectxcess.com and the participant may freely use or modify them for use in the organisation.

Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences and resolving conflicts in a project.
- Conducting systematic and structured project scoping, scheduling and costing.
- Understanding why and how project feasibility studies are conducted.
- Making accurate task duration and cost estimations for various IT cost components, even when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Identifying and determining performance metrics for project tracking in an IT project.
- Tracking project progress and making project reports – using network, milestone and Gantt chart diagramming.
- Appreciating MS Project for planning, scheduling and tracking project progress.

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

- Have comprehensive understanding of the various processes of IT project management.
- Have comprehensive application knowledge about the Project Management Body of Knowledge (PMBOK).
- Have an advanced set of project management tools and techniques for immediate IT project application at the workplace.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of IT projects, and those requiring an advance set of tools to assist in schedule and cost planning, risk assessment and risk management.

2-DAY MICROSOFT PROJECT 2007

Course Overview

Suitable for participants who have little or no project management knowledge

This course is intended for anyone who needs to acquire quick working knowledge of Microsoft Project 2007. The course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of software project management. Emphasis is on practical applications through "hands on" action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

Participants are encouraged to bring their projects to the session. The use of project management software (MS Project 2007) and techniques will be taught.

Objectives

- Provide participants quick working knowledge of Microsoft Project 2007.
- Sufficient knowledge to start a project: schedule and administer timelines, cost, and track project progress.
- Reading project performance "warning signals" during project execution.

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

- Have working knowledge about the project management process.
- Have a set of project management tools, techniques and system for immediate application at the workplace

Methodology

Presentation, Microsoft Project 2007 hands-on sessions, case studies and examples, team exercises.

Who Can Benefit

Anyone who are directly or indirectly involved in budgeting, estimating, planning, execution and control of projects.

2-DAY SUCCESSFUL PROJECT MANAGEMENT

Course Overview

Suitable for participants who have little or no project management knowledge

This course is intended for executives in technical and non-technical work areas, who need to acquire working knowledge and skill in planning, monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.

Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have comprehensive understanding of the various processes of project management.
- Evaluate risk management planning of projects.
- Determine task/project durations, and costs.
- Determine which task(s) has overwhelming influence in project duration.
- Track project progress and making project reports.
- Have a working set of project management tools and techniques for monitoring project progress - appreciate use of MS Project 2007 for planning, scheduling and tracking project progress.

3-DAY ICT PROJECT MANAGEMENT

Course Overview

Suitable for participants who have some ICT project management knowledge

This course is intended for managers and executives in ICT technical (e.g. engineering, technical support, consulting) who need to acquire a high competency in ICT project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management (suitable for participants from ICT and non-ICT backgrounds) as a system of procedures and controls that can regulate and stabilize project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up a Project Management Office.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through "hands-on" action learning. Project management planning using Microsoft Project will be shown to reinforce the learning (participants may bring their PCs with MS Project although this is not necessary). Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

Participants are encouraged to bring their ICT projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his/her organisation.

Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences and resolving conflicts in a project.
- Conducting systematic and structured project scoping, scheduling and costing.
- Understanding why and how project feasibility studies are conducted.
- Making accurate task duration and cost estimations for various ICT cost components, even when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Identifying and determining performance metrics for project tracking in an ICT project.
- Tracking project progress and making project reports – using network, milestone and Gantt chart diagramming.
- Appreciating MS Project for planning, scheduling and tracking project progress.
- Using Earned Value Management technique to analyze schedule and cost management performance of a project.
- Establishing a Project Management Office (PMO) and its roles.
- Simulating project risks and uncertainties using the Monte-Carlo technique.

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

- Have comprehensive understanding of the various processes of ICT project management.
- Have comprehensive application knowledge about the Project Management Body of Knowledge (PMBOK).
- Have an advanced set of project management tools and techniques for immediate ICT project application at the workplace.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of ICT projects, and those requiring an advance set of tools to assist in cost estimation, cost tracking, procurement, contract, risk assessment and management, quality control and scope verification.

3-DAY PROJECT MANAGEMENT

Course Overview

Suitable for participants who have some or no project management knowledge for immediate project management application.

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using Monte-Carlo technique.
- Determine which task(s) has overwhelming influence in project duration and costs.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Appreciate MS Project 2003 for planning, scheduling and tracking project progress.

Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

Methodology

Presentation, case studies, and hands-on activities.

3-DAY PRACTICAL PROJECT MANAGEMENT *(includes MS PROJECT 2007 Lab Work)*

Course Overview

Suitable for participants who have some or no project management knowledge.

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning. Project management using Microsoft Project 2007 will be taught.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Use MS Project 2007 for planning, scheduling and tracking project progress

Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

Methodology

Presentation, MS Excel, Microsoft Project 2007 project management software appreciation (participants are to bring own notebooks running on at least Windows XP), case studies, and hands-on activities.

Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

KDU
Management
Development
Centre

The one stop executive training & education centre

Marketing, Value Creation & Solution Sales Series

Module A: Value Creation & Selling for Major Accounts Workshop

Module B: Creating Effective Marketing Plans & Strategies

Module C: Strategic Marketing

Module D: Value Creation & Selling Workshop

Module E: Effective Negotiation Skills

The following document outlines a suite of short course training programs for delivery via KMDC Malaysia.

KDU
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VALUE CREATION & SELLING FOR MAJOR ACCOUNTS WORKSHOP

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

- Introduction to Value Creation and Selling
- Major account Management
- 3 tiers of Customer Management
- Major Account Profiling
- Strategies for Value Creation
- Understanding the Customer
- Value Quantification
- Selling in terms of profit and savings
- Value Selling
- SERVICE Methodology

Target Audience

- Major Account Managers
- Senior Sales Representatives
- Business Managers
- Services Sales Managers
- Customer Support Managers
- Marketing Managers
- Product Managers and Entrepreneurs

Selected Session Topics

Consider the following scenarios:

- Do you find your prices being slashed because you could not get pass the Purchasing Manager to the Decision Maker?
- Do you wish to differentiate your solutions from your competitors and sell it at a premium?
- Do you find yourself losing your best accounts to your competitor simply based on price?
- Do you understand your major accounts well enough such that you can anticipate their needs and are able to craft a compelling solution for them?
- Do you want to build major account loyalty?

If your answer is YES to the above questions, then this course is for you.

This dynamic workshop will be conducted with a good blend of instruction and discussions. Participants are encouraged to bring a product/service to the class to create value surrounding it.

Key Take-Away

The main objectives of this workshop are to:

- Understand the true value of your products and services and be able to articulate them from your customer's perspectives;
- Quickly and professionally by-pass the purchasing manager (who bargains on prices) to your real decision maker (who buys your values for his business);
- Understand how your products and services can be used to help your customer generate profit or save cost;
- Position yourself as a Customer Profit Improver and create a distinct difference in your solution from your competitors;
- Understand your customer needs better through Major Account Profiling;
- Anticipate your Major Account Need by proper and predictive account management;
- Sell higher up the customer's organization

CREATING EFFECTIVE MARKETING PLANS & STRATEGIES

by Joanne Hee
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

The seminar provides a closer examination of the various strategic approaches. It examines the failure of marketing to respond effectively to the demands of the business community for approaches to the very real problems of product market selection. The fact that strategic approaches were initially developed not only outside marketing theory but often outside the domain of marketing practitioners suggests that there was a substantial failure to reconstruct marketing theory and practice to address this new set of issues.

After attending this seminar, participants should be able to :

- examines the nature of strategic marketing planning as a process and introduces a number of key concepts relevant to the marketing strategy formulation framework.
- understand the concept of a market and the environment that shapes and reshapes the market as the environment changes.
- learn about analytical tools that are used to examine external market opportunity as well as organisational capability. Consumer and competitor analysis is important to strategy formulation from the perspective that consumer needs that are not met or imperfectly met represent market opportunity, while competitors are rivals who may target the same market opportunity.
- evaluate strategy options in terms of the organisation's unique character and market posture. The topics provide the appropriate concepts as well as analytical tools to identify and analyse decision alternatives facing management in the areas of growth, competitive and product portfolio strategy.
- the topics provides a basis for assessing and putting strategy alternatives in a priority order and examines concepts that are relevant.

Selected Session Topics

- Topic 1: Marketing Planning and Strategy
- Topic 2: Market and environmental analysis
- Topic 3: Market segmentation, customer analysis
- Topic 4: Competitor analysis
- Topic 5: Internal analysis
- Topic 6: Growth strategy
- Topic 7: Market targeting and positioning strategies
- Topic 8: Product strategy
- Topic 9: Pricing and distribution strategies
- Topic 10: Promotional strategies
- Topic 11: Evaluating the strategic options
- Topic 12: Implementing marketing strategy

STRATEGIC MARKETING

by Joanne Hee

**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

The seminar provides a closer examination of the various strategic approaches. It examines the failure of marketing to respond effectively to the demands of the business community for approaches to the very real problems of product market selection. The fact that strategic approaches were initially developed not only outside marketing theory but often outside the domain of marketing practitioners suggests that there was a substantial failure to reconstruct marketing theory and practice to address this new set of issues.

Selected Session Topics

- Topic 1: Marketing Planning and Strategy
- Topic 2: Market and environmental analysis
- Topic 3: Market segmentation, customer analysis
- Topic 4: Competitor analysis
- Topic 5: Internal analysis
- Topic 6: Growth strategy
- Case study analysis & presentation
- Topic 7: Market targeting and positioning strategies
- Topic 8: Product strategy
- Topic 9: Pricing and distribution strategies
- Topic 10: Promotional strategies
- Topic 11: Evaluating the strategic options
- Topic 12: Implementing marketing strategy
- Case study analysis & presentation

Key Take-Away

The main objectives of this workshop are to:

- examines the nature of strategic marketing planning as a process and introduces a number of key concepts relevant to the marketing strategy formulation framework.
- understand the concept of a market and the environment that shapes and reshapes the market as the environment changes.
- learn about analytical tools that are used to examine external market opportunity as well as organisational capability. Consumer and competitor analysis is important to strategy formulation from the perspective that consumer needs that are not met or imperfectly met represent market opportunity, while competitors are rivals who may target the same market opportunity.
- evaluate strategy options in terms of the organisation's unique character and market posture. The topics provide the appropriate concepts as well as analytical tools to identify and analyse decision alternatives facing management in the areas of growth, competitive and product portfolio strategy.
- the topics provides a basis for assessing and putting strategy alternatives in a priority order and examines concepts that are relevant.

VALUE CREATION AND SELLING WORKSHOP

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Consider the following scenarios:

- Are you tired of competing simply on prices because your product/ services seem like a commodity to your customers?
- Do you wish to differentiate your product/services from your competitors and sell it at a premium?
- Do you have difficulty articulating the value of your product/services to your customers?
- Would you like to know how much your customer is willing to pay for your services?

If your answer is YES to the above questions, then this workshop is for you.

This dynamic workshop will be conducted with a good blend of instruction and discussions. Participants are encouraged to bring a product/service to the class to create value surrounding it.

Target Audience

- Sales & Account Managers
- Business Managers
- Services Sales Managers
- Customer Support Managers
- Marketing Managers
- Product Managers

Selected Session Topics

- Introduction to Value Creation and Selling
- Major Account Management
- 3 tiers of Customer Management
- Major Account Profiling
- Strategies for Value Creation
- Understanding the Customer
- Value Quantification
- Selling in terms of profit and savings
- Value Selling
- SERVICE Methodology

Key Take-Away

The main objectives of this workshop are to:

- Understand your customers' and customers' customers Most Urgent and Most Important Needs;
- Create the values that your customers really wanted and the services that are not there but are needed by your customers;
- Value add to services that your customers have already purchased;
- Articulate the values to your customers beyond the features and benefits described in your brochures;
- Position yourself and create a distinct difference in your product or services from your competitors;
- Sell the value of your products and services at a price FAR ABOVE your cost to give HIGH PROFITIBILITY, yet keeping your customers wanting for more.

EFFECTIVE NEGOTIATION SKILLS

by Angeline Yong

**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Negotiation is NOT about winning at the expense of the other party. It is about creating a win-win climate so that both you and the other party can win.

Consider the scenario of two persons trying to compete for an orange: If both fight and the orange get squashed in the process, then both have lost. They can simply cut the orange into half, then, both win half. Alternatively, one can pay the other for half of the orange then one wins the orange while the other wins cash. A better idea is to find out what each party wants to do with the orange and distribute the values accordingly. So if one party wants the peel to make marmalade while the other is thirsty for the juice, then the winning solution will be a complete win-win for both.

Therefore, winning in negotiation is about creating the climate — exploring the possibilities and agreeing on the best possible outcomes.

Target Audience

Anyone who needs to negotiate as a major part of their job: sales person, managers, supervisors, team leaders, purchasers, etc.

Selected Session Topics

- Introduction to Effective Negotiation Skills
- Different Phases of Negotiation
- Creating Climate
- Negotiation Strategies and Techniques
- The Opening Phase
- The Complex middle phase
- The Closing Phase
- Communication Issues
- It's a ZOO out there! (Negotiation Game)

Key Take-Away

In this dynamic, fun and practical course, participants will learn:

- How to create the climate to facilitate the negotiation
- How to recognize the different phases of a negotiation and be able to influence the negotiation process during each phase
- How to prepare, to open, to conduct and to close a negotiation effectively.
- How to use the different techniques for effective negotiation.
- How to overcome obstacles and impasse
- How to use leverage and sources of power

KDU Management Development Centre

Strategic Business Management Series

Module A: Leading Self for Excellent Performance

Module B: Managing "Impossible" People

Module C: Innovation & Creative Thinking Workshop

Module D: Motivate to Win

Module E: Motivate Others to Win

Module F: Organisational Innovation for Managers Workshop

Module G: Working With & Motivating People Towards Excellence

Module H: Lesson for Innovation for Teams

Module I: Facilitating Effective Discussions

Module J: Strategic Management

Module K: Marketing Management

Module L: Online Marketing

The following document outlines a suite of short course training programs for delivery via KMDC Malaysia.

KDU Management Development Centre

LEADING SELF FOR EXCELLENT PERFORMANCE

by Michael Chua
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

The basic functions and smooth running of any organisation lie in the hands of the Clerical and Administrative Staff. Their jobs tend to be routine. Routine jobs tend to be very demanding on patience and perseverance, as many may not see prospects in what they do. These staff members need to be able to realise the importance of their jobs and how to strive for self-improvements and career growth in order to strive for greater heights of performance. This 2-day training programme is designed to build and create positive impact on participants and to help them realise the importance of their jobs. It will help them stay positive through self-motivation techniques and positive work attitudes for achieving excellent performance

Target Audience

- Clerical and Administrative Staff

Selected Session Topics

- Developing skills for managing self
- Goal-Setting and motivation for excellent performance
- Enhancing interpersonal communications skills
- Working in and building positive teams
- Positive working attitude

Key Take-Away

By the end of this programme participants will be able to achieve the following objectives:

- Perform self-analysis for effective goal setting.
- Analyse and set work and personal goals.
- Develop self-confidence for success.
- Motivate self for excellent performance.
- Identify and overcome barriers for effective communications.
- Apply communication skills as a tool for personal effectiveness.
- Identify individual roles and responsibilities for better teamwork.
- Build trust in teams for positive commitments.
- Work well in teams.

MANAGING "IMPOSSIBLE" PEOPLE

by Michael Chua
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

Make your days at the office happier by learning to handle problematic people at work and still get your job done. Every office is different, but unfortunately many of the difficult or "impossible" workers in them are the same. However, if we can respond to them with appropriate strategies we can make our working office a much happier and more productive place.

Target Audience

- This programme is designed for managers and executives who need to work well with difficult or "impossible" people.

Selected Session Topics

- Understanding Self and Others
- Applying Conflict Management for Relationship Building
- Human Relations Strategies
- Effective Interpersonal Communication

Key Take-Away

By the end of this 2-day programme participants will be able to:

- Identify their individual work-behaviour personality styles and habits.
- Identify and analyse other people's work-behaviour personality styles.
- Identify, analyse and apply skills, techniques and strategies for effective and productive management of various work-behaviour personality styles.
- Build effective human relations through application of techniques for interpersonal attraction.
- Practice effectively proven interpersonal communication skills for positive results.
- Identify, analyse and apply successfully proven conflict management styles.

INNOVATION AND CREATIVE THINKING WORKSHOP

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Consider these scenarios:

- You are in the midst of an important project when you encountered a tough problem, don't you wish you can generate a few ideas to resolve the situation?
- Your current process is inefficient and obsolete; your boss wants you to find a better way. How are you going to find new ideas to improve it?
- Recession is round the corner. You need to think of various ways to reduce cost and improve profit margin.
- Your major customer expresses the need for a unique solution and looks upon you to help him create it. How are you going to think out-of-the-box to help your customer?

If these scenarios are familiar and close to your heart, then this workshop is for you.

All of us are born creative. You can rediscover your creative thinking mind through our fun and interactive workshop.

This interactive workshop will be conducted with a good blend of instruction, problem brainstorming, discussions and games. Participants are encouraged to bring their real-life problems to the class for discussions and ideas generation.

Target Audience

- This workshop is suitable for anyone who seeks better and faster ways of resolving problems and/or optimizing opportunities. There is no pre-requisites for this workshop

Selected Session Topics

- Introduction to creativity and Innovation
- Ideas Trap
- Are Facts really facts?
- The innovative Mindset
- Creative Problem Solving
- Divergent methodology and tools
- Convergent methodology and tools
- Solving real life problems
- How to present your ideas

Key Take-Away

At the end of this workshop, the participants will learn:

- What is creativity and innovation;
- Different techniques to solve problems;
- Tools and methodology to generate ideas;
- How to avoid Ideas Trap;
- Think out of your box;
- How to select the best ideas;
- To best present their ideas to their management.

'MOTIVATE TO WIN' & 'MOTIVATE OTHERS TO WIN'

by Angline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

This program enables you to discover more about yourself, what motivates you, what you need to keep you going and focused etc. It also allows you to discover and identify how others can be motivated to give their best and what you can do to help them grow and perform.So, if you feel that you…

- need to find inspiration and motivation within yourself, or
- you'd like to discover how you can inspire others you work with to give their best…then, this workshop is for you!

Target Audience

- Executives, Supervisors, Team leaders & Managers (in Sales, HR, Operations, Customer Service etc)

Motivate To Win

Selected Session Topics

- Developing a Positive Self-Image
- How to develop a Winning Attitude
- A Winner's Formula
- Purpose/Passion
- Skills (& Strengths)
- Opportunities
- Defining Personal Purpose & Mission
- Developing relationships that help you succeed @work
- Personal development Growth & Plan

Key Take-Away

- Discover & affirm your strengths
- Identify your natural talents & intelligence
- Develop a personal inventory of your skills & work experience

Motivate Others To Win

Selected Session Topics

- Evaluating Progress
- Improvements & Success
- Roadblocks & how to overcome them
- Observations & Discoveries
- Motivating Others
- Leading & developing others around you
- Developing a Solution-Focused approach & habit
- Developing a 2 year planning guide
- Going for Excellence

Key Take-Away

- Discover what contributes to your progress and success
- Identify possible solutions to handling roadblocks
- Develop a 2-year planning guide

ORGANISATIONAL INNOVATION FOR MANAGER WORKSHOP

by Lee Kwan Leong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

The world is not short of opportunities for you to dramatically grow your orders, or to reduce cost or to improve your customer satisfaction. It is simply short of ideas to do so. This course will equip you and your team with the break-through ideas you need to bring to your team to leap ahead of your competitors.

This interactive workshop will be conducted with a good blend of instruction, discussions and role-plays. Participants are encouraged to bring their real-life goals, dreams and problems to the class for discussions and ideas generation.

Target Audience

- General management, CEO of startups companies, Managers, corporate planners, sales and marketing managers, business managers and anyone who Believe in Achieving Greatness, to Reinvent, to Think-Out-Of-The-Box and to Quantum Leap Competitors.

Selected Session Topics

- Everest Challenge
- Captivating Dream
- Are facts really facts?
- Doing Things beyond logic
- Ideas Creation: SCAMPER
- Innovative Leadership vs traditional leadership
- Convergent Techniques: Sorting out the million $ ideas
- Incubation

Key Take-Away

The main objectives of this workshop are to help the participants to:

- “Break out of the box”, innovate and reinvent; in thoughts, dreams and actions;
- Re-define the ways to achieve their goals;
- Build a desire to make things happen;
- See the world in a different light;
- Generate tons of ideas through unique break-through thinking;
- Identify and zoom-in on a few practical and most valuable ideas;
- To harness the strengths of the entire team to come up with the solutions

WORKING WITH & MOTIVATING PEOPLE TOWARDS EXCELLENCE

by Michael Chua
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Apart from having the right attitude, effective people skills and an ability to get along well with staff, co-workers, customers and management are keys to a manager's success at work and in business.

An in-depth knowledge and understanding of yourself and the personalities of the people you work with will definitely make life easier and more meaningful for you, not to mention higher success in sales, improved teamwork and in getting promoted…resulting in more income & job satisfaction for you.

This course forms the foundation of understanding yourself and understanding others. It aims to explain the 'mystery' of human behaviour, enabling you to make sense of the often complex nature of everyday relationships.

This informative and interactive workshop will be conducted with a good blend of instructions, discussions and role-plays.

Target Audience

- General Managers, Customer Service Managers, Helpdesk Managers, Operations Managers, Quality Managers and all service-related managers and supervisors.

Selected Session Topics

- Introduction : Effective Communication
- Understanding Yourself
- Identifying The personalities
- Understanding Others
- Managing People & Getting Along
- Making it work for you
- Being a Solution Focused manager
- Being the leader others want to follow
- Case studies

Key Take-Away

The main objectives of this workshop are:

- To create awareness of one's personality, one's strengths & weaknesses;
- To provide an understanding of the four personality types and how to relate effectively with each type;
- To enhance communication & relational skills with team members, management and customers, thereby improving relationships;
- To provide an opportunity for participants to change their perspective from "this is how I am, understand me" to "this is how he/she is, understand him/her", thus transforming relationships;
- To be solution focused when helping staff to carry out their tasks.

LESSON FOR INNOVATION FOR TEAMS

by Andrew Tan & Edwin Chung
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

Innovation is a word that in recent times has been over used. It can be found in a variety of settings from companies' mission statements to advertisements on billboards. This is understandable since innovation is the lifeblood of all organizations and has the potential to deliver stellar business results. But how do you actually innovate? How does your team or organization come up with innovative solutions, products or services? What are the tools that your organization can use in a team setting to become more innovative? In order to achieve all of these things, one of the most powerful tools available is design thinking. GE uses it and calls it CENCOR, Mayo uses it and calls it SPARC, Intel uses it and calls it SIfT. P&G has even set up a place called the GYM where they send senior managers to learn about design thinking. Our program will provide you with a framework for innovation based on design thinking. Developed based on years of experience in applying design thinking to problems and opportunities in environments ranging from process improvement to development of new product and services, this program focuses on the practical and functional aspects of innovation tools as well as the methodology that can be used in a team environment.

Target Audience

Managers, Team leaders & Team members of the following departments:

Engineering, Design, Process & Product Improvement, Research & Development, Product Development, Product Marketing, Service Development

Selected Session Topics

- **Module 1:** Innovation Basics
- **Module 2:** Innovation Framework
- **Module 3:** Gather
- **Module 4:** Ideate
- **Module 5:** Prototype
- **Module 6:** Putting it all together

Day 1 of the program will focus on the overall framework / process for innovation including details of the techniques used!for the different phases of the framework. These techniques are grouped into 3 major categories: Observation, a methodology with origins in the field of anthropology and ethnography, it is now a technique employed by major corporations around the world for new product/service development. Ideation, where a number of creative thinking techniques are detailed and practiced. Prototyping, where participants will learn a number of rapid prototyping methods that could be used to evaluate concepts and ideas.

Day 2 of the program will focus on applying the innovation framework taught in day 1 to come up with an innovative product or service based on a predetermine scenario. Elevate your teams' innovation capabilities.

Key Take-Away

This programme begins with understanding the basic topic of innovation: what innovation is, why innovate, what are some of the inhibitors to innovation, what are some of the myths to innovation and how as a leader one can encourage innovation. Once the foundation has been set, participants will then look at answering the question of "How to Innovate". The programme is an intensive 'hands-on' programme where participants are active learners and is designed for companies of all sizes in all industries that are interested to learn "How to enable teams to deliberately innovate?" Participants leave with: A common language & understanding of innovation, Experience of applying core tools, The ability to integrate the innovation tools for routine deliberate innovation.

FACILITATING EFFECTIVE DISCUSSIONS

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

At the end of the programme, participants will be able to:

- Have an understanding of the mindset of a facilitator in order to be effective;
- Facilitate discussions and meetings to achieve set objectives;
- Apply the skill-sets required to be a confident and effective facilitator

Selected Session Topics

Module One: Introduction & Mindset of a facilitator

- Introduction & Overview (Facilitation vs. Training)
- Mindset of a facilitator

Module Two: Skill-sets to develop as a facilitator

- Analogy of Host, Doctor, Coach, Tour-Guide
  - **Tour-Guide**
    - Set agenda, time, topic, ground rules
    - Brief on goals & outcomes
    - Have the right people on board
  - **Host**
    - 10 ways to get people to open-up & participate
    - Building trust by building bridges
    - Do's and Don'ts
    - Skill practice & application
  - **Coach**
    - A. Skills & Qualities of effective facilitators:
      - Listening
      - Reading people & responding
        - Understanding body language & non-verbal signs
        - Understanding 4 different personalities to draw the best out of them
      - Maintaining focus on the goal
      - Giving pro-active feedback
  - **Doctor**
    - B. Skills & Qualities of effective facilitators:
    - Asking questions
      - Types of questions (open, closed, what if…,)
    - Being solution-focused in your approach & thinking to promote collaboration

Module Three: Capturing ideas during the discussion

- Using the flip-chart
- Steering discussion & maintaining focus
- "Parking lot" Issues

Module Four: Closing the Discussion

- Summarize:
  - Agreement reached
  - Key points raised
- Next Step forward:
  - Parking lot issues & follow-up

STRATEGIC MANAGEMENT

by Joanne Hee
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

Strategic Management is premised on the notion that effective strategy making and implementation is critical to the long-term success of any organisation; regardless of sector, size and purpose. Without some sense of purpose or mission an organisation is unlikely to be able to pursue a viable path over the long term. Choosing a path to follow is not easy. In fact, it is the most challenging task that confronts management. It involves, among other things, analysing the organisation in relation to its competitors and its environment (external and internal) in general, and analysing the characteristics and dynamics with the organisation.

Key Take-Away

After attending this seminar, participants should be able to :

- Develop a critical understanding of the concepts, theories and tools of strategic management
- Describe the strategic position of an organisation, and the ways in which sustainable competitive advantage can be achieved
- Demonstrate an understanding of the management process required for the formation, implementation and evaluation of strategy
- Develop skills in conducting strategic analysis and decision-making in a variety of industries, international contexts, competitive and ethical situations
- Apply and integrate the skills and knowledge acquired from work experience and academic learning

Selected Session Topics

Day 1

- Topic 1: Strategic Management : An Introduction
- Topic 2: Strategy Development : Patterns & Processes
- Topic 3: Analysing the environment
- Topic 4: Analysing organisational characteristics
- Topic 5: Organisational purpose and stakeholder expectations

Day 2

- Topic 6: Strategic choice : Influences and factors
- Topic 7: Strategic options : Directions and methods of development
- Topic 8: Optimum strategy selection
- Topic 9: Designing organisations: structures, processes, relationships
- Topic 10: Enabling strategic success
- Topic 11: Managing strategic change
- Case study analysis & presentation

MARKETING MANAGEMENT

by Joanne Hee
**Refer to Appendix for Trainer details*

A 2-DAY Workshop

Course Overview

Marketing Management introduces marketing as an integrative management function. It draws together the activities of every area of an organisation concerned with the planning, development, distribution, promotion and pricing of goods and services. This seminar will examine the comprehensive perspective essential to marketing decision-making, through relationships with customers, suppliers, competitors, society, and other organisational functions. This seminar covers the significant areas within marketing, such as research, buyer behaviour, product planning, marketing planning, pricing, and distribution, focusing on managing these elements within an overall integrated marketing strategy.

Key Take-Away

After attending this seminar, participants should be able to :

- Investigate the context and nature of marketing decisions and discover the relevance of basic disciplines to marketing decision-making to gain an understanding of the principles of marketing management
- Identify the comprehensive perspective essential to marketing decision-making, through relationship with customers, suppliers, competitors, society at larger and other organisational functions
- Analyse the external environment in terms of opportunities and threats
- Gain an understanding of the principles of marketing management
- Gain an understanding of the principles of marketing management
- Understand alternative market research methodologies
- Understand and integrate the elements of the marketing process
- Understand how to implement, evaluate and control the marketing plan

Selected Session Topics

- **Topic 1:** Marketing Management : Basic Concepts
- **Topic 2:** The Marketing Environment
- **Topic 3:** Marketing Research and information systems
- **Topic 4:** Market segmentation, targeting and positioning
- **Topic 5:** Buyer Behaviour
- **Topic 6:** Integrated Marketing Communication
- **Topic 7:** Product Management and new-product development
- **Topic 8:** Pricing considerations and approaches
- **Topic 9:** Making distribution decisions
- **Topic 10:** International Marketing
- **Topic 11:** Creating competitive advantage and marketing planning
- **Topic 12:** Implementing and controlling the marketing effort

ONLINE MARKETING

by Lim Chor Ghee
*Refer to Appendix for Trainer details

A 2-DAY Workshop

Course Overview

Effective Online Marketing for Business Success examines and discusses the impact of interactive digital technologies on marketing science and practice.

Particular emphasis is given to the role of the World Wide Web (Web) in current and future integrated marketing communication, in customer fulfilment strategy, in developing and maintaining customer relationships, and their influence on organisational performance. Best practices and case study of successful online marketing companies in Malaysia would be explored.

Selected Session Topics

Day 1

- Introduction to online marketing
- Online marketing research approaches and methods
- Online value chain strategy
- Online business models and eMarketing strategy
- Moving from an Internet presence to transacting online
- Integrated marketing communication strategy and the Internet: Effective business website design

Day 2

- Business performance measures and Web audits.
- Online audiences, measurement, and cost effectiveness
- Global and local online marketing strategy
- Online relationship management
- Databases and online marketing
- Case study analysis & presentation

KDU Management Development Centre

KMDC

KDU MANAGEMENT DEVELOPMENT CENTRE

Resource Management Series

Module A: Strategic Human Resource Practical & Plans

Module B: Operation & Supply Chain Management

Module C: Financial Decision Making

Module D: Project Leadership, Team Development, Decision Making & Communicating

The following document outlines a suite of short course training programs for delivery via KMDC Malaysia.

KDU Management Development Centre

STRATEGIC HUMAN RESOURCE PRACTICAL & PLANS

by Alfred Chee
**Refer to Appendix for Trainer details*

Course Overview

People are key to the achievement of organisational goals – perhaps even the most important competitive edge. Integrating strategies for people with overall organisational strategies is important if the latter are to be achieved. By the end of the course, participants will be able to apply the principles of strategic human resource management in the workplace.

Target Audience

- HR and personnel professionals who have previously operated at a tactical level and who wish to ensure that they make a strategic impact on organisations.

Selected Session Topics

Strategic human resource management – reality or rhetoric?

Choices in strategy formulation:

- The options in developing HR plans.
- Advantages and disadvantages of different Approaches.

Aligning HR strategy with organisational goals:

- The principles of HR strategy
- The levels of HR strategy
- Putting people management at the heart of the organisation

Change and HR strategy:

- Change as the inevitable consequence of HR strategy – using it effectively
- Methods of change management

Evaluation in strategic HRM:

- Measures of success and benchmarking

Committing the organisation:

- Getting plans accepted at the top level
- Getting the whole organisation's commitment

Into reality – action planning:

- Taking stock of learning

Key Take-Away

- Getting HR strategy accepted by the organisation
- How HR fits with organisation strategy.
- Gaining the 'buy-in' from key players in the organisation.
- Measuring success.

OPERATIONS & SUPPLY CHAIN MANAGEMENT

by Mah Kong Howe
**Refer to Appendix for Trainer details*

Course Overview

Operations and Supply Chain Management - this executive seminar is an integrative one and builds on topics such as Organisational Behaviour, Financial Reporting and Analysis and Quantitative Analysis for Managers. It also relates closely to IT Strategy and Management, as most programmed management information systems should be designed to fit the physical activities systems that comprise the overall operations management function.

Selected Session Topics

Day 1

- Topic 1: Introduction to operations management & strategy
- Topic 2: Product design
- Topic 3: Process selection
- Topic 4: Process flow analysis
- Topic 5: Quality planning/total quality management
- Topic 6: Quality control
- Topic 7: Supply chain management
- Topic 8: Facilities decisions
- Case study analysis & presentation

Day 2

- Topic 9: Planning to 'make for stock'
- Topic 10: Planning to 'make to order'
- Topic 11: Planning and scheduling projects
- Topic 12: Inventory management: Independent demand
- Topic 13: Inventory management: Dependent demand
- Topic 14: Just-in-time manufacturing
- Topic 15: Managing the operations workforce
- Topic 16: Operations improvement
- Case study analysis & presentation

Key Take-Away

After attending this seminar, participants should be able to:

- understand the components of the operations management function in different types of organisations
- be able to analyse decision problems in operations and the relationship of operations decisions to other business decisions
- understand operations process planning and control including capacity, scheduling, inventory and materials requirements planning
- understand the concepts of managing workforce, quality and productivity
- be able to communicate in writing the results of analysis of operations.

PROJECT LEADERSHIP, TEAM DEVELOPMENT, DECISION MAKING & COMMUNICATING

by M. C. Leong

**Refer to Appendix for Trainer details*

Course Overview

It is clear that leadership is important to the success of a project because leadership is essentially about motivating people. Simply put is like getting people to work for you. In the planning phases of the project, the project leader conducts the project team and other main project stakeholders through formal and informal decision making in order to achieve agreed goals and objectives. This also calls to form the essential basis for effective team development. To get a project started off right, the project manager must first become a leader, and that the style of leadership does need to change as the project progresses through its life cycle, and as the team matures.

As a participant, everyone will undergo a self-assessment of his/her leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

The course is carefully designed to provide the best mix of experience, minimal theory and maximum practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of key concepts. Emphasis is on immediate practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**** Suitable for Project Managers only.***

Key Take-Away

After attending this seminar, participants should be able to:

- Know the delicate task of leading project teams including other project stakeholders.
- Know and apply skills in leading a project team, pacing the team through team development and motivating them, effective team communicating, as well making quick decisions.
- Learn how to empower oneself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches
- Gain an appreciation of the importance of a collaborative "win/win" negotiation process.
- Gain a clear understanding of why communication is so important—regardless of how a project is organised.
- Discover how business and personal ethics can influence the leadership style and personality, and how his/her own individual leadership style and personality can influence the course a project will take.

Selected Session Topics

Day 1

- Leadership and Management
- Leading Effective Teams
- Motivating
- Ethics and Leadership

Day 2

- Negotiating Conflict
- Making Decisions
- More Project Case Scenarios involving project team and their development

Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

The one stop executive training & education centre

KDU Management Development Centre

KMDC

KDU MANAGEMENT DEVELOPMENT CENTRE

Customer Service Excellence Series

Module A: Customer Service Excellence Workshop

Module B: World Class Customer Service Management Workshop

Module C: Coaching Leadership for Managers

Module D: Professional Problem Solving

The following document outlines a suite of short course training programs for delivery via KMDC Malaysia.

KDU Management Development Centre

CUSTOMER SERVICE EXCELLENCE WORKSHOP

by Angeline Yong

**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

In today's business environment, providing excellent customer service can be the critical difference in your organization's success.

Customer service involves all the activities, which your business and your employees conduct or perform to satisfy customers. This means more than just handling complaints, providing refunds or exchanges on returns, and smiling at customers. Customer service also means having the right mindset and going out of your way for the customer, doing everything possible to satisfy the customer, and making decisions that benefit the customer.

This fun and interactive workshop will be conducted with a good blend of instructions, discussions and role-plays. Participants are encouraged to bring their real-life customer related scenarios to the class for discussions.

Target Audience

- All Frontline Staff
- Supervisors and executives in the service industry and anyone who needs to be in contact with the customer should attend.

Selected Session Topics

- Customer Service Excellence
- Customer Service Mindset
- My Role in Customer Service
- Communication
- Service Language
- Managing Expectations
- Service Skills Set
- Know your Customer
- Hear your Customer
- Delight your customer Service Recovery
- Handling Difficult Customers
- Keeping Cool
- How to say No

Key Take-Away

The main objectives of this workshop are to:

- Create awareness for service quality and excellence;
- Provide a platform for participants to experience service from both the customer's and provider's perspectives;
- Enhance personal service professionalism;
- Apply service skills in challenging situations;
- Shift the participants' mindset from "doing my job" to "doing what my customers value most".

WORLD CLASS CUSTOMER SERVICE MANAGEMENT WORKSHOP

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Running a customer facing establishment is tough. You are frequently confronted with customers whose demand changes with each encounter, your staff whose expertise take forever to acquire and a never-ending workload. How can you run your customer oriented establishment effectively and efficiently? How can you delight your customers and provide them with world-class services?

In this workshop, participants will learn the secrets to building a World Class Service establishment. The case studies discussed in this workshop will include examples from Disney, Ritz Carlton, Hewlett Packard, etc.

This fun and interactive workshop will be conducted with a good blend of instructions, discussions and role-plays. Participants are encouraged to bring their real-life customer related scenarios to the class for discussions.

Target Audience

- General Manager
- Business Managers
- Help Desk Managers
- Call Center Professionals
- Services Operations Managers
- Customer Support Managers
- Services Quality Managers and all managers responsible for the effective and efficient running of the customer support center.

Selected Session Topics

- Customer Service Management Overview
- Customer Service Culture
- Customer Service is a team sport
- Service Strategies
- Know me
- Service Fundamental
- Hear Me
- Delight Me
- Service Recovery/Processes
- Handling Difficult Customers
- Application & Guided Discussion

Key Take-Away

The main objectives of this workshop are to:

- Understand what is customer satisfaction and the various ways to delight a customer;
- Devise service strategies;
- Understand the WOW elements in delighting a customer and learn how to incorporate them in the service strategies, plans and actions;
- Walk through a day in a customer life cycle and identify the various Contact Points;
- Find ways to delight the customers although customers may have just encountered a service failure.

COACHING LEADERSHIP FOR MANAGERS

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Coaching is a new way of relating with those you work with and can pay extraordinary dividends in improved performance, increased productivity, and loyalty to you and your organization.

As a manager of people, the more you are viewed as someone interested in helping other people get what they want, the more your position as a leader will be assured.

This workshop will develop your skills and help to improve your capability to accomplish organizational goals with and through people.

Target Audience

Pre-requisites: To fully appreciate the workshop, participants should be holding a management position.

- Sales and Marketing Managers
- Services and Support Managers
- Functional Managers
- Business Development Managers and other stakeholders responsible for the effective and efficient running of the business.

Selected Session Topics

- What is Coaching?
- Benefits of working with a Coach
- How to Coach? The Coaching Process
- The 15 Coaching Proficiencies
- Top 10 places to coach – Coaching Focus Areas
- Defining Success
- Coach Manager Program
- Generators of Client Value
- 7 Types of Situations -Proficiencies; Models; Frameworks; Tools
- Success with Clients

Key Take-Away

The main objectives of this workshop are to:

- Develop new skills necessary for coaching employees
- Experience first hand the cutting edge coaching technology now being used by coaches around the world
- Discover how to inspire employees to believe in their own success
- Discover personal coaching styles using an inventory which positions employees for rapid development

PROFESSIONAL PROBLEM SOLVING

by Angeline Yong
**Refer to Appendix for Trainer details*

A 1 to 2-DAY Workshop

Course Overview

Some problems are simple and logical; some are complex with multiple failures; yet others are complicated by human manipulation. This workshop will train the participants to critically analyze real live cases from all three dimensions:

- Product
- People
- Process

Relating these cases studies to your technical problems or customer related problems, do you often jump into conclusion too prematurely only to realize, much later, that our initial set of assumptions were wrong?

This seminar teaches the participants how to quickly and accurately solve technical, process-related and customer related problems professionally.

Target Audience

- Engineers
- Product Specialists
- Quality Managers
- Technical Supervisors
- Managers and individuals who need to solve technical, process and customer-related problems.

Selected Session Topics

- Introduction to Problem Solving
- Listening and Questioning Techniques
  - Listening for clues
  - Listening between the lines
  - Asking the right questions
- Gathering Clues,Data Collection, Representation Techniques
- Problem Recognition -Symptom, Cause and Effect
- Technical Problem Solving
  - Gaps and Differences
  - Changes and Time Impact
  - Likely Causes and probable solutions
- Complex Problem Solving Process
  - Human complicates
  - Multiple faults
  - Dealing with complexity
- Problem Solving as a Team
  - 6 Problem Solving Styles
  - Working together
- Real Life Case Studies

Key Take-Away

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

- Acquire the skills of active listening and be able to “listen between the lines”
- Ask the right questions in a efficient and systematic manner
- Increase troubleshooting accuracy and solve problems effectively in a shorter time
- Differentiate between problems, symptoms, causes and effects
  Master the trouble-shooting process
- Understand the six problem solving styles and be able to use the in team problem solving
- Solve complex, human- related problems within a shorter time.

The one stop executive training & education centre

KDU Management Development Centre

KMDC
KDU MANAGEMENT DEVELOPMENT CENTRE

Building Winning Teams

An In-House teambuilding program by KMDC

Facilitated by Lee Kwan Leong & Angeline Yong
**Refer to Appendix for Trainer details*

The following document outlines a course training program for delivery via KMDC Malaysia.

KDU Management Development Centre

1. Workshop Objectives

A one(1) or three(3) days program on Service Excellence, Teambuilding & Motivation for employees in order to achieve the following objectives:

- Creating the shared ***vision*** & achieving ***common goals***
- Building a ***service oriented*** and ***customer focused*** culture
- Recognizing and resolving team problems and misunderstandings through a ***solution-oriented focus***
- Energizing ***team spirit & morale*** of the team (motivation)
- Building ***committed teams*** through winning relationships with customers (parents) and colleagues.
- Achieving ***high performance*** through a renewed perspective (attitude change)

2. Program Overview

This workshop will enable participants to adopt a Team Mindset and to help each other reflect upon their experiences and strategize how they function individually and as a team to serve the customer.

Building Winning Teams is a choice. Leading successful work teams towards achieving work goals requires alignment, total responsibility, pro-activity, leadership and empowerment.

This workshop seeks to help management and staff to understand how a team functions and making the choice to support management goals and vision while focusing on serving the customer with excellence.

The focus of this one day high energy (& fun) and high value session is on…

- Loving the work you do and finding that internal motivation everyday;
- Choosing to serve the customer with excellence even if it’s hard to do;
- Choosing the right attitude in response to a service challenge;
- Acknowledging personal & team strengths and the benefit of working together so everyone wins! (customer service is a team sport)

The workshop emphasizes the following 3 core areas and their sub-topics.

Service Excellence	***Motivation***	***Teamwork***
Fundamental Customer Service Concepts	Not to be Complacent	Cross Fucntional Teamwork
Answering Phone Calls	Loyalty	Self Belonging
Handling Difficult Customers	Appreciation of the Organization	Pro-Active / Commited
Courteous / Compassionate	Resolve Conflict	Part of the Big Picture / Others to Appreciate Them
	Accountability	

3. *Workshop Content*

BUILDING WINNING TEAMS REQUIREMENTS

- Team Values
- Leadership
- Teamwork
- Total responsibility
- Characteristics of effective teams

TEAM CHALLENGES & PROBLEM SOLVING

- Team commitment:
- Excuses are not accepted
- Results are paramount
- Levels of Commitment
- Making the choice to be successful in leading work teams

SUCCESSFUL TEAM CULTURE: "SERVICE EXCELLENCE"

- Service Quality
- Commitment to Service Excellence – individual & team
- Relationship between team leader and team members
- The team contributes to the company's success
- Sincere communication for team-working

TEAMWORKING

- Team-working for win-win results
- Acknowledging each others' strengths
- TEAM: Together Everyone Achieves More

APPLICATION TO WORKPLACE

- Learning Log
- Personal Commitment to action
- Think & Talk Solution

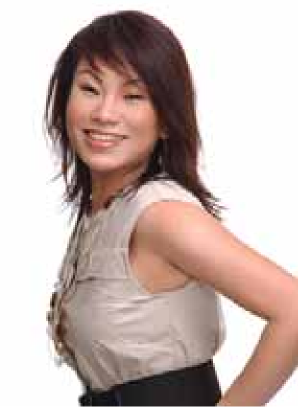
4. *Methodology*

Mini lectures, indoor & outdoor hands-on activities, games, videos, team discussions, reflection & sharing of ideas.

KMDC
KDU MANAGEMENT DEVELOPMENT CENTRE

Appendix 1: Presenter Profiles

Carol Yip



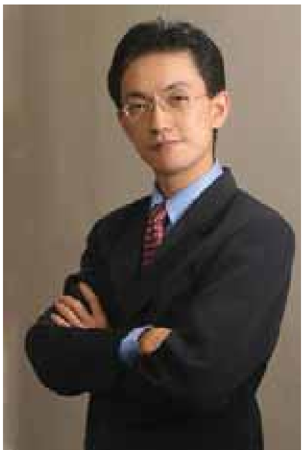
Carol Yip holds a Master's Degree in Business Administration (Majoring in Finance with Distinction) from the University of Hull, UK, a Bachelor's Degree in Economics (Honours) from Monash University in Melbourne, Australia, a Certified Financial Planner (CFP) from the Financial Planning Association of Malaysia.

She is also the President of Monash University Alumni Malaysia. and also member of the Monash Alumni Advisory Group (MAAG) for Monash University Australia.

Carol has been recognized for her "Outstanding Career Achievements and Contribution to Society in the Finance and Commerce Sector" by The Malaysian Women's Weekly Great Women of Our Time Award 2008.

Carol Yip is the author of "Smart Money User" and "Money Rules" - two books that reveal how your state of mind and beliefs affect how much (or how little) wealth you will have, or retain. She appears regularly on national television including NTV7 and RTM2 to talk on the topic of Behaviorial Finance in Personal Money.

Yap Ming Hui



Yap Ming Hui is the author of the controversial and best selling book You Can't Manage Your Money… Especially When You're Rich, Maximise What You've Got …No Matter How Much You Have Now, MaxWealth: How To Maximise Your Beyond Investment Returns and Family Office. The second book was ranked as one of the top management books in the Edge bestseller list.

He is currently the Managing Director of Whitman Independent Advisors Sdn Bhd, an independent financial advisory firm providing Family Office service to high net worth individuals. Whitman is also a licensed CMSL (financial planning and CUTA) company by Securities Commission. The clients pay between RM5,000 to RM20,000 annual retainer fees for Whitman's service.

To date, Whitman's clients include some of the major owners of Main board, Second board, Mesdaq listed and successful SMI companies. (www.whitman.com.my) Yap Ming Hui is the pioneer Chartered Financial Consultant (ChFC) and Certified Financial Planner (CFP) in Malaysia.

He hosted a regular column in THE STAR –Bizweek, The Edge, Malaysian Business and currently The New Straits Times. As an authority and expert in high net worth individual's wealth management, his comments and views are widely sought by various national media such as THE Edge, BUSINESS TIMES, MALAYSIAN BUSINESS, INVES-TORS

DIGEST, BLOOMBERG, ASTRO, SIN CHEW JIT POH and others. In 2007, he appeared as the regular expert guest for Financial Biz Buzz programme on Lite FM (105.7) on alternate Saturday from 10am to 11am.

Leong Mun Chak

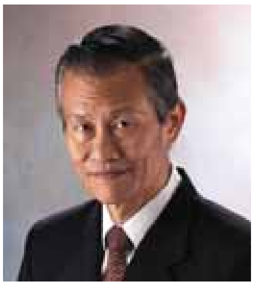
MC Leong brings over 15 years of project management experience and provides learning in areas of project management and statistical quality control. Initially working in the sales and marketing for the IT industry for about 8 years, Leong had progressed to contribute in the academia. His work in the academia and industry had earned him at the age of 31, becoming one of the youngest Associate Professor at the Universiti Teknologi Malaysia. Capitalising on his project management experience working with Middle East and Asian clients, Leong contributes real world case studies and lessons that are beneficial to clients worldwide.

Mah Kong Howe

Mah Kong Howe has a Master of Business Administration from University of Hull, UK. a Master of Arts in Work Based Learning Studies (Project Management) from Middlesex University, UK, and a Bachelor of Engineering (Mechanical) and a Graduate Diploma in Biomedical Engineering from the University of New South Wales, Australia.

Mah lectures in the subject areas of Total Quality Management, Change Management, Leadership, Strategic Management, and Operations Management for MBA programmes from UK. Europe, Australia, and US universities. Mr Mah has extensive work experience in the manufacturing sector having worked as a Quality Assurance Manager in various organisations. Mr Mah is also the principal consultant and trainer for SQI Management Consultants; a training-based consultancy for manufacturing and service organisations in project management, quality, productivity, safety and cost improvements. Presently, Mr Mah is also a Work-Based Learning tutor for the Middlesex University Masters in the Work-Based Learning programme at KMDC.

Michael Chua



Michael Chua has served in the public sector for over 23 years prior to joining the private sector as a HRD Training and Development Consultant in 1990. His service in the public sector provided very rich experiences in people management and development. This vast experience and success in people development has made Michael a much sort after Human Resource Trainer/Facilitator.

Michael's philosophy is, "In Helping Others Develop, We Develop Ourselves." Believing in continuous learning for the development of people has motivated him to pursue two Masters of Business Administration (MBA) degrees, one in General Management from the University of Bath U.K. and the other in Human Resource Development (HRD) with a Distinction from the University of Hull, U.K. He also holds a Diploma in Marketing from the Chartered Institute of Marketing, U.K. Michael is a Certified Trainer of the American Management Association (AMA) and soft skills training for programmes endorsed by the Chartered Institute of Loss Adjusters, London. Michael has led a team of trainers for the "Certificate of Training Practice" (CTP), a Train the Trainers programme by the Chartered Institute of Personnel Development, U.K. Michael is a Certified Asian Experiential Educators Alliance (A.E.E.A.) Facilitator and also a Certified Professional Trainer by the HRDF.

Lee Kwan Leong

Lee Kwan Leong is a result-oriented and versatile people development professional.

Kwan Leong's approach to organizational people development was firmly linked to business goals, measurable improvements and last but not least, universally accepted values and best practices.

Kwan Leong would described his approach to his clients, is one of understanding the client's dreams (company's wish list like, better margin of profits, efficiency etc..) and/or nightmares (company's challenges like low staff morale, change in focus or directions etc..), thereby, proposing a program that also include follow-up plans. Within a short span of time, he is able to work with sizeable corporations in the IT, Telecommunications and Banking industries.

Prior to the above, Kwan Leong was very much involved in sales and marketing. It was in 1998, that he took on an opportunity to involve himself in a marketing organization called Omegatrend (M) Sdn Bhd. Within this organization he has achieved an admirable position of Executive Premier with group sales of exceeding RM 100,000 per month. His incentive then was solely based on his ability to sell consumable products and services under a brand name and leading his team of people to do the same.

Kwan Leong is also a qualified Advocate and Solicitor (lawyer) where in the past he has practiced law for 7 years in various law firms, namely, Messrs. Shook Lin & Bok, Messrs. William Leong and Messrs. Allen & Gledhill (now known as Lee Hishamuddin Allen & Gledhill). Throughout his legal career, he specialized in litigation matters especially in Intellectual Property, Licensing, Franchise, Company law, Contract law and Commercial law.

Apart from attending courts then, he was the head of the Litigation Department while he was with Messrs. William Leong. As a head, he also oversaw the business side of the department inclusive its quarterly performance and retaining existing clients. His years in legal practice (in Court) have help tremendously in his training/consulting career especially in the area of speaking to groups of people in an articulate manner as well as thinking on his feet to adapt to his audience.

Kwan Leong graduated from the University of Wales, Aberystwyth, United Kingdom with a LLB (Hons) degree in 1993. Thereon, he proceeded to obtain 2nd Class lower honors in his legal practice professional exams called the Certificate of Legal Practice (CLP). His CLP qualification was the top 20% of those who pass their CLP at that time.

With his rich experience and result-oriented approach, Kwan Leong trusts that he can help organizations to reach their goals.

Edwin Chung

Edwin Chung received his B.Sc. in Computer Science, B.E. with first class Honours, and Ph.D. in Electrical and Computer Systems Engineering from Monash University in 1987, 1989 and 1996 respectively. He has published papers on asynchronous circuit design, defensive publication in IP.com and holds a patent in the field of telecommunication. Since 1995, he has worked with Intel, Motorola and NEC, holding various roles ranging from an IC design engineer toa project leader for a 3G baseband chipset development. He was previously an Innovation Manager with Intel Innovation Center responsible for driving Systemic Innovation initiatives in the APAC region. A master trainer for the Intel SIfT innovation process, he has trained numerous SIfT trainers in the APAC region. He received the Intel Malaysia Information Technology IP Hall of Fame award in 2006 and was recognized as the top trainer (non-technical category) for Intel Malaysia in 2007.

Angeline Yong

Angeline is a trainer with KMDC. She is also a Certified Personality Plus trainer based in Kuala Lumpur, Malaysia.

Angeline was trained and certified in the United States of America by Florence Littauer, best selling author of "Personality Plus" (which has sold more than one million copies and translated into 14 languages), and one of the most sought after speakers internationally. Florence is fondly regarded as one of the most entertaining communicators and an authority in the field of helping people around the world improve relationships by understanding people's personalities.

Angeline has been greatly influenced by Florence Littauer's teachings and work and she is passionate about continuing Florence's work by helping people to improve relationships and connect with people better…be it at work, in business or at home.

Academically, Angeline has a Bachelor's Degree in Education (Teaching of English as a Second language or TESL) from the University of Malaya and had graduated in the top ten percent of her class.

She has a unique blend of professional experience as a teacher, trainer, business development manager and country manager of the Education & Training division with multinational corporations in the IT Industry in Kuala Lumpur.

Apart from having more than 10 years of experience in the field of education and training and helping organizations and people improve their performance, Angeline is also an entrepreneur at heart.

As a trainer, Angeline is fun, outgoing and dynamic. Her training sessions are often informative yet relevant as she incorporates her knowledge, experience and wisdom on business, working with people and achieving personal and organizational goals!

On a more serious note, her mission is to help people to communicate and work more effectively as a team whilst helping them to realize their potential!

Joanne Hee

Joanne Hee has more than twelve years of hands-on experience in human resource development and training of leaders, professionals, managers and CEOs from numerous Multinational Companies and local conglomerates. She was hired by a France based confectionary MNC as a change agent consultant. Joanne is also chief editor and consultant to a US based bank for their management training.

Joanne has been appointed as the Senior Academic Advisor and Dissertation Supervisor for Stratford University. She is also an instructor for Change Management, HR Management, Strategic Management, and Creative Problem Solving for the postgraduate MBA and MSc programmes at KDU College Malaysia, Southern California University, Griffith University, Deakin University and various other notable local institutions with foreign affiliations. She has worked with several notable Malaysian organisations on implementing change successfully.

Joanne is a firm believer that every human being should continue in the creative discovery of their full potential. Her seminars are highly participative as she instills a flavour of excitement in the participants to improve in their jobs. Clients have been surprised and satisfied with the positive impact she has had on the participants and noticeable improvements have been seen by employers after her workshops.

Elwin Lau Gak How

Mr. Elwin Lau has been involved in financial services industry since 1981. He has held many managerial positions in leading local and international companies in Malaysia. His involvements are mainly in insurance, unit trust and financial planning. He holds a Bachelor of Science Honours degree from the University of London, United Kingdom.

Furthering his academic pursuits, he successfully completed the Associates of The Australian Insurance Institute of Australia (AAII) in 1986. In 1999, he was awarded the Certified Insurance Professional (CIP) by The Australian Insurance Institute. In 2001, he qualified as a Certified Financial Planner (CFP) awarded by the Financial Planning Association of Malaysia.

He completed the Diploma in Financial Planning conducted by The Malaysian Insurance Institute and The Chartered Financial Consultant (ChFC) awarded by The American College of America in 2002. He was awarded the Registered Financial Planning (RFP) by Malaysia Financial Planning Council (MFPC) in 2004. He also holds a Master in Financial Planning (MFP) with The University of the Sunshine Coast, Queensland, Australia.

Elwin Lau is an Agency Manager with a leading life insurance and unit trust companies. He is involved in building a team of qualified financial planners and those who inspire to be a financial planner. He is also a lecturer/facilitator to the Malaysian Insurance Institute in The Registered Financial Planner (RFP) Course and Certified Financial Planning (CFP) with KMDC.

Yap Kam Cheng

Yap Kam Cheng holds a Bachelor of Economics (Honours) from the Manchester Polytechnic, England and a post-graduate qualification in Business Administration from the Aston Business School in Birmingham, England. He is also an accredited Certified Financial Planner.

He started his career in 1982 with a local merchant bank and was involved in corporate advisory, lending, project financing and investment activities.

He joined an international insurance company in 1987 as Head of the Investment Department. His primary responsibility was in securing a broad diversification to the insurance investment portfolio and shifting emphasis on asset allocations to meet actuarial requirements. Insurance assets under his management included government securities, corporate bonds, equities, mortgage loans, landed properties and offshore investments.

Mr Yap subsequently joined a company listed on the Main Board of Bursa Malaysia with interests in property development, bulk storage handling, hotels and food franchising business – in 1990 as General Manager, Business Development. He has been posted to different subsidiaries to improve their respective operating efficiencies. In 1994, he successfully led a mineral processing subsidiary to achieve the first ISO 9002 status for an ultra-fine micronising company in Malaysia.

In addition to lecturing for the Certified Financial Planning programme, Mr Yap occasionally lectures for the Certified Financial Analyst (Level 1) course.

Lim Chor Ghee

Lim Chor Ghee is the Executive Director of companies involved in professional training, e-learning multimedia applications and management consultancy services. He also serves as a consultant to a tax advisory firm with regional affiliations. His previous capacities includes that as the vice president (corporate affairs) for a public-listed multinational, in which he was instrumental in structuring, establishing and managing international business operations in more than 15 countries.

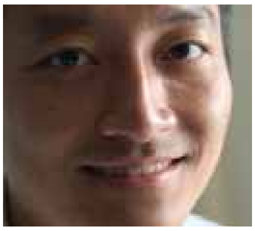
Performance measurement system featured predominantly in strategy implementation for the multinational. Chor Ghee has also served in CPA Australia, a professional accountancy body, and maintains active involvements in its various workgroups.

He was attached with the international accounting firms Coopers & Lybrand and Price Waterhouse in his early career days.

A Certified Training Professional accredited by ARTDO/ITD, he is a regular trainer with professional bodies, training institutions, and corporations in Malaysia, Sri Lanka, Bangladesh and Singapore. Chor Ghee also lectures for undergraduate and postgraduate programs, including in strategic management accounting and business strategies.

Chor Ghee has diverse professional interests. He is a member of Certified Practising Accountants Australia, Malaysian Institute of Accountants, Malaysian Institute of Taxation, Malaysian National Computer Confederation, Global Association for Risk Professionals (USA) and Academy of International Business (USA). He holds several academic qualifications - Master of International Studies (in Political Economy and International Relations) degree from the University of Sydney, Master of Business Administration (Distinction) degree from Edinburgh Business School, Heriot Watt University, Postgraduate Certificate in Electronic Business from the University of Southern Queensland, and Bachelor of Commerce degree from the University of Melbourne. Chor Ghee is currently pursuing doctoral research on the internationalization of Malaysian companies with the University of South Australia.

Andrew Tan



Andrew Tan's focus area is in organizational or team orientation, structure, dynamics and culture. His most recent position was as the Asia Pacific Innovation Delivery Manager for Intel, which allowed him the opportunity to manage the operational aspects of innovation projects within Asia Pacific region. In that position, he was called on to hire a team of diverse individuals and to embed an innovation culture within this team from the very beginning. He was also a trainer for Intel's systemic innovation workshop within the greater Asia region.

Appendix 2: Company Profile

KMDC Company Profile

KDU Management Development Centre (KMDC) is a workforce transformation and learning solutions provider. KMDC is established to develop and enhance the capabilities of professionals and business owners through leading edge and high quality executive education and professional development programs.
KMDC offers innovative learning solutions with emphasis on personal and professional growth for the individual and integrated management solutions for dynamic organizational change.

OUR MISSION

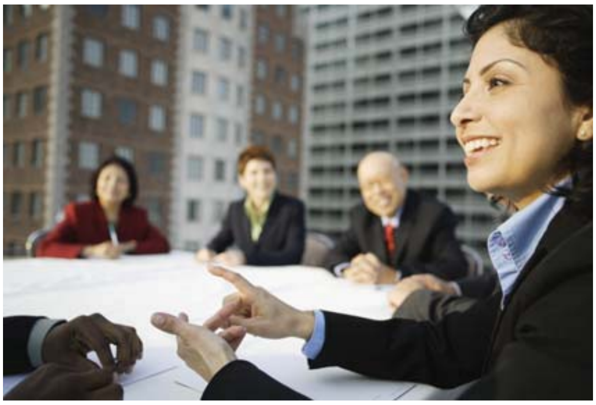
Creating Value and Enrichment in Lifelong Learning

OUR PLEDGE

Graduates: Become Employable Fast

Professionals: Retool Your Career

Companies: Retrain and Retain Valuable Employees



The team at KMDC understands what drives individuals and organizations to succeed and advance in leadership positions. Our model engages learning members in a transformational experience that goes beyond the mere acquisition of knowledge. Our learning network aims to bring professionals, client organizations, partner learning providers and learning members together in a network that promotes lasting, rewarding and satisfying learning experiences.

The Executive Learning Network defines the unique learning experience at KMDC. Modeled after the best business and executive learning centres in the world, the people at KMDC realize the limitations of the traditional lecture-based learning process. To ensure that our learning members are exposed to the absolute learning experience and executive education that goes beyond the framework of theories – and to enable professionals to immediately utilize their enhanced management and leadership capabilities.

Enjoying strong partnerships with top institutions from the United States, United Kingdom, Canada and Australia, KMDC is privileged to be a regional partner of the Wharton School, University of Pennsylvania and Haas School of Business, University of California, Berkeley.

KMDC
KDU MANAGEMENT DEVELOPMENT CENTRE

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