



Management and Leadership Programme

Malta Institute of Management
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1.0 Management and Leadership Programme

Target Participants: Middle and Line Managers etc...

Duration: This Programme is split into 8 units of 10 hours each totalling 80 hours of training.

1.1 Module 1: Communicating Clearly

The art of getting your message across is a vital part of being a successful manager. Whether you want to improve interpersonal skills or write more effective short reports this module will help you improve your communication skills.

Programme:-

- Understanding the barriers to interpersonal communication
- The effect of our behaviour on ourselves, other people and our organisation
- Anticipating reactions; choosing and making our approach
- Opening and using the channels of communication
- What is assertiveness and how can it help to handle difficult situations
- The skills of interpersonal communication; listening, observing and questioning
- The importance of matching words with behaviour; the positive use of language and tone of voice
- Gaining co-operation and commitment from others
- Using the Phone
- Writing Letters and E-mails
- Compiling Short Reports and Presenting Them Effectively
- Resolving Conflicts Effectively
- Action Planning

Tutor: Mr. Nathan Farrugia *

Nathan Farrugia is an MBA graduate from a leading international business school, specialising in strategic management. He has a first degree in Health Science and regularly contributes to business journals, university publications, articles and training programmes on leadership and management. In his capacity as CEO and a Trustee of Inspire, Malta's leading non-profit

provider of educational, therapeutic recreational and services, he has developed a number of entrepreneurial projects that have helped pave the way for the organisation to become a prime mover in improving the quality of life of disabled persons in Malta. Through his private business (Charity / Works), he is extending that leadership and knowledge to other non-profits with the aims of raising the overall leadership and management quality of the Third Sector in Malta. Mr. Farrugia is also active in supporting UK and International NGOs with capacity building and project work. Mr. Farrugia is an approved lecturer at MIM.

1.2 Module 2:Managing Time

At home and at work, everybody can benefit from finding new ways to use time as efficiently as possible. Setting aside the time to analyse how you work can be an invaluable time-saver in itself, helping you to make your day more productive and less stressful. This module will take you stage by stage through a quick and easy programme to improve use of time. It will show you how to isolate aspects of your time management that are in need of improvement, and how to set long and short-term goals to prioritise work. It will look at how to save time in meetings and how to avoid interruptions at work.

Programme:-

- Identifying key areas of responsibility
- Investigating time usage: how do we currently spend our time?
- Establishing our priorities
- Distinguishing between urgent and important tasks
- Managing paper and electronic information
- Dealing with interruptions
- Practical tips to eliminate time wasters and improve use of time
- Action Planning

Tutor: Mr. Emidio Friggieri *

Emidio Friggieri have over 25 years experience in the manufacturing industry. He currently holds the position of Chief Executive Officer at Adpro-Instruments Limited. Mr. Friggieri was previously employed with Mizzi Organisation where one of his responsibilities was Training throughout the Group. His educational background consists of a Diploma in Engineering from the University of Malta. Mr. Friggieri is an approved lecturer at MIM.

1.3 Module 3: Making Decisions

Decisions are an essential part of life – in and out of a work environment. Decision-makers are those who are responsible for making a judgement – sometimes a crucial judgement – between two or more alternatives. This module take the participant through the whole process of making good, effective decisions, from initial deliberation to final implementation. It is suitable for anyone making work-related choices, whether they are new to decision-making or are seasoned managers. Information is provided on generating ideas, forecasting, assessing risks, and dealing with personnel issues.

Programme:-

- Defining decisions
- Analysing Your Responsibility
- Being Decisive
- Identifying Issues
- Deciding Whom to involve in a Decision
- Generating Ideas
- Developing Creative Thinking
- Assessing the Validity of Ideas
- Gathering Information
- Minimising Risks
- Getting Approval for Your Final Decision
- Communicating a Decision
- Discussing the Progress of a Decision
- Overcoming Objections
- Monitoring Progress
- Handling Other People's Decisions
- Building on Decisions

Tutor: Mr. Alex Grech *

Alex Grech is a business strategist, change agent and academic with management experience in some 18 countries worldwide. His experience ranges from multinationals and Government to start-ups. Mr. Grech's management career includes top management posts within the European

HQs of IP Sharp Reuters, where he was Deputy Financial Controller – Europe and Hitachi Data Systems, where he was Controller Business Operations Europe for the Customer Service & Support Division. Mr. Grech also gained change management experience in the public sector as a Managing Consultant with MEU, Government’s consultancy organisation within the Office of the Prime Minister. As Director Strategic Business Development at Go, Mr. Grech was also part of the team that managed a successful IPO on the LSE and worked on the strategy that led to the award of a mobile licence and the establishment of an Investor Relations Unit. Since 2000, as founder and Managing Partner of StrategyWorks, Mr. Grech works closely with CEOs, CIOs and senior Government, primarily as a consultant on business strategy and strategic communications. Mr. Grech also works closely with a number of start-ups, and is a founder of Muovo (www.muovo.eu), a specialist in the recruitment of ICT personnel and a multiplier for companies interested in relocating to Malta. Mr. Grech is a dual British and Maltese citizen, a Fellow of the Chartered Association of Certified Accountants and a holder of a CPA warrant. He is the founding editor of Technology Sunday, the technology supplement for the Sunday Times of Malta and a partner at MaltaInsideOut.com. Mr. Grech also forms part of Government’s Committee of Experts on Creative Business and is a frequent speaker at change management and new media events. He is currently in the second year of PhD research at the University of Hull, UK, with an interest in the strategic use of social media and other disruptive technologies. Mr. Grech is an approved lecturer at MIM.

1.4 Module 4: Delegating Successfully

Delegation is an essential element of any manager's job. Used effectively it provides real benefits for everyone involved. This module will enable participants to achieve the best possible results from each delegation one makes – from small everyday tasks to major leadership appointments. This module covers every aspect of this process, from deciding and prioritising which tasks to delegate and choosing the right person for the job, to recognising and overcoming barriers and anticipating risks. Practical advice on how to motivate and develop staff, build loyalty, and give and receive feedback will increase the participants' confidence and will help them become skilled delegators.

Programme:-

- What is delegation : clarification of this much-misused word
- Discussion to establish the benefits and difficulties of delegation
- Selection of work to be delegated and to whom should we delegate
- Overcoming the potential difficulties
- Relating the areas of responsibility to the authority to take decisions
- Who has ultimate accountability?
- The differences between delegation and empowerment
- Action Planning

Tutor: Dr. Joseph Azzopardi*

Joseph Azzopardi received his Bachelor degree in Public Administration from the University of Malta in 1984. He graduated Master of Science in Human Resource Development, University of Manchester, UK, in 1994 and Doctor of Philosophy in Development Management and Administration, University of Manchester, UK, in 2003. He joined the University of Malta as full-time lecturer in Human Resource Management and Development in September 2003. He also teaches Qualitative Research methods at both undergraduate and postgraduate levels. His research interests include all aspects of Human Resource Management and Development with special focus on small enterprise and the EU, Adult Learning, Action Learning and Action Research, business and community development, organisational learning and knowledge management. Dr Azzopardi is today Senior Lecturer and Head of the Department of

Management at the University of Malta. Dr Azzopardi is also an approved MIM trainer and will facilitate proposed lecture addressing The EU and incentives for economic growth.

1.5 Module 5: Motivating People

Today's increasingly competitive business world means that a highly motivated workforce is vital for any organisation seeking good results. Therefore, learning how to motivate others has become an essential skill for managers. This module shows how best to put effective motivational techniques into practice to create and sustain a positive environment in the workplace. All of the most important motivational techniques will be explained – from analysing the needs of individual staff members, to offering incentives, and using multiskilling and training to increase job satisfaction.

Programme:-

- Analysing Motivation by recognising needs and understanding behaviour
- Winning Co-operation
- Encouraging Initiative
- Motivating Individuals
- Motivating Groups
- Preventing Demotivation
- Dealing with Demotivated People
- Appraising Effectively
- Evaluating Each Job
- Enriching Jobs
- Empowering Staff
- Motivating through Change
- Keeping Motivation High
- Action Planning

Tutor: Ms. Nataline Mifsud *

Nataline Mifsud is an occupational psychologist by profession and currently employed as Senior Manager for Training, Development and HR Strategy at GO plc. Ms. Mifsud has previous managerial experience with various companies within sectors such as the international prepaid card industry to local NGO's running specialised disability services for the intellectually disabled.

Her experience covers a wide range of learning environments, having developed, delivered and evaluated training programmes pertaining to brand management, team building and product management, among others; to teaching individuals with special learning requirements. Her educational background consists of a Bachelor of Psychology (Hons) from the University of Malta and a Masters of Science in Occupational and Organizational Psychology from Birkbeck College, London. She is also a graduate member of the British Psychological Society. Ms. Mifsud is an approved lecturer at MIM.

1.6 Module 6: Managing Teams

Working with teams, whether as leader of a single team or manager of several, is an essential part of a manager's remit. Teamworking is rapidly becoming the preferred practice in many organisations as traditional corporate hierarchies give way to flat, multiskilled working methods. This module is an indispensable and practical guide to leading teams with expertise, covering subjects such as defining the skills required to complete a project, establishing trust between individuals within a team, and maximising the performance of that team.

Programme:-

- What makes a good Team?
- Matching Team to Task
- Analysing Team Roles
- Balancing Skills within a Team
- Setting Goals
- Establishing Team Trust
- Creating a Self-managed Team
- Handling Rebellious and Negative Employees
- Analysing Team Dynamics
- Improving Standards in a team
- Adapting to Change
- Planning Future Goals for a Team
- Action Planning

Tutor: Ms. Anita Attard *

Anita Attard has over 10 years' experience in Senior Management with an extensive background in the following core activities: Customer Service, Quality and Environmental Systems, Human Resources, Training, Safety, Operations and Public Relations. Ms. Attard has developed and implemented a variety of business programmes, including those that must comply with corporate and international guidelines and has led various developments and implementations of Business Process re-engineering. In addition, she has an excellent experience in drafting policies and procedures and is experienced in drafting and delivering high profile presentations. She is currently the Business Development Director of AG Design one of



Malta's leaders in the field of interior design and project management. Ms. Attard is an approved lecturer at MIM.

1.7 Module 7: Managing Meetings

Meetings are a crucial element in business. Whether attending as a participant or as the chairperson, one can improve how to handle meetings so that they run more efficiently and effectively. This module offers practical advice on all aspects of holding meetings, both formal and informal. Essential information will be provided on planning and preparing an agenda, keeping on schedule and closing a meeting.

Programme:-

- Common problems associated with meetings; the responsibilities of the meeting leader
- Preparing for the meeting: drawing up a timed agenda; planning the structure, making sure the timing is right
- The skills of leading meetings: processing the discussion, questions summing up, concluding by gaining agreement on action, accountability and deadlines
- Difficult people and / or situations and how to cope
- Participating at meetings: the importance of preparation
- Making a constructive contribution and stating your case at meetings
- Taking Minutes
- Action Planning

Tutor: Mr. Albert Debono *

Albert Debono is a certified accountant by profession and occupied various positions in both public and private organisations. In 2006 Mr. Debono was appointed CEO at the Public Broadcasting Services and has lately joined Transport Malta as Chief Corporate Services. Mr. Debono is an approved lecturer at MIM.

1.8 Module 8: Managing Projects

To be successful in today's competitive business world, managers must deliver results on time and within budget. By applying the processes, tools, and techniques learned during this module participants will maximise performance and ensure optimum results every time. This module will therefore equip participants with all the know-how one needs to lead any project, large or small, to successful conclusion.

Programme:-

- Establishing a framework for the project process
- The key steps of project definition
- Identifying Pitfalls of Project Management
- Planning methodology
- Interpreting the Project Plan and identifying the Critical Success Factors
- Managing the Project budget and cost control
- Progress reviews and reporting procedures
- Tracking progress against the baseline, using milestones
- Evaluating the project: active and post-project
- Action Planning

Tutor: Mr. Michael Ferry *

Michael Ferry is an MBA graduate from Henley Management College. He has various experiences in planning and developing operational strategies. He has been involved in control cost-efficiency of projects by negotiating and communicating with independent consultants and building / finishes contractors and services providers. Mr. Ferry has overseen and managed projects from feasibility report stage up, to their commissioning to clients. He is sensitive to the local economic situation and to Government's financial constraints, priorities and targets oriented in managing human resources effectively brought by various experiences in the public sector. Mr. Ferry is an approved lecturer at MIM.

2.0 Learning Methods

These proposed programmes are highly interactive and participative courses that are based on presentation of concepts, application of concepts to everyday situations, reflection on relevance to personal reality, discussion and personal assessment. They will be presented as “experientially” as possible so the “learning” will occur not only because of the tutor’s expertise, but also from the experience and knowledge of each participant. The courses include audio-visual presentations as well as role playing which will show the way similar situations are to be handled. The participants are encouraged to present their own experiences on the subject to stimulate discussion amongst the group and prove to be a learning experience.

MIM can also offer a hybrid approach to the programmes which entails part of the programmes being delivered through our e-learning platform. This online learning platform involves training in business related subjects being delivered electronically through the internet. The participant will access the on-line training programmes using a dedicated password and will accordingly have access to audio visual presentations (including videos) featuring a lecturer/trainer delivering the programme and related supporting documents including notes, power point presentation, frequently asked questions, and other reading material.

Fees hereunder involve only class based sessions, while online sessions may be discussed upon request.

3.0 Theory & Practice

Our MIM approved tutors have extensive knowledge in the subject being delivered and combine theory and practice to each unit by highlighting practical case studies. MIM tutors are selected due to their academic and **practical experience** in the related subjects. Tutors for the above programmes will be selected at a later stage in consultation with the client to ensure that the experience background of the selected ones reflect the specific requirements of the client.

4.0 Accreditation

The above programmes will be accredited and recognised by the Malta Institute of Management, which is also member of the European Management Association.

In accordance to the Malta Qualifications Recognition Information Centre (MQRIC), in order to obtain accreditation for a Certificate Level (NQF Level 4) the duration of the course must be a minimum of 210 hours in total. The proposed programmes reflect a short course time period however should the client require level 4 of NQF accreditation we can provide a more detailed programme, consisting of an additional 130 hours. This entails an extra cost (conditions apply).

5.0 Training Venue

The fees quoted hereunder are subject to the training being delivered at the clients' premises. The training room must include training facilities (such as white board / flip chart, projector etc.). Should participants require the training to be delivered at alternative training premises, additional costs will apply.

6.0 Fees

Management and Leadership Programme

Charge per Class Intake: **Euro 7,000** excluding VAT

7.0 Funding Opportunities

MIM will assist the client in applying for EU funding opportunities available through the ETC Training Aid Framework were applicable.

8.0 Teambuilding Workshop

Should MIM be asked to deliver one of these programmes being, *Management and Leadership Programme & Supervising and Managing People for Front Liners*, the MIM will offer for free 1 session of the workshop:- **None of Us is as Good as all of Us** for each class. The aim of this workshop is to bring together the subjects addressed during the whole training programme through discussions spearhead by a select of management practioners from different industries. The participants will quickly be geared to the subject by showing them the management film 'Everest'. Climbing Mount Everest is hard. Climbing Mount Everest blind is impossible. Or at least that's what they told Erik Weihenmayer. This incredible true story follows Erik's quest to reach the summit of the tallest peak in the world - and the amazing team that made it possible. Indeed, Erik Weihenmayer has never believed in limitations - even though he is blind. And he's good at questioning other people's perceptions of his abilities. That's why it was easy to ignore the ones who said he was crazy to pursue his dream of climbing Mount Everest. Erik knew that he couldn't do it alone. And here's the key - he never wanted to. He knew that his vision could only be achieved through the power of teamwork. Remarkable, yet unfathomable, 'Everest' will trigger the values of team spirit and accordingly will encourage participants to strive to reach higher performance goals. Unlike any other training film, Erik's journey vividly illustrates the weight and significance of teamwork and leadership at a most crucial time. This part of the workshop will aim to achieve the following goals:

- Illustrates the power of vision
- Demonstrates true teamwork
- Strengthens leadership skills

Following the film, the key characteristics for successful teams are identified and discussed. This approach will challenge the participants' ability to work together in an effective and ethical manner. It will challenge them to keep the team focused on their purpose and yet work towards specific goals. The workshop will be monitored by an experienced facilitator who will also facilitate a discussion of each section of the course to help team members identify the learning which will be relevant to their personal and the team's development. This workshop will result in some unusual learning as well as identifying useful and practical ways which the participants can continue to work on building closer working relationships.

*Tutors are proposed tutors to be confirmed according to client requirements.