CERTIFIED MANAGER TRAINING PROGRAM
JULY-AUGUST 2008

August 25, 2008

CERTIFIED MANAGER TRAINING PROGRAM
July-August 2008

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM (SABEQ)

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BEARINGPOINT, INC.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

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DELIVERABLE NUMBER: 6.3.5.A.2.21.7 CONDUCT CERTIFIED MANAGER (CM TM) TRAINING PROGRAM FOR SABEQ TARGETED BUSINESS ASSOCIATIONS

CONTENTS:

INTRODUCTION:

1.1 What makes "CM" different from other programs?

- Comprehensive program
- Authorized by the **Institute of Certified Professional Managers – ICPM** which is the world's largest certifying organization for the management profession. Founded by the National Management Association (NMA), the International Management Council (IMC), and management educators, ICPM has been certifying managers for over 30 years. With over 10,000 managers certified worldwide, ICPM is committed to raising the competency and professionalism of managers in all fields.
- Leads to certification (**CM**) which has long been a mark of competency and credibility. Certified Liability Underwriters (CLUs), Chartered Financial Analysts (CFAs), and Microsoft Certified Professionals (MCPs) have all successfully used certification in their respective fields to distinguish them from their colleagues. Now managers can obtain professional recognition with the CM certification.
- Full assistance to arrange and take the exam is provided by Optimiza Academy consultants and trainers.
- A certificate of participation in **CM program** will be issued by Optimiza Academy.
- Original courseware.

1.2 What is certified Manager Program?

Built on 32 years of experience and success, the CM Program provides, assesses, and documents the skills and knowledge that people need to lead others and manage effectively – no more, no less.

The **CM is a comprehensive** program including training, study manuals and examination which focuses on the application of practical skills and techniques and on analysis and decision-making skills, rather than the memorization of rote knowledge and theories. It is composed of three distinct modules and features study manuals, an online learning centre and 3 assessment exams. Successful completion of all three is a reliable indicator that an individual has the skills that he or she needs to be a successful leader and manager.

The first module, **Management Skills I: Foundations of Management**, provides essential skills and knowledge about managers and managing in the modern world. Content includes fundamental managerial roles and skills, the 4 essential management functions (planning, organizing, leading and controlling), entrepreneurship, managing diversity, managing globally, ethics and social responsibility, business law, communication, management information systems, and economics.

The second module, **Management Skills II: Planning and Organizing**, provides a comprehensive overview of the core management functions of planning and organizing. Content includes planning and formulating strategy, operations management, project management, planning effective meetings, decision-making, managing teams, organizing work and structure, and human resource management.

The third and final module, **Management Skills III: Leading and Controlling**, provides a comprehensive overview of the core management functions of leading and controlling. Content includes leadership skills, empowerment, motivation, time and stress management, delegating, managing change, conflict management, operations control, quality management, and financial management.

1.3   Who should become a CM?

Managers, Supervisors, Group/Team Leaders at all levels or Professionals seeking to upgrade their management skills throughout their careers, they all can benefit from the advanced management and coordination skills presented in this program. Knowledge presented in the **CM** integrated Program covers management skills from different industries, and can be applied on different sectors, [private, governmental, and NGOs].

Even fresh graduates and people who are thinking of kick starting a career in management can attend the course, and can start their quest to getting their Associate CM designation.

Benefits to Companies

With the increasing demand of professional management for all businesses of various sizes and industries in the region, the need emerges for all managers of different departments to talk the same business language and to follow the same management approach that ultimately addresses the vision of the organization. Having your qualified personnel certified is becoming an urgent need. Our Integrated **CM** Program provides all the information and preparation needed for acquiring the knowledge and skills required.

Benefits to Individuals

You think that it is time for you to move on with your career, and accelerate your pace in climbing up the ladder, the integrated **CM** Program not only provides you with the management and soft skills needed for your upcoming management position, but also solidifies your technical skills in using the Management tools, and puts you on the track to gain your certification.

1.4 Why CM Certification?

CM certification provides a public credential ("CM") that recognizes competency and credibility in the field of management. Certification validates a standard of acquired knowledge and skill, which distinguishes professional managers from their colleagues. Certification signifies individual achievement and commitment to the management profession. It supports career placement, recognition, and advancement. Join the network of over 10,000 managers certified worldwide today and get recognized!

Top Reasons to Seek CM Certification

1- Certification demonstrates commitment. Certification demonstrates to peers, business associates, and the general public one's commitment to a profession. College degrees no longer represent the full measure of knowledge in today's rapidly evolving workplace. Instead, certification serves to distinguish professionals as leaders in their fields.

2- Certification enhances a profession's image. Certification grows, promotes, and develops professionals who stand out in an industry. They are publicly recognized by their professional credentials, i.e. CFA, CLU, CM, etc. Organizations that invest in certified professionals gain an advantage over the competition by employing the best and the brightest.

3- Certification reflects achievement. Certified professionals make the effort to improve themselves both professionally and personally. An impartial, third-party certifies that a set level of knowledge and skills has been attained. This achievement is evidence of a pursuit for excellence and the ability to meet standards and requirements.

4- Certification builds self-esteem. Certification programs set standards for performance, ethics, and continuing professional development (through recertification). Certified professionals control their own destiny and possess a deep sense of personal satisfaction.

5- Certification improves career opportunities and advancement. Certification provides an "edge" when being considered for a promotion or key assignment. Certification distinguishes professionals in the decision making process. In a 2003 survey conducted by the National Organization for Competency Assurance (NOCA), 52% of respondents indicated that individuals holding professional certifications earned more than those without.

6- Certification leads to greater on-the-job responsibilities. Since certification is voluntary, it indicates one's willingness to invest in their own professional development. Certified professionals are aware of the changing environment surrounding their profession and possess the tools to anticipate and respond to change.

7- Certification yields professional recognition. Certified professionals receive increased recognition from peers and business associates for earning certification credentials. Recertification makes certification a lifelong activity that continues to pay off beyond the initial investment.

Topics Tackled during the program:

1.5 Book One: Management Skills I: Foundation of Management,

Brief about Foundations of Management covers fundamental leadership and management practices. Course content includes:

- managerial functions, roles and skills
- managing diversity
- managing globally
- ethics and social responsibility
- business law

- communication
- management information systems
- product development
- entrepreneurship
- economics

Chapter One: The Management Process Today:

- **What is Management?**
    - Achieving high performance: A manager's goal
    - Why study management?

- **Managerial Functions**
    - Planning
    - Organizing
    - Leading
    - Controlling

- **Types of Managers**
    - Levels of managers
    - Areas of managers
    - Recent change in managerial hierarchies

- **IT and Managerial roles and skills**
    - Managerial roles identified by mintzberg
    - Being manager
    - Managerial skills

- **Challenges for Management in a Global Environment**
- **Building Competitive Advantage**
    - Maintaining Ethical and socially responsible standards
    - Managing a diverse workforce

Chapter Two: Values, Attitudes, Emotions, and Culture:

- **Enduring Characteristics: personality Traits**
    - The big five personality traits
    - Other personality traits that affect managerial behavior

- **Values**, **attitudes, and moods and emotions**
    - Values: terminal and instrumental
    - Attitudes
    - Moods and emotions
    - Emotional intelligence

- **Organizational Culture**
    - Managers and organizational culture
    - The role of value and norms in organizational culture
    - Culture and managerial action

Chapter Three: Ethics and social Responsibility:

- **The Nature of Ethics**
    - Ethical dilemmas
    - Ethics and the law
    - Changes in ethics over time

- **Stakeholders and Ethics**
    - Stakeholders
    - Managers
    - Suppliers and Distributors
    - Customers
    - Community, society and nation
    - Rules for ethical decisions making
    - Why should managers behave ethically?
- **Ethics and Social Responsibility**
    - Social ethics
    - Occupational Ethics
    - Individual ethics
    - Organizational ethics

- **Approaches to Social Responsibility**
    - Four different approaches
    - Why be socially responsible?
    - The role of organizational culture

Chapter four: Managing Diverse Employees in a Multicultural Environment:

- **The increasing diversity of the workforce and the environment**
    - Age
    - Gender
    - Race and ethnicity
    - Religion
    - Capabilities/Disabilities
    - Socioeconomic background
    - Sexual orientation
    - Other kinds of diversity
- **Managers and the effective Management of Diversity**
    - Critical managerial roles

- The ethical imperative to manage diversity effectively
- Effectively managing diversity makes good business sense.

- **Perception**
  - Factors that influence managerial perception
  - Perception as a determinate of unfair treatment
  - Overt Discrimination
- **How to manage diversity effectively**
  - Steps in managing diversity effectively
- **Sexual Harassment**
  - Forms of sexual harassment
  - Steps managers can take to eradicate sexual harassment

Chapter Five: Managing in the Global Environment:

- **What is the organizational environment?**
- **The task environment**
  - Suppliers
  - Distributors
  - Customers
  - competitors
- **The general environment**
  - Economic forces
  - Technological forces
  - Sociocultural forces
  - Demographic forces
  - Political and legal forces
  - Global forces
- **The changing global environment**
  - Declining barriers to trade and investment
  - Declining barriers of distance and culture
  - Effects of free trade on managers
  - The role of national culture
  - Hofstede's model of national culture and global management

Chapter Six: Communication:

- **Communication and Management**
  - The Importance of good communication
  - The communication process
  - The role of perception in communication
  - The dangers of ineffective communication

- **Information Richness and Communication Media**
  - Face to face communication
  - Spoken communication electronically transmitted
  - Personally addressed written communication
  - Impersonal written communication

- **Communication Network**
    - o Communication network in groups and teams
    - o Organizational communication network
    - o External network

- **Information Technology and Communication**
    - o The internet
    - o Intranets
    - o Groupware and collaboration software
    - o
- **Communication Skills for Managers**
    - o Communication skills for managers as sender
    - o Communication skills for managers as receivers
    - o Understanding linguistic styles

Chapter Seven: Utilizing Advanced Information Technology:

- **Information and the Manager's job**
    - o Attributes of useful information
    - o What is information technology?
    - o Information and decisions
    - o Information and control
    - o Information and coordination

- **The IT revolution**
    - o The tumbling price of information
    - o Wireless communications
    - o Computer networks
    - o Software developments

- **Types of management information systems , The organizational hierarchy:**
    - o The traditional information system
    - o Transaction-Processing systems
    - o Operation information systems
    - o Decision support systems
    - o Expert systems and artificial intelligence
    - o Enterprise resource planning systems
    - o E-commerce systems

- **The impact and limitations of information systems and technology**
    - o Information systems and organizational structure
    - o IT and competitive advantage
    - o Limitations of IT

Chapter Eight: Promoting Innovation, Product Development, and Entrepreneurship:

- **Innovation, Technological change, and Competition**
    - o The effects of technological change
    - o Product life cycles and product development

- **Product Development**
  - Goals of product development
  - Principles of product development
  - Problems with product development

- **Entrepreneurship**
  - Entrepreneurship and new ventures
  - Entrepreneurship and organizational learning

Chapter Nine: How Economics Affects Business: The Creation and Distribution of Wealth:

- **How Economic conditions affect business**
  - What is economics?
  - Why economic was known as "the dismal science"?
  - Growth economic and Adam Smith
  - How business benefits community

- **Understanding free -markets capitalism**
  - The foundation of capitalism
  - How free markets work
  - How prices are determined
  - The economic concept of supply
  - The economic concept of demand
  - The equilibrium point of market price
  - Competition within free markets

- **Understanding Socialism**
  - The benefits of socialism
  - The negative consequences of socialism

- **Understanding Communism**

- **The Trend Toward Mixed Economies**
- **Understanding the Economic System of the United States**

  - Key economic indicators
  - Productivity in the United States
  - Productivity in the service sector
  - The business cycle
  - Stabilizing the economy through fiscal policy
  - Using monetary policy to keep the economy growing.

1.6 Book Two: Management Skills II: Planning and Organizing:

Brief about Planning and Organizing covers the core managerial functions of planning and organizing. Course content includes:

- planning and formulating strategy
- operations management
- project management
- planning effective meetings
- decision-making

- managing teams
- organizing work
- organizing structure
- human resource management
- coaching and providing feedback.

Chapter one: the Manager as Planner and Strategist:

- **The Nature of the Planning Process**
    - Levels of planning
    - Who plans?
    - Time horizons of plans
    - Standing plans and single use plans
    - Why planning is important
    - Scenario planning

- **Determining the Organization's Mission and Goals**
    - Defining the business
    - Establishing major goals

- **Formulating Strategy**
    - SWOT Analysis
    - The five forces model

- **Formulating Corporate-Level Strategies**
    - Concentration on a single business
    - Diversification
    - International expansion
    - Vertical integration

- **Formulating Business-Level Strategies**
    - Low cost strategy
    - Focused low-cost and focused differentiation strategies

- **Formulating Functional-Level Strategies**

- **Planning and Implementing Strategy**

Chapter Two: Operations Management and Planning:

- **The Importance of Operation Management**

- **Operating Systems and Activities**
  - Basic types of operating systems

- **Product/Service Design**

- **Process Selection**

- **Facilities Layout**
  - Materials Handling
  - Basic layout classifications

- **Site Selection**

- **Job Design**
  - Job content
  - Job methods
  - Job characteristics
  - The physical work environment
  - Sociotechnical approach

- **Computer Technology and the Design Process**

- **Day-to-Day Operations planning**

  - Aggregate operations planning
  - Resource allocation
  - Routing
  - Activity scheduling

Chapter Three: Project Management:

- **What is Project Management?**
  - Why project management?

- **Benefits of Project Management**

- **Eight Steps to Managing Projects**

1. define project objectives and scope

2. determine project participants and stakeholders
3. develop a time line or work plan
4. establish checkpoints and control mechanisms
5. identify and obtain necessary resources
6. determine how project results will be measured
7. setup an ongoing communications systems
8. debrief and evaluate the process and results

- **Project Management Tools**

Chapter Four: The Manager as a Decision Maker:

- **Decisions Making versus Problem Solving**

- **Programmed versus Nonprogrammer Decisions**

- **Decisions Making with Computers**

- **The Intuitive Approach to Decision Making**

- **Rational Approaches to Decisions Making**
  - The optimizing approach
  - The satisfying approach

- **The Decisions Maker Environment**

- **Conditions for Making Decisions**
  - Certainty
  - Risk
  - Uncertainty

- **Timing the Decisions**
- **The Roles of Values in Decisions Making**
- **Participation in Decisions Making**
  - Group or team decisions making

- **Barriers to Effective Decisions Making**

- **Making Creative Decisions**
  - The creative process
  - Establishing a creative environment
  - Tools for foster creativity
  - A model for creative decision making

- **Management Information Systems**

Chapter Five: Organizing Work:

- **Reasons for Organizing**
- **Divisions of Labor**
- **Power, Authority and Responsibility**
    - Sources of authority

- **Centralization versus Decentralization**
- **Empowerment**
    - Self – Managed work teams

- **Principles Based on Authority**
    - Delegation: the parity principle
    - Unity of command
    - Scalar principle
    - Span of management
    - Workplace changes in organizations

Chapter Six: Organizing Structure:
- **Organization Growth stages**
- **Organization Charts**
- **Factors Affecting Organization Structure**
    - Strategy
    - Size
    - Environment
    - Organization and technology

- **Changes Affecting Organization Structure**

- **A Contingency Approach**

- **Departmentation**
    - Work functions
    - Product
    - Geographic
    - Customer
    - Other types
    - Hybrid Departmentation

- **Types of Organization Structures**
    - Line structure
    - Line and staff structure
    - Matrix structure
    - Horizontal structure

- **The virtual Organization Trends in Organization Structure**
- **Committees**
    - Using committees
    - Effectively
    - Boards of directors

Chapter Seven: Effective Team Management:

- **Groups, Teams and Organizational Effectiveness**
    - Groups and teams as performance enhancers
    - Groups, teams and responsiveness to customers
    - Teams and innovation
    - Groups and teams as motivators

- **Types of Groups and Teams**
    - The top management team
    - Research and development teams
    - Command groups
    - Task forces
    - Self-Managed work teams
    - Virtual teams
    - Friendship groups
    - Interest groups

- **Groups Dynamics**
    - Group size and roles
    - Group leadership
    - Group development over time
    - Group norms
    - Group cohesiveness

- **Managing Groups and Teams for High Performance**
    - Motivating group members to achieve organizational goals
    - Reducing social loafing in groups

Chapter Eight: Achieving Business Results through Effective Meetings:

- **The Importance and Benefits of Meetings**
- **Problems with Meetings**
- **Strategies for Effective Meetings**
    - Before the meeting
    - During the meeting
    - After the meeting and between meetings

Chapter Nine: Human Resource Management

- **Strategic Human Resources Management**
    - Overview of the components of HRM
    - The legal environment of HRM

- **Recruitment and Selection**
    - Human resources planning
    - Job analysis
    - External and internal requirement
    - The selection process

- **Training and Development**
  - Types of training
  - Types of development
  - Transfer of training development

- **Performance Appraisal and Feedback**
  - Types of performance appraisal
  - Who appraises performance?
  - Effective performance feedback

- **Pay and Benefits**
  - Pay and level
  - Pay structure
  - Benefits

- **Labor Relations**
  - Unions
  - Collective bargaining

Chapter Ten: Coaching and Providing Feedback for Improved Performance:

- **What is coaching?**
  - The importance and benefits of coaching
  - Skills and characteristics of effective coaches

- **Effective coaching Behaviors**
- **Counseling**
  - Helping others set goals

- **What is Feedback?**

- **Why Giving Job Feedback Is so Important in Organization?**

- **Why Giving Job Feedback Is so Important for Individuals?**

- **Source of Feedback**

- **Characteristics of Effective Feedback**

- **Challenges in Providing Feedback**

- **Tips for Preparing and leading a Feedback session**

- **Tips for Receiving Feedback**

- **Asking for Feedback**

1.7   Book Three: Management Skills III: Leading and controlling,

Brief about Leading and Controlling covers the core managerial functions of leading and controlling. Course content includes:

- leading and motivating employees
- empowerment and delegation
- time and stress management
- managing change
- managing conflict

- controlling skills
- operations control
- quality management
- financial management

Chapter One: Leaders and Leadership:

- **The Nature of Leadership**
    - Personal leadership and managerial tasks
    - Leadership styles across cultures
    - Power: the key to leadership
    - Empowerment: an ingredient in modern management

- **Trait and Behavior Models of Leadership**
    - The trait model
    - The behavior model

- **Contingency Models of Leadership**
    - Fiedler's contingency model
    - House's path-goal theory
    - The leader substitutes model
    - Bringing it all together

- **Transformation Leadership**
    - Being a charismatic leader
    - Engaging in developmental consideration
    - The distinction between transformational leadership

- **Gender and Leadership**

- **Emotional Intelligence and Leadership**

Chapter Two: Motivation:

- **The Nature of Motivation**
- **Expectancy Theory**
  - Expectancy
  - Instrumentality
  - Valence
  - Bringing it all together

- **Need Theories**
  - Maslow's hierarchy of needs
  - Herzberg's motivator-hygiene theory
  - McClelland's needs for achievement, affiliation, and power
  - Other needs

- **Equity Theory**
  - Equity
  - Inequity
  - Ways to restore equity

- **Goal-Setting Theory**

- **Learning Theories**
  - Operant conditioning theory
  - Social learning theory

- **Pay and Motivation**
  - Basing merit pay on individual, group, or organizational performance
  - Salary increase or bonus?
  - Examples of merit pay plans

Chapter Three: Leading and Empowering Self and Others:

- **What is Leadership?**
  - Characteristics of effectives leaders
  - Self-Leadership

- **What is Empowerment?**
  - Why is Empowerment important?
  - Benefits of empowerment
  - Disadvantages or costs of empowerment
  - To empower or not to empower
  - Implementing empowerment

- **Self- Empowerment**

- **Empowerment through Effective Delegating**
  - Benefits of delegation

    o Challenges in delegating
    o Activities included in delegation
    o A process for effective delegation

Chapter Four: Managing Change and Culture:

- **Analyzing Management Skills**
  - o Applying management skills

- **Managing Change**
  - o Change as global issue
  - o Types of changes

- **The Change Process**
  - o Lewin's three-step model for change
  - o Resistance to change
  - o Leading change

- **Organizational Development**
  - o Diagnosis
  - o Change planning
  - o Intervention\Education
  - o Evaluation
  - o Managing innovation
  - o The learning organization

- **Managing Corporate Culture**
  - o Cultural forms of expression
  - o How does culture originate?
  - o Strong and weak corporate culture
  - o Identifying culture
  - o Changing culture

Chapter Five: Managing Conflict:

- **What is Conflict?**
- **Why is Conflict Management Important?**
- **Sources of Interpersonal Conflict**
  - o Limited resources
  - o Differences in goals and objectives
  - o Miscommunication differing attitude, values and perceptions
  - o Style differences

- **Conflict Management strategies**

- **Conflict Prevention Techniques**

Chapter Six: Time and Stress Management:

- **What are Time and Stress Management and Why are they Important**
  - Time management
  - Stress management

- **Why Is Management of Our Time and Our Response to Stress Important?**
- **Strategies for Time and Stress Management**
  - Time management strategies
  - Stress management issues

- **Types of Stress**
  - Responses to stress
  - Organizational responses to stress
  - How to manage stress

- **Overcoming Fear of Failure**

- **The Role of Emotional Intelligence**

Chapter Seven: Controlling Skills:

- **Analyzing Management Skills**
  - Applying management skills

- **Why Practice Management Control?**
- **Two Concerns of Control**
- **The Management Control Process**
  - Three requirements for control
  - Control tolerances
  - The control pyramid
  - How much control?
  - Where should control reside?

- **Types of Control**
  - Preliminary, concurrent, or postaction control?
  - Budgetary control
  - Financial controls
  - Direct observation
  - Written reports
  - Electronic monitors
  - Management information system
  - Audits
  - Break-Even chart
  - Time-Related charts and techniques

Chapter Eight: Operations Control:

- **Analyzing Management Skills**
    - o Applying management skills

- **Controlling Operations Costs**

- **Quality Management**
    - o Quality assurance
    - o Total quality management
    - o Other quality standards
    - o The Malcolm baldrige national quality award
    - o Types of quality control

- **Inventory Control**
    - o Just-in-Time inventory control
    - o Tracking inventory
    - o ABC classification system
    - o Safety stocks
    - o The order Quality
    - o Material requirements planning

Chapter Nine: Understanding Financial Information and Accounting;
- **The Importance of Financial Information**
    - o What is accounting?

- **Areas of Accounting**
    - o Managerial accounting
    - o Financial accounting
    - o Auditing
    - o Tax accounting
    - o Government and Not-for-Profit accounting

- **Accounting versus Bookkeeping**
    - o The six-step accounting cycle
    - o The impact of computers on accounting

- **Understanding Key Financial Statement**
    - o the fundamental accounting equation
    - o the balance sheet
    - o Assets
    - o Liabilities and owners' equity accounts
    - o The income statement revenue
    - o Cost of goods sold
    - o Operating expenses and net profit or loss
    - o The statements of cash flows
    - o The importance of cash flow analysis

- **Applying Accounting Knowledge in Business**

- **Analyzing financial statement s: Ratio Analysis**

  - Liquidity ratios
  - Leverage(debt) ratios
  - Profitability (performance) ratios
  - Activity ratios

Chapter Ten: Financial Management:

- **The Role of finance and financial Managers**
  - The importance of understanding finance

- **What id financial Management?**

- **Financial Planning**
  - Forecasting financial needs
  - Working with budgets process
  - Establishing financial controls

- **The Need for Operating Funds**
  - Managing day-by-day needs of the business
  - Controlling credit operations
  - Acquiring needed inventory
  - Making capital expenditures
  - Alternative sources of funds

- **Obtaining Short-Term Financing**
  - Trade credit
  - Promissory notes
  - Family and friends
  - Commercial banks and other financial institutions
  - Different forms of short-term loans
  - Factoring
  - Commercial paper

- **Obtaining Long-Term Financing**
  - Debt financing
  - Equity financing
  - Making decisions on using financial leverage

ATTENDANCE PARTICIPANT'S NAMES:

No.	Organization	Contact Person	Position
1	Jordan Society for Quality (JSQ)	Mr. Samer Moh'd Ajzaji	CEO
2	AmCham	Ms. Abeer Al-Refai	CEO
3	Architect Engineers Business Council (A&E)	Ms. Samar Kilani	Executive Manager
4	Jordan Federation for Business & Profession Women Association (JFBPW)	Ms. Rania Khatib	CEO
5	Business & Professional Women Association (BPWA)	Ms. Dana Shuqum	CEO
6		Ms. Dina Harby	Project Manager
7	Jordan Exporters & Producers of Fruits and Vegetables (JEPA)	Mr. Anwar Haddad	CEO
8	(Jordan Garment, Accessories, and Textile Exporters Association (JGATE)	Ms. Dana Bayyat	CEO
9	Jordan Tile and Stone Exporters Association (JoStone)	Ms. Reem Moh'd Omar	شركة التنقيب للصناعات الانشائية
10		Mr. Ismaeel Moh'd Al-Quza'a	شركة التنقيب للصناعات الانشائية
11	Jordan Computer Society (JCS)	Mr. Idrees Ta'any	Board Member
12	SABEQ	Ms. Wajd Safi	Institutional Transformation Specialist
13		Ms. Tulin Bakeer	PPD & O

TABLE (1): RESULTS FOR THE CM EXAMS PARTICIPANTS:

Table 1

No.	Attendance names	CM I Exam	CM II Exam	CM III Exam
1	Mr. Samer Moh'd Ajzaji	P	P	F
2	Ms. Abeer Al-Refai	P	P	NS
3	Ms. Samar Kilani	P	P	P
4	Ms. Rania Khatib	P	P	F
5	Ms. Dana Shuqum	P	P	P
6	Ms. Dina Harby	P	P	P
7	Mr. Anwar Haddad	P	P	F
8	Ms. Dana Bayyat	NS	P	F
9	Ms. Reem Moh'd Omar	P	NS	NS
10	Mr. Ismaeel Al-Quza'a	P	NS	NS
11	Mr. Idrees Ta'any	P	F	F
12	Ms. Wajd Safi	P	P	P
13	Ms. Tulin Bakeer.	P	NS	NR
P = Pass				
F = Fail				
NS = Not Show				
NR = Not Registered				

TABLE (2): SUMMARY RESULTS FOR THE CM EXAMS:

Table 2

CM Exams	Registered No.	Attendant No.	Passing No.	Passing Rate
CM I	12	12	12	100%
CM II	13	10	9	90%
CM III	12	9	4	44.4%

Regarding results in the tables above, participants who became certified Mangers are:

1. **Dana Shuqum**
2. **Wajd Safi**
3. **Dina Harby**
4. **Samar AL-Kilani**

Regarding to participants who did not pass/attend one of the exams there is a possibility to have a re-sit exam as the dates below:

- **Re-set for the First Module exam: Thursday 4th of September 2008 From 12:30 pm – 2:30pm.**
- **Re-set for second module exam: 12 of October 2008 from 3:00pm – 5:00pm.**
- **Re-set for third module exam: 19 of October 2008 from 3:00pm – 5:00pm.**

COURSE CRITIQUE:

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM (SABEQ)

Certified Manager Training 2008-008

Ayad Al-Ashram

Answering	Overall Trainer Evaluation									Training Material		Training Venue		
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
Very Good	90	80	50	80	90	90	80	70	50	40	50	20	20	40
Good	10	20	50	20	0	0	10	20	50	60	40	40	20	20
Satisfactory	0	0	0	0	10	10	10	10	0	0	10	20	20	0
Need Improvement	0	0	0	0	0	0	0	0	0	0	0	20	40	40
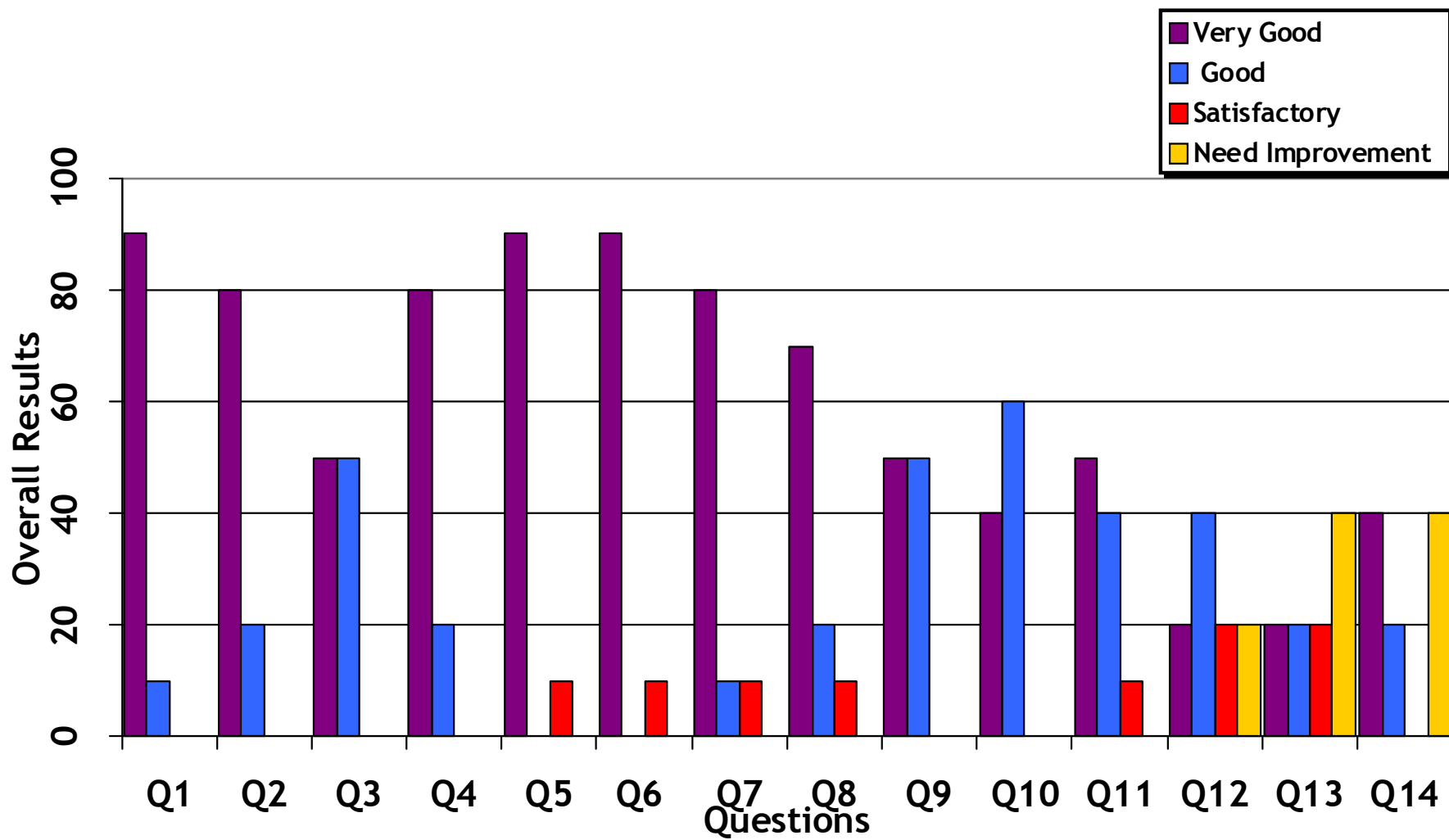
RECOMMENDATIONS:

During 9 training days, discussing management concepts and best management practices with participants. And also by discussing the nature of their job. We are under the impression of participants are dealing with projects and events most of the time.

We recommend project management training program as the next logical development step for distinguished participants especially who passed the three CM exams.

Because project management has been proven to be the best mechanism for achieving project outcomes efficiently and effectively. As projects become more complex, project managers need increasingly specialized skills to keep their projects on time and budget.

The program follows the Project Management Body of Knowledge (PMBOK) methodology and provides solid fundamental hands-on training to equip specialist in any discipline with the skills needed to manage a project.

APPENDIX I: TRAINING COURSE (POWERPOINT PRESENTATION)

APPENDIX II: EVALUATION FORMS (ENGLISH AND ARABIC)