

## Essential Skills to Get the Most from your Staff

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**Course duration: 6 hrs**

**In today's competitive marketplace the manager who can provide continual development for their staff stands head and shoulders above the rest. This one day course will give you practical advice on how best to create an environment conducive to development for your staff. In exchange you will increase the efficiency and effectiveness of those around you and your team.**

This intensive and participative one day course will provide you with the knowledge, skills and techniques to become an exceptional developer of others. It will highlight current up to date approaches to help you develop your staff.

### **Is it right for me?**

This course is suitable for anyone who manages others and is enthusiastic about the continued development of their staff. The course is designed to help you play an active role in their growth within the workplace and gives you the skills and ability to increase their future potential. If you want to encourage learning and development in the workplace this course is for you.

### **What will participants learn?**

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

- Use simple techniques to analyse staff development needs
- Identify competency gaps and devise development and training plans
- Demonstrate how to address both personal and job related learning needs
- Explain how to develop and motivate four "types of performer" using a motivational matrix
- Monitor development results and conduct motivational review meetings
- Employ a range of feedback skills to stimulate staff thinking and learning
- Employ a coaching style of leadership to enhance staff confidence and accelerate learning

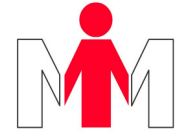
### **What will it cover?**

#### **Unit 1: Performance Analysis and Performance Gaps**

- Recognise positive and negative critical incidents
- Assess development needs through the use of skills, knowledge and behaviours to focus learning
- Using techniques such as SWOT, team self-assessment and job skills matrix
- How to agree motivational development plans
- The measurement of learning outcomes

#### **Unit 2: Creating the Environment where others can grow**

- The qualities and skills of an effective developer
- Excite and motivate the willing and not so willing learner
- Identify and create development opportunities within the team



- Encourage peer review and shared learning

### **Unit 3: Essential Skills for Developing Others**

- Why is the development of others a critical business skill for managers?
- Understanding the benefits and pitfalls of development
- The motivational performance review
- Inspiring feedback conversations that get results
- Objective setting to assist personal development

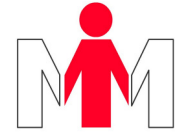
### **Unit 4: Coaching as a Development Tool**

- A review of the key steps to effective coaching
- How to lead a successful coaching session
- Assisting your staff to identify their own learning
- Creating the conditions so staff resolve their own problems

**Tutor: Mr. Andrea Agius;** Group Sales and Marketing Manager, Nectar Group of Companies

Andrea Agius, is a BA Honours graduate in Tourism Studies from the University of Malta. His studies included an internship at one of the world's most prestigious resorts: Gleneagles Hotel in Scotland. Mr.Agius's experience focused on the hospitality industry where he occupied positions from operational to management. In 2004, Mr.Agius joined Chef's Choice as a Customer Relations Executive and later promoted to Sales Manager. In 2006 he joined Nectar Group of Companies as Quality Manager taking care of the ISO9001 requirements adopted by the Group. A year later Mr.Agius was given the responsibility to lead one of the sales teams within the Group in preparation for the post that he currently occupies since 2008, that is Group Sales and Marketing Manager. This role sees Mr.Agius in charge of developing marketing strategies and leading a sales team of more than 35 people responsible for the distribution of Nectar Group's products in leading outlets all over Malta and Gozo. Today Mr.Agius is reading for a M.Sc. in Strategic Innovation and Future Creation offered by the University of Malta in collaboration with the University of Potsdam, University of Teesside and Turku School of Economics. Mr.Agius is an approved lecturer at MIM.





## Better Communication Skills at Work - Communication that Delivers Results

**Course duration: 6 hours.**

**Communication is best judged by the effect it has on others, the impact it generates and the results it achieves. This hands-on course focuses on all of these critical elements, allowing delegates to leave the course with a clear plan of how to improve their communication skills, enabling them to achieve the right results.**

This challenging, practical and insightful two-day course explores the techniques required for you to achieve positive results through your interaction with others. Altogether a better way in which to communicate! You will leave the course with a personal action plan identifying the key changes to make and skills to practise to build your self-confidence and improve your communication techniques. You will also take away tips, techniques and templates to support you in implementing your communication skills back in the workplace.

### Is it right for me?

For those wishing to improve their communication skills with others; face-to-face, in meetings or on the telephone.

### What will I learn?

**By the end of this course you will be able to:**

- Engage with others and understand the impact you have on them
- Deliver the image you want to portray
- Identify different communication styles in action and flex your style to influence others
- Convey your message clearly, concisely and assertively, and ensure you have understood the message others are conveying to you
- Recognise how behaviours impact the effectiveness of communication and select the most appropriate behaviour to the situation.

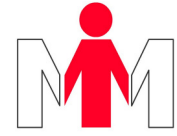
### What will it cover?

#### Unit 1: What is Effective Communication?

- Clarifying how you wish to portray yourself
- Exploring how you are perceived by others (personal assessment/feedback)
- Understanding and softening different perceptions and communication barriers
- Exploring styles of communication and experimenting with different styles

#### Unit 2: Assessing Relative Difference

- How to identify hidden emotions and messages through observation
- Tackling difficult behaviour – effecting a change
- How to deliver difficult messages and maintain the relationship
- Recognising different behaviours and choosing an appropriate, professional response



### **Unit 3: Building Rapport – Creating a Productive Relationship**

- Use of questioning – softening the barriers, using the right approach
- Listening – what to listen for, how to discern acceptance or resistance
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- Listening to understand and not just to respond – focus on active listening
- Requirements and process for moving someone from an entrenched position
- Using and controlling your emotions through words, sounds and presence to create impact
- Handling difficult situations and delivering difficult messages

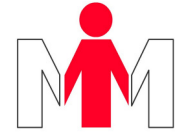
### **Unit 4: Communicating and Presenting a Positive Image**

- Meetings – getting heard, being taken seriously, taking control, getting a decision
- Understanding the relative impact of phraseology
- Responding to others' ideas – sharing understanding, support and appreciation
- Projecting a more confident image through improved communication skills
- Putting communication skills into practice

**Tutor: Mr. Bradley Dingli;** Operations Manager (F&B), Grand Hotel Excelsior - Malta

Bradley Dingli obtained a Higher Diploma in Hotel Management from the Institute of Tourism Studies in Malta followed by a BA (Hons.) degree in Tourism Studies from the University of Malta. Mr.Dingli is highly skilled within the Hospitality Industry mainly in Hotel Operations with a proven track record in a number of areas including Food & Beverage Operations, Events Organisation, Sales, Marketing and Accounts. With more than 13 years of combined experiences within the hospitality industry, he has developed the necessary skills that are particularly effective in managing and training people, increasing revenue, reducing costs, developing processes / standards / systems and last but not least, satisfying customers and stakeholders. In addition to the above he has worked in diverse companies that have enabled him to develop revenue streams from scratch with restricted funds for a charity or develop one of the largest food & beverage operations for a high end five-star property. He has always strived to work in teams or build teams that are dynamic and believes that through great leadership, effective strategy and a sense for quality, long-term success is achieved. Mr.Dingli is an approved lecturer at MIM.





## Health & Safety at Work

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### Overview

**Course duration: 6 hrs**

**A one-day course providing you with an essential overview of health and safety issues and current legislation.**

This intensive and informative course provides delegates with an understanding of current health and safety legislation and provides practical options on how best to manage health and safety effectively in the workplace.

### Is it right for me?

Suitable for all staff responsible for, or needing to increase their awareness of, health and safety at work.

### What will I learn?

**By the end of this course you will be able to:**

- Understand the health and safety requirements in the workplace for your organisation.
- Review health and safety policies in your organisation.
- Set up a structure for a safety management system.
- Put in place safety monitoring techniques.
- Put in place accident prevention techniques.
- Demonstrate an up-to-date understanding of health and safety legislation.

### What will it cover?

#### Health and Safety Law

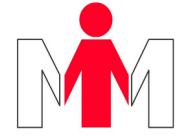
- Maltese legislation about Health and Safety at Work
- European Directives about Health and Safety at Work
- Burden of proof and compliance

#### Employers' and Employees' Legal Responsibilities

- The employer's duty of care
- Employers' responsibility for permanent and temporary staff, visitors, contractors, people with disabilities, pregnant staff and customers
- Creating a safety conscious environment
- Employee responsibilities - health and safety committees and representatives

#### Managing and Monitoring Health and Safety at Work

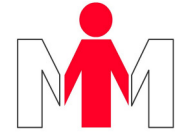
- Safety systems and safety monitoring at work
- Principles of accident prevention
- Accident reporting and investigation



- The management of health and safety at work

#### **Risk Assessment**

- The principles of assessing and managing risk
- Carry out risk assessment and auditing health and safety in the workplace
- The steps approach to risk assessment



## Effective Telephone Skills

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### Overview

#### Course duration: 6 hrs

This interactive one-day course will enable you to practise tools, tips and techniques involved in providing effective telephone communication.

Customers currently anticipate their expectations to be met or exceeded, and on the telephone this means not only listening to and understanding others, but also being efficient, confident and enthusiastic.

#### Is it right for me?

This course is suitable for those who are required to communicate regularly by telephone, whether internally or externally. Ideally this will suit switchboard, reception, customer service help desks and administrative staff.

#### What will I learn?

##### By the end of this course you will be able to :

- Use the telephone professionally and productively.
- Provide an excellent telephone service - meet and exceed expectations.
- Deal with complaints and difficult situations effectively.
- How body language influences a call
- Listen empathetically and ask the right questions.
- Close a call by summarising what happens next.
- Manage your emotional responses when under pressure.

#### Pre-course Activity

You will be required to complete a pre-course questionnaire so that we can ensure the course focuses on your key issues and needs, and those of your manager.

#### What will it cover?

##### Effective Telephone Communication

- Doing business on the telephone
- Creating the right impression - establishing rapport
- Planning and preparing your calls
- Mastering the basics of holding and transferring calls efficiently
- Controlling and closing calls smoothly

##### Managing Challenging Callers

- Overcoming barriers to communication



- Recognising different behaviour styles - passive, aggressive and assertive
- Assessing and using your own level of assertiveness
- Contemporary use of body language on the telephone
- Adapting your voice and tone to achieve positive outcomes

### **Dealing with Difficult Situations**

- Understanding how perceptions can alter a call
- Handling complaints positively and creatively
- Defusing difficult situations
- Being positive – saying 'No' assertively and with confidence
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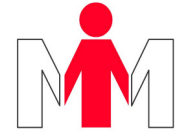
### **Staying in Control**

- Remaining calm, flexible and professional
- Managing your emotional responses under pressure
- Handling abusive calls and picking yourself up after a difficult call
- Leaving a positive impression of you and your organisation
- Refining your telephone manner - developing a courteous and professional style Creating a personal action plan

**Tutor: Mr.Mark Galea;** Human Resources Manager,Lufthansa Technik Malta Ltd

Mark Galea has recently joined Lufthansa Technik (Malta) as Manager Human Resources. Prior to this position Mark was the General Manager Human Resources of Air Malta plc which position he held for the past 6 years. Mr.Galea also used to work in the Business Advisory Services of Ernst & Young as Senior Manager. His role focused mainly on Human Resources / Organizational Reviews, Organisation Development & Design and Change Management advisory projects. Mr.Galea also spent 5years as a Consultant in the Management Efficiency Unit which was the unit whose primary role was to provide consultancy services to the Government of Malta. He graduated B.Com from the University of Malta in 1994. He then followed a 15 month resident MBA in Manchester Business School and graduated in 1996. Mr.Galea is currently reading for an MA in Business Ethics from the University of Malta.





## Professional Reception Skills - The Face of the Company

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### Overview

**Course duration: 6 hrs**

**The receptionist represents the initial point of contact with the outside world, and as such is in a powerful position to enhance the way the company is perceived.**

This interactive course will enable receptionists to develop professional telephone and communication skills within a supportive and encouraging environment. By reviewing examples of good and bad practice, the course will reinforce the importance of their public relations role, highlight their influence and effect on customers and raise their awareness of the key interpersonal skills essential for their success.

### Is it right for me?

Suitable for receptionists, front line staff and administrators who are required to be confident and professional in their approach to visitors and callers, whilst keeping an organised and well maintained reception area.

### What will I learn?

**By the end of this course you will be able to:**

- Build good customer relations and project your organisation in a professional manner.
- Communicate well - both internally and externally.
- Develop effective listening skills.
- Take appropriate action when faced with difficult callers and awkward customers, or when handling complaints.
- Manage the reception area.
- Provide the highest level of internal customer service when taking and relaying messages.

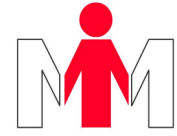
### What will it cover?

#### Providing Excellent Customer Service

- Your role in representing your company or organisation
- Defining your customers and your responsibilities to them
- The importance of first impressions
- Projecting a professional image - being well presented
- Maintaining a positive attitude
- Welcoming visitors in a professional manner - handling unwanted visitors

#### Professional Communication Skills

- Effective listening skills
- Successful questioning techniques
- Professional etiquette and effective verbal communication



- Powerful use of voice and language
- Taking and recording messages accurately
- Dealing with conflict

### **Handling the Telephone and Caller**

- Your voice - what does it tell the caller about your company?
- The importance of clarity and brevity
- Receiving, placing and re-directing calls
- Screening calls - handling unwanted calls
- Dealing with difficult callers - remaining calm and professional
- Getting the most from enquiries
- Knowing your company's business
- Being prepared at all times
- Using discretion

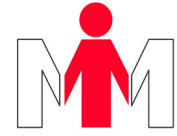
### **Planning and Organising Your Time**

- Understanding the principles of prioritisation, planning and organisation
- Being well organised - getting the best from your systems and procedures
- Formulating an action plan

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## Going The Extra Mile: Achieving Excellence in Customer Service

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### Overview

**Course duration: 6 hrs**

**This one-day course equips you with the skills to deliver consistent service excellence at every customer 'touchpoint'. It will also enable you to handle difficult situations and achieve increased customer satisfaction and loyalty.**

Companies that offer differentiated, reliable and customer-friendly service have a distinct competitive advantage. Because customers have become more demanding, no longer do they choose speed, quality or price - they now expect all three.

This course focuses on the key actions required to achieve real excellence in customer service. The key to customer handling is practice, so you will be encouraged to use real life examples from your place of work to see how you can improve the quality of customer service you provide.

You will also take away guidance notes and templates to use, to help you assess your behaviour when working with your customers.

### Is it right for me?

If you already have some experience within a customer service role, either with internal or external customers, and are looking to develop your skills further, then this course is for you.

The focus is on how to deliver a consistent quality service by changing the way you think about customer service and changing your behaviour to match the situation.

### What will I learn?

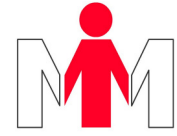
**By the end of this course you will be able to:**

- State your role in achieving a differentiated branded customer experience.
- Shape and deliver your customers' expectations.
- Identify the relationship between effective communication and customer loyalty.
- Handle customer complaints and objections successfully, using new tools, tips and techniques.
- Maintain a positive, customer-focused attitude, even in challenging situations.
- Deliver consistent service excellence at every customer 'touchpoint'.

### What will it cover?

#### Meeting Customer Expectations

- Internal and external customer service, and customer service teams
- Your impact on the customer experience
- Projecting a 'brand' image



- Understanding customers' needs and expectations
- Why do customers complain?

### **Communicating Positively with Customers**

- Barriers to effective communication
- The impact of poor listening and questioning
- Using information effectively
- Giving 'bad news' and saying 'no' constructively

### **Turning Complaints Into Opportunities**

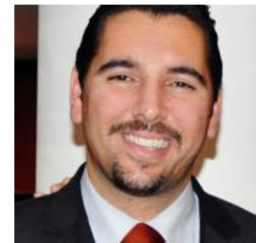
- Defusing a difficult situation
- Demonstrating empathy - exploring options and alternatives
- Balanced behaviour responses

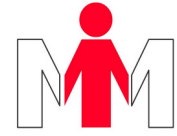
### **Ensuring Consistent Quality Service**

- Acting on feedback from customers
- How to influence customer loyalty
- Improving the brand experience

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## Creating Powerful Relationships Through Networking

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### Overview

**Course duration: 6 hrs**

**Success in life is never just about what you know. If you are going to make your knowledge, skills and abilities work for you it is desirable to build a wide variety of contacts with whom you can share them in order to build some useful and resilient relationships.**

Building those relationships requires a conscious recognition of the strategies and behaviours required.

This event will open up the possibility for you to create a strong and lasting network of useful acquaintances by the use of these strategies and behaviours. Prepare for a challenging, revealing, stimulating and extremely rewarding day.

### Is it right for me?

Junior managers, supervisors, line managers, team leaders, administrators – anyone who needs to build a network of strong and positive relationships.

### What will I learn?

**By the end of this course you will be able to:**

- Begin building your network.
- Extend your network.
- Get noticed.
- Build relationships.
- Gain trust.
- Strengthen the relationships.
- Make the network operate to your benefit.

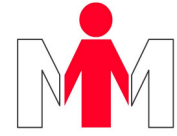
### What will it cover?

#### Expanding Your Networks

- Identifying types of network
- How networks behave
- Using your current contacts to gain access
- Identifying areas of mutual interest
- Looking outside your immediate area for opportunities to expand your contact list using the internet
- Other remote methods of attracting networks

#### Joining and Leaving Groups

- Identifying desired groups



- Using current contacts
- Validating your entry into the group
- The power of the volunteer
- Moving on whilst maintaining the relationship

### **Breaking the Ice and Keeping the Conversation Going**

- How to create a good impression
- Impact without offence
- Identifying key subject areas
- Use of questioning
- How to bring some energy to the conversation
- Changing pace
- Using stories, asking questions

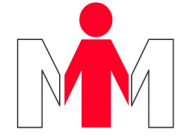
### **Strengthening the Relationship**

- Building trust
- Making it personal
- Building up positive credits
- Building obligation

### **Tutor: Mr. Michael Ferry;** Independent Management Consultant

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.





## Advancing Your Project Management Skills

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### Overview

**Course duration: 6 hrs**

**This course explores how a project integrates with other departments within the organisation; the extra responsibilities that can fall under the role of the project manager and the people skills needed to support the project management process.**

As organisations mature and adopt project management as a formal discipline, there is an increasing need for project managers to understand how a project relates to other areas of the business.

The language and principles used throughout this course are designed to support individuals who wish to further their career by gaining the APMP qualification.

### Is it right for me?

**Suitable for individuals who are:**

- Existing project managers who already have a working knowledge or basic understanding of project management theories.
- Managing a project support office.
- Project managers wishing to move into programme management.

### What will I learn?

**By the end of this course you will be able to:**

- Build on existing knowledge and understanding of the role of the project manager.
- Understand how projects integrate with other areas of the business.
- Explore how the project tools can be used together to enhance the project manager's capability.
- Improve your management of project stakeholders.
- Effectively manage and control changes to a project.
- Utilise standard metrics to report on project efficiency and effectiveness
- Manage the requirements of a project effectively

### What will it cover?

#### **Project Management in Context**

- Identify the concepts and differences between project, programme and portfolio management
- Appreciate who is involved with each of the above processes and what responsibilities they have
- Assessing the financial and non-financial measures used to appraise projects so only viable projects are undertaken
- Exploring different types of contracts used in project management
- Financial management for project managers



### **Planning the Strategy**

- Understanding, capturing and managing the requirements of the project
- Planning and delivering the benefits
- Focus on how quality can be incorporated 'as standard' within a project to reduce rework and improve internal processes
- Recognise both quantitative and qualitative tools that can be applied in the identification and assessment of risk

### **Executing the Strategy**

- Using milestones to measure progress and performance
- How to apply Earned Value Analysis to a project
- Resource management using 'S' curves and histograms

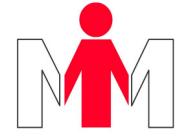
### **Stakeholder Management**

- Stakeholder analysis and stakeholder management
- Stakeholder planning

### **Tutor: Mr. Michael Ferry;** Independent Management Consultant

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## Finance for Non Financial Managers

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### Overview

**Course duration: 6 hrs.**

**Straightforward and no-nonsense, this course enables you to get straight to the heart of financial issues, demystifies financial information and gives you confidence and control when making financial decisions.**

This two-day overview course has won praise for the straightforward way in which it untangles the web of mystery that surrounds financial and management accounting in the eyes of many non-financial managers. By so doing it enables them to understand and manage the impact of their decisions on business results, interact more productively with their finance-based colleagues and exert greater influence on decision making in their organisation.

### Is it right for me?

Suitable for managers who want to gain a clear understanding of the fundamentals of business finance and the financial implications of decisions they make.

### What will I learn?

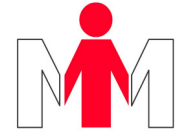
**By the end of this course you will be able to:**

- Understand how your day-to-day decisions impact profit and cashflow.
- Demystify the rules of capital expenditure vs operational expenditure helping you to justify investments to your senior managers and finance team
- Review financial information relating to:
  - your business (helping you to set targets for improvement)
  - your subsidiaries (helping you to manage and set targets for your team)
  - existing customers (are they still viable?) and potential customers (are they a credit risk?)
  - competitors (what can we learn from benchmarking their results?)
- Manage the budgeting process to:
  - ensure business strategy is implemented
  - negotiate funding for improvement or efficiency initiatives
  - win in the negotiation over funds allocated to your budget, ensuring it's achievable
  - manage financial performance, understanding variances and taking action to achieve your budget and objectives
- Simply assess the viability of entering new markets or developing new products

### What will it cover?

#### The Nature and Purpose of Accounting

- A simple model of an organisation's accounting framework
- Who uses the accounts and what do they use them for?
- Where can I find out about my organisation's/my competitors' financial position



### **Profit and Loss Accounts, Balance Sheets and Cash Flow Statements**

- Their structure and terminology, what they tell us and why they need to be reviewed together to gain a full understanding of business performance
- Using financial information as a management tool
- Understanding how operational income and costs are accounted for and the implications for how you manage costs in your department

### **Managing Finance**

- Understanding working capital : What it is? How can we manage it?
- Why too much working capital is bad for you and too little may be disastrous
- Optimising working capital for your organisation and the implications for negotiating with customers and suppliers
- The distinction between profit and cash flow
- Considering sources of funding

### **Understanding Management Accounting Including Budgeting**

- Putting together a robust budget
- Negotiating budget funding
- Assessing variances and reforecasting the budget
- Evaluating feasibility of operational projects via break-even analysis
- The effects of depreciation

**Tutor: Mr. Albert Debono;** Chief Officer Corporate Services, Transport Malta

Albert Debono is a certified accountant by profession and occupied various executive 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.





## Interpretation of Company Accounts

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### Overview

**Course duration: 6 hours.**

**The final course in the series of company accounts courses that provides you with practical knowledge of interpretive techniques such as ratio and trend analysis and risk assessment.**

Topical issues and up-to-the minute examples bring alive this practical course. Building on knowledge of ratio and trend analysis, delegates consider some of the more technical issues and focus on analysing risk and how it is identified in the financial statements.

### Is it right for me?

Suitable for delegates with a working knowledge of company accounts who want to develop their skill further. This is the third in the series of three company accounts courses and delegates are advised to attend Analysing Company Accounts prior to this course, or to have attained that level of knowledge.

### What will I learn?

**By the end of this course you will be able to:**

- Undertake more complex interpretation of company accounts by building on existing knowledge of ratio and trend analysis.
- Identify and assess both market and business risk using this knowledge.
- Understand the different considerations when choosing a method of funding and understand "cost of capital".
- Recognise techniques adopted in company accounts to disguise potential problems.
- Understand some of the non-financial sources of information available to assess company performance.

### What will it cover?

#### Refresher on Financial Statements and Terminology

##### Risk

- Business and financial risk.
- Consider different business sectors and identify the key financial features in each
- Recognise the typical problems with using company accounts
- Using accounts to assess risk

##### Ratios

- Refresher on key ratios
- Types of shares and capital structure including debt funding
- Understand the warning signs of corporate 'poor health'



### **Advanced Interpretation**

- Drawing together the soft and financial information
- Why businesses fail
- Examples of creative accounting

**Tutor: Mr. Albert Debono;** Chief Officer Corporate Services, Transport Malta

Albert Debono is a certified accountant by profession and occupied various executive 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.





## Overview of VAT

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### Overview

#### Course duration: 1 day.

Understand the legal requirement of VAT and obtain the necessary guidelines for the preparation of VAT returns.

#### Is it right for me?

Suitable for individuals in accounts and tax departments who need to understand how to account for VAT. It will also be beneficial to those who are likely to be involved in or are new to the process of completing VAT returns.

#### What will I learn?

##### By the end of this course, you will be able to:

- Understand the impact of VAT on accounts production
- Know what the basic legal requirements are
- Gain an insight into common problems
- Successfully prepare VAT returns to avoid penalties

#### What will it cover?

##### Overview of Maltese Tax System

- Background and key principles of VAT
- Taxable persons
- Taxable supply
- Types of supply

##### Registration for VAT

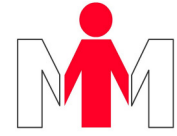
- When and how to register for VAT
- What do to after de-registration
- Special registrations

##### Record-keeping requirements

- Basic areas
- Specialist areas
- Handling EU transactions
- Common mistakes and how to avoid them

##### Preparing VAT Returns

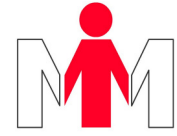
- Annual accounting, cash accounting and payments on accounts



- Dealing with common adjustments and problems
- Avoiding errors
- Knowing the relevant penalties

### **Training Method**

Participants will be asked to prepare a VAT return. This will give them the opportunity to apply the knowledge and techniques learnt.



## Fundamentals of Marketing

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### Overview

#### Course duration: 6 hrs

Master the key concepts and skills of marketing to enhance your knowledge and confidence when taking part in the marketing decision-making process.

#### Is it right for me?

Suitable for anyone working in a marketing role who may not have had any formal training and wishes to understand the fundamentals of marketing.

#### What will I learn?

##### By the end of this course you will be able to:

- Develop knowledge of key marketing principles, tools and techniques.
- Discover the importance of product positioning.
- Learn how to communicate effectively with customers.
- Gain confidence in dealing with marketing issues.
- Measure the effectiveness of marketing actions.

#### What will it cover?

##### Introduction to Marketing

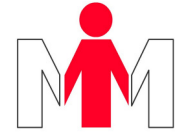
- Identifying the role and scope of marketing
- The key marketing principles and terminology
- The different marketing techniques
- Overview of concepts:
  - e-marketing
  - benchmarking
  - relationship marketing

##### Understand the Market and the Customer

- Using quantitative and qualitative market research
- Using market segmentation
- Creating the differential advantage
- Identifying your customers' needs and profiles
- Developing competitors' analysis

##### Understand the Marketing Mix: The Four Ps

- Identifying and developing new products



- Selecting and developing appropriate promotional activities
- Choosing the right price to generate sales and profits
- Maximising service and staff potential

### **Key Elements of Marketing Planning and Monitoring Results**

- Analysing a product portfolio:
  - lifecycle
  - new development
- Identifying market gaps and opportunities for positioning
- Choosing appropriate communication tools:
  - advertising
  - sales promotion
- Understanding the impact of branding
- Working with sales channels
- Setting pricing policies
- Analysing sales reports
- Identifying and interpreting key performance indicators
- Identifying trends and forecasts
- Setting new objectives and adjusting your policy

**Tutor: Mr. Bradley Dingli;** Operations Manager (F&B), Grand Hotel Excelsior - Malta

Bradley Dingli obtained a Higher Diploma in Hotel Management from the Institute of Tourism Studies in Malta followed by a BA (Hons.) degree in Tourism Studies from the University of Malta. Mr.Dingli is highly skilled within the Hospitality Industry mainly in Hotel Operations with a proven track record in a number of areas including Food & Beverage Operations, Events Organisation, Sales, Marketing and Accounts. With more than 13 years of combined experiences within the hospitality industry, he has developed the necessary skills that are particularly effective in managing and training people, increasing revenue, reducing costs, developing processes / standards / systems and last but not least, satisfying customers and stakeholders. In addition to the above he has worked in diverse companies that have enabled him to develop revenue streams from scratch with restricted funds for a charity or develop one of the largest food & beverage operations for a high end five-star property. He has always strived to work in teams or build teams that are dynamic and believes that through great leadership, effective strategy and a sense for quality, long-term success is achieved. Mr.Dingli is an approved lecturer at MIM.

