

# AMERICAS EMPOWERMENT INSTITUTE

## “AEMPIN”

### Program Areas

- Leadership and Management
- Telecommunications
- Power and Electricity
- Oil and Gas
- Finance
- Mini - MBAs
- Certified Utility Mgr. Specialist
- Certified Telecoms Mgr. Specialist
- Certified Regulation Mgr. Specialist
- Certified Public Procurement Specialist



## 2023 EXECUTIVE EDUCATION PROGRAM

Houston, Texas USA

[www.aempin.org](http://www.aempin.org)



# PDH

PROFESSIONAL DEVELOPMENT HOURS



Dr. Cici Brown, President

## WELCOME TO AEMPIN

For over Twenty years Americas Empowerment Institute "AEMPIN" has continuously developed its efficiency and augmented its resources. In doing so, it has become a leading project management, telecommunications, finance, procurement, public governance and sustainable development training firm.

In addition to our headquarters in Houston, Texas USA, AEMPIN operates a network of training centers around the world in London (UK), Dubai (UAE) and Madrid (Spain). Yearly we welcome over 1000 delegates from public and private sectors. The outstanding proficiency of our team of permanent consultants in conjunction with our administrative staff, guarantees a highly professional training and a reliable assistance during your stay.

Moreover, drawing on our experience and reputation, we are proud of having developed in cooperation with Texas Southern University College of Continuing Education, four Professional Certification Programs for qualified individuals: Certified Telecoms Managerial Specialist, Certified Utility Managerial Specialist, Certified Procurement Specialist and Certified Regulation Managerial Specialist.

AEMPIN is more than a training and consulting school. We are a capacity building institute. We take enormous pride in our ability to deliver practical results for our clients. I encourage you to browse through our website [www.aempin.org](http://www.aempin.org) and learn more about AEMPIN. Please contact us.

## ABOUT AEMPIN



Americas Empowerment Institute (AEMPIN) is a world leading capacity building firm with over Twenty years' experience in providing specialized and highly rated training in the areas of information technology, architecture, law, governance, public procurement, leadership & management, finance, regulation, utility and telecommunications. AEMPIN has trained over 30,000 officials from 53 countries across the globe.

## ACCREDITATION

Americas Empowerment Institute is approved and accredited by Career Schools and Colleges of the Texas Workforce Commission. Career Schools and Colleges has statutory responsibilities in Texas regarding non-public, post secondary, educational institutions. Career Schools and Colleges are regulated under Title 3, Texas Education Code, chapter 132, and Title 40, Texas Administrative Course, Chapter 807. For more information contact: Career Schools and Colleges 101 E. 15th Street, Austin, TX 78778 or call 512-936-3100.

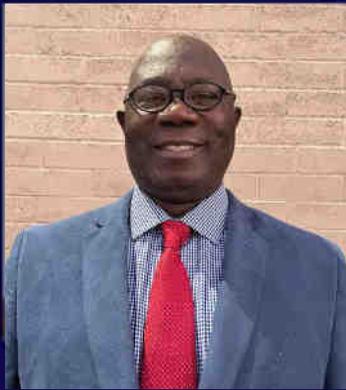


Texas Southern University (TSU) is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate, masters, and doctorate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Texas Southern University.

AEMPIN and TSU are responsible for the overall management and administration of each professional certification program, including participant enrolment and counselling, development and maintenance of quality standards, and individual course approval. To date, over 160 professionals have completed certification with over 119 more slated over the next two years.

AEMPIN is registered with NASBA as a sponsor of CPE





Nelson Ilodigwe, Ph.D.  
Executive Director



Glen Woods, Ph.D.  
Global Initiative Director



Professor Wythel Price  
Program Chair and Lead Faculty

## AEMPIN employs leading faculty and staff

Dr. Ilodigwe is responsible for strategic planning and global management of the firm. His primary role is to oversee the day-to-day implementation of the corporate strategic plan. In addition to his corporate management, Dr. Ilodigwe has over twenty-five years' experience designing, directing, and teaching executive training courses and workshops in private sector development, small business development, government policy, non-profit management, international business, and technology innovation. He has personally designed curriculum for, and taught in over 230 workshops, with durations of one to four weeks. He has trained more than 19,000 participants from 53 countries worldwide. Dr. Ilodigwe, a versed international development expert in capacity-building and policy advisory, was Senior Manager Democracy Program at Jimmy Carter Center and ex-Director of Africa and Middle East Project at Clinton Global Initiative. Dr. Ilodigwe received his B.A. in Political Science and M.P.A. in Public Administration from the Texas Southern University and Doctorate of Philosophy in Management and Organizations from the University of California at Los Angeles (UCLA).

Dr. Glen Woods is the Global Initiative Director. He leads capacity building and consulting efforts at the Americas Empowerment Institute, focused on developing countries and emerging economies. He brings over 25 years of experience in the public sector, focusing on government regulations, public utilities, and telecommunications where he led the business development and relationship building across all infrastructure sectors, including power and energy. Mr. Woods brings with him an intimate knowledge of public sector governance in the United States and Australia, innovative financing programs of the U.S. federal government, and an understanding of political decision making, international project finance, economics, strategic planning, and business negotiations and communications. During his career, he has advised on numerous utilities in the U.S and Canada. He has a Master of Arts in International Economics from the Georgetown University, Washington, D.C, and a Doctor of Philosophy in Information Technology and International Relations from Stanford University.

Professor Wythel Price is Program Chair and Lead Faculty at Americas Empowerment (AEMPIN). Under the direction of the Executive Director, she is responsible for developing and maintaining the quality and effectiveness of program curriculums. She works with faculty to promote continuous improvement of the quality of instruction and develops recommendations regarding scheduling, resource allocation, course delivery and instructional program planning. She received her Master of Arts in Organizational Management from the University of Phoenix in Phoenix, Arizona. Throughout her 30-year management career, she has received numerous IT certifications in Network Implementation and Project Management. She has had successful careers in Sales, Implementation and Call Center Management with AT&T and Xerox Corporations. In addition, she has served as a trainer for United Airlines during the Continental/United merger, call center trainer for the Methodist Hospital Nurse Triage Unit and was a Customer Care Manager with Continental Airlines. She served as the former president of AT&T's Community Network serving more than 15,000 minority employees and has been an editor for two major publications.



Advancing empowerment through capacity building

## *"AEMPIN FACULTY AND INSTRUCTORS"*

- ◆ Richard "Dick" Burns, MBA, Telecommunications and Regulation
- ◆ Kelly O. Price, II—MBA
- ◆ Edward McLaurin, AA, Telecommunications and Training Specialist
- ◆ Debra Lockett, PMP Certification, Project Management and Telecommunications
- ◆ Jan Ferrell, Telecommunications; Certified Instructor/ Facilitator
- ◆ Barbara Wilson, Telecommunications; Certified Instructor/Facilitator
- ◆ Mila Gayao, HR Specialist
- ◆ Shirley Crews – Taylor, Management Consultant and OD Professional Licensed Executive Coach
- ◆ Dr. Anthony Rodriguez , Texas Southern University
- ◆ Ambrose Okorie, PhD, PMP, IT Project Management,
- ◆ Lanny G. Chasteen, PhD, CPA (Retired), Professor Emeritus of Accounting, Oklahoma State University
- ◆ Nandini Gupta, PhD, Associate Professor of Finance, Kelley School of Business, Indiana University

Building Capacity to foster economic development and upward mobility, while promoting and supporting strong governance through emerging trends and global best practices.



Mr. Landen brings strong ICT service and military background with experience teaching many cultures and securing the US Army's communications systems and collecting information from human sources. He received his Master of Science in Information Systems Security from South University. Currently, he specializes in information systems technologies including telecommunications regulations and developments. He brings particular expertise in information systems security, including methods for attacking and securing information systems.

## SITE VISIT OPPORTUNITIES:

- ◆ City of Houston Government Offices
- ◆ State of Texas, Public Utility Commission
- ◆ State of Texas Capitol Building at Austin
- ◆ Space Center Houston at NASA
- ◆ Sea World—San Antonio, TX
- ◆ Houston Livestock Show & Rodeo
- ◆ Houston Galleria
- ◆ Galveston Island Pleasure Pier
- ◆ Kemah Boardwalk
- ◆ Downtown
- ◆ AT&T Center
- ◆ Aquarium
- ◆ Houston Zoo

Americas Empowerment Institute "AEMPIN"  
OPERATION:

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HOURS OF

MONDAY—FRIDAY  
8 AM—5 PM (CST)



TSU

TEXAS SOUTHERN UNIVERSITY

# Certified Telecoms Managerial Specialist

Location: Houston, Texas USA

CEUs: 24.0

Professional credentials assure customers, organizations leadership and business associations, that they are working with people who are knowledge-able and possess current competencies in their respective industries. Participants will receive a “stamp of excellence” which represents their ability, aptitude and distinction among their peers.



## Benefits for Participants

- Opportunity to receive valuable training in a quality learning environment
- Develop lifelong learning habits and a wide range of skills making them more marketable
- Obtain recognition for their achievements, talent and hard work
- Provides a building block for those who wish to advance their education and professional development.

## Benefits for Employers

- Helps to build a more talented staff
- Aids in employee motivation and creating a positive and professional work environment
- Helps to identify those employees that want to succeed and aids in succession planning.

## Target Audience

- Telecommunications managers and personnel involved in telecoms regulation and policy-making
- Telecommunications senior official in any department
- looking to complement their skill-set by gaining a good understanding of telecommunications regulation

## Overview

The Certified Telecoms Managerial Specialist Program was designed to transform participants into subject matter experts in the field of Telecommunications by further developing the core knowledge, skills and abilities that telecommunications professionals require. Our goal is to use knowledge management and global best practices to give industry leaders, managers, and government officials that are responsible for the telecommunications process, the confidence to direct teams to achieve the organization's business goals through use of key telecoms concepts, principles and policies to which ICT authorities are expected to adhere. We will do this by bringing forth various issues that dominate telecommunications, as we identify the potential challenges, evaluate various telecommunications processes, and recommend strategic techniques and tactical methods, that are internationally accepted standards and procedures.

## Course Objective

The objective of this course is to enable telecommunications professionals to effectively understand and overcome governance issues, manage ethical issues and anticipate disruptive change while working towards the creation of transformational change in order to influence the future of the organizations, companies and communities in today's telecommunications environments. It focuses on fourteen telecommunications best practices which offer a proven methodology that enables effective telecommunications management. The course includes discussion and analysis of the key issues and tools available to ensure a fair and equitable telecom environment.

## Objectives

- Obtain a sound understanding of the global and competitive telecommunications environment and its impact on the activities of a regulator
  - Understand the key principles of regulation including competition policy and licensing and the role and responsibilities of the regulator in these areas
  - Understand the role and responsibilities of the regulator with respect to interconnection and tariffs
  - the regulatory issues represented by scarce resources including numbering and spectrum management
  - Understand important dispute resolution mechanisms and the role of the regulator in settling disputes
  - Gain an understanding of the tools available to deal with the regulatory challenges of today's world
- Overall our objective is to ensure participants gain an educational advantage and a greater satisfaction through increased learning in acquiring a more professional approach to their work.

### **The Certified Telecoms Managerial Specialist Course Outline Includes the Following topics:**

- Overall Picture of the Global and Competitive Telecommunications Environment
- Regulation.
- »» Experiential Exercise: The Regulatory Strategy Checklist
  - The Regulator
  - Competition policy and Safeguards Price Regulations
  - Licenses
- »» Experiential Exercise: Review and Discussions: Typical Steps in a Competitive Licensing Process
  - Network Access and Interconnections
  - Local Loop Unbundling (LLU)
  - Voice Over Internet Protocol (VoIP)
  - Cost and Cost Modelling
  - Order Management Process and Resource Required
  - Protecting Consumers
- »» Experiential Exercise: Comprehensive Planning Approach: The three Phase Customer Experience Improvement Framework
  - Management Competencies: Staffing and Training
  - Universal Service and Universal Access
  - Next Generation Network Policy and Regulation
  - Oral Presentation
  - Developing a Telecommunication Strategic Plan.
  -

### **This Course requires Two (2) prerequisites to be chosen from the following:**

- Call Centre Management: Customer Service and Workforce Operations Certificate.
- Strategic Fundamentals of Telecommunications
- Strategic Operational Strategies for Telecom Executives
- Telecoms Code of Practice Regulators
- Next Generation Networks
- Global Telecoms Outlook 2021
- Telecoms Officers Competency Building and Sustainability Techniques
- Next Generation Challenges & Opportunities for Telecoms Officers Skills Development
- Regulatory Compliance Monitoring and Enforcement in Telecoms
- New Trends in ICT Consumer Education, Protection, Responsibility, Stakeholder Rights and Conflict Resolution.
- Human Capital Management challenges and Corporate Sustainability Techniques
- Emerging Trends in Telecommunications
- Economics of Regulation
- Regulating Telecoms Quality of Service: Planning, Compliance, Monitoring and Enforcement
- Effective Leadership and Communications Management in Public Sector
- Regulatory Challenges and Opportunities of Value-Added Service
- Global Best Practices of Auditing Telecommunications Companies
- Effective Project Management in Telecommunications
- Global Management, Leadership and Risk Assessment Strategies
- Effective Leadership and Communications Management in Public sector
- Entrepreneurial Techniques for Managing Government Organizations and State-Owned Enterprises,
- Global Best Practices in Managerial Excellence
- Regulating and Monitoring Public-Private Partnership
- Strategic Thinking, Planning and Risk Management in the Public Sector
- ICT Governance: Building Capacity and Sustainability

- Effective Techniques for the Performance Management Process (PMP)
- International Best Practices in Project Planning, Monitoring, and Evaluation
- Human Capital Management Challenges and Corporate Sustainability Techniques
- Business Essentials for Utility Engineers: Understanding and Influencing Finance Decision-Making
- Emerging Telecoms Regulations Essentials
- Best Practices for Regulation, Security and Effective Management of Mobile Money in Developing Countries
- International Best Practices in Managing Mobile Number Portability (MNP)
- Global Trends in Competition and Pricing Issues in Telecommunications
- Next Generation Challenges & Opportunities for Telecoms Officers Skills Development
- Essential Trends for Universal Service Provision Fund (USPF) Projects
- Best Practices in Monitoring and Evaluating of Development Assistance Projects: New Techniques for Independent Monitors and NGOs

## **Certified Utility Managerial Specialist**

**Location: Houston, Texas USA**

**CEUs: 24.0**

### **Overview**

The Certified Utility Managerial Specialist Program was designed to enhance the knowledge, professionalism, industry standing and effectiveness of mid and senior-level utility managers interested in improving their management communications, leadership skills and overall value to the public and communities they serve. The core competencies, knowledge gained and demonstrated understanding of the information, will prepare utility managers for success in all utility related industries as well as lead to increased confidence by the utility managers and the utility governing bodies. The program will set the standard for which to advertise, hire, and compensate employees. Thus, leading to better utility management which will benefit, improve, and further the industry. Our goal is to provide a highly interactive and integrative professional development program by using knowledge management and global best practices. Providing industry leaders, managers, and government officials that are responsible for utility management, the confidence to direct teams to achieve the organization's business goals through use of key managerial concepts, and the principles and policies to which leaders are expected to adhere. We will do this by bringing forth various issues that dominate managers in the utility industry as we identify the potential challenges and coach participants on the development of strategic techniques and tactical methods through utilization of presentations, case studies, and experiential exercises designed to engage leaders and deepen their learning. a proven methodology that enables effective public utility management.

### **Benefits for Participants**

- Opportunity to receive valuable training in a quality learning environment
- Develop lifelong learning habits and a wide range of skills making them more marketable
- Obtain recognition for their achievements, talent and hard work
- Provides a building block for those who wish to advance their education and professional development

### **Benefits for Employers**

- Helps to build a more talented staff
- Aids in employee motivation and creating a positive and professional work environment
- Helps to identify those employees that want to succeed and aids in succession planning

### **Target Audience**

- Directors, Sr Level Managers and Key Staff in Utility Management
- Managers of Regulatory Agencies and Commissions
- Executives and Policy Makers in Human resources and Capital Management
- Directors and Managers in Human Resources and Capital Management
- Directors and Managers of Strategic Planning and Contract Management
- Industry leaders in utility firms, consumer groups and government

### **Course Objective**

The objective of this course is to enable utility management professionals to effectively understand management theories and related management competencies, implement best practices in HR management, overcome governance.

issues, manage ethical issues and anticipate disruptive change while working towards the creation of transformational change in order to influence the future of the Organizations, companies and communities impacted by the utility industries. It focuses on 10 Leadership and Public Utility Management best practices and Key concepts which offer a proven methodology that enables effective public utility management.

#### **Objectives:**

- Introduction: The Leader's Role in the Utility Industry Environment
- Management Theories and Skills as applied to the Utility Industry.
- Strategic Planning and Design Making.
- Human Resources Management Global Best Practices
- Effective Operational Practices.
- Managing Regulations and Stakeholders.
- Risk Management in the Utility Industry
- Responding to threats and Competition in the Industry
- Information technology and technological implications in the Industry
- Accessing Leadership skills and Competencies 360 Access Leadership Assessment.

### **The Certified Utility Managerial Specialist Course**

#### **Outline includes the following topics:**

- Introduction: The leader's role in the Utility Industry environment
- »» Experimental exercises: Leadership Competencies Self-Assessment
- »» Critical thinking: The Six types of Socratic questions
- Management Theories and Skills as applied to the Utility industry
- Strategic Planning and Decision Making
- »» Case Study: Using the STARR method to face and resolve challenging issues
- (Strategic thinking: Actions, Responsibilities, Results, and Success)
- Human Resources Management Global Best Practices
- Effective Operational Practices
- »» Case Study: 5 Layers of Quality in Operations
- Managing Regulations and Stakeholders
- Risk Management in the Utility Industry
- Experiential Exercise: Using an existing Risk assessment Tool, Model, or Guidance Document
- Responding to Threats and Competition in the Industry
- Information Technology and Technological implications in the Industry
- »» Part I: Assessment Leadership Skills and Competencies in the Industry
- »» Part II: Oral Presentation.

#### **This Course requires Two (2) prerequisites to be chosen from the following:**

- Call Center Management: Customer Service and Workforce Operation certificate
- Key Technique for Utility Regulators
- Entrepreneurial techniques for Managing Government organizations and State-owned Enterprises
- Business Essentials for Utility Engineers: Understanding and Influencing Finance and decision-Making.
- Effective Leadership and Communications Management in Public Sector.
- Global Management, Leadership and Risk Assessment Strategies.
- Entrepreneurial Techniques for Managing Government Organizations and State-owned Enterprises.
- Global Best Practices in Managerial Excellence.
- Strategic Thinking, Planning and risk Management in the Public Sector
- ICT Governance: Building Capacity and Sustainability.

- Regulating and Monitoring Public-Private Partnership
- Effective Leadership and Communications Management in Public Sector
- Effective Techniques for the Performance Management Process (PMP)
- International Best Practices in Project Planning, Monitoring, and Evaluation
- Human Capital Management Challenges and Corporate Sustainability Techniques –

#### Online

- Best Practices in Contract Management and Compliance
- Best Practices for Regulation, Security and Effective Management of Mobile Money

#### in Developing Countries

- Regulatory Challenges and Opportunities of Value-Added Service
- Essential Trends for Universal Service Provision Fund (USPF) Projects
- Best Practices in Monitoring and Evaluating of Development Assistance Projects:
- New Techniques for Independent Monitors and NGOs

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

## Certified Regulation Managerial Specialist

Location: Houston, Texas USA

CEU's 24

Professional credentials assure customers, organizations leadership and business associations, that they are working with people who are knowledgeable and possess current competencies in their respective industries. Participants will receive a stamp of excellence” which represents their ability, aptitude and distinction among their peers.

#### Benefits for Participants

- Opportunity to receive valuable training in a quality learning environment
- Develop lifelong learning habits and a wide range of skills making them more marketable
- Obtain recognition for their achievements, talent, and hard work
- Provides a building block for those who wish to advance their education and professional development

#### Benefits for Employers

- Helps to build a more talented staff
- Aids in employee motivation and creating a positive and professional workplace
- Helps to identify those employees that want to succeed and aids in successful planning

#### Target Audience

- Directors, Sr. Level Managers and Key Staff in Utility Management
- Managers of Regulatory Agencies and Commissions
- Executives and Policy makers in Human Resources and Capital Management
- Directors and Managers of Training and Development in Utility Management
- Directors and Managers of Strategic Planning and Contract Management
- Industry Leaders in Utility firms, Consumer groups and government



## Overview

The Certified Regulation Managerial Specialist Program was designed to enhance the knowledge, professionalism, industry standing and effectiveness of mid and senior-level regulation managers interested in improving their management communications, leadership skills and overall value to the public and communities they serve. The core competencies, knowledge gained and demonstrated understanding of the information will prepare regulation managers for success in all government regulated industries as well as lead to increased confidence by the regulation managers and the regulatory agencies they support. The program will set the standard for which to advertise, hire and compensate employees, leading to better regulation management which will benefit, improve, and further the effective governance of the industry they regulate.



Our goal is to provide a highly interactive and integrative professional development program by using knowledge management and global best practices to give leaders, managers, and government officials that are responsible for regulation management, the confidence to direct teams to achieve the organization's business goals through use of key managerial concepts, and the principles and policies to which leaders are expected to adhere. We will do this by bringing forth various issues that dominate managers in the regulatory industry as we identify the potential challenges and coach participants on the development of strategic techniques and tactical methods through utilization of presentations, case studies, and experiential exercises designed to engage leaders and deepen their learning.

### Course Objective

The objective of this course is to enable regulation management professionals to effectively understand management theories and related management competencies, implement best practices in HR management, overcome governance issues, manage ethical issues and anticipate disruptive change while working towards the creation of transformational change in order to influence the future of the organizations, companies, and communities impacted by industries which they regulate. It focuses on leadership and competency models and management best practices and key concepts which offer a proven methodology that enables effective regulation management.

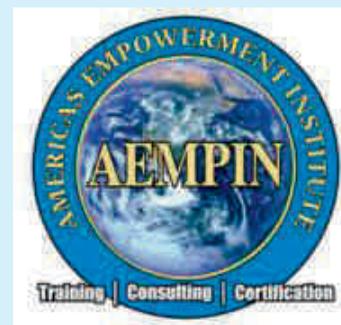
### Objectives and Topics:

- Introduction: The Leader's Role in the Regulatory Environment
- Experiential Exercises: Leadership Work -Styles and Values Self-Assessment
- Management Theories and Skills and Effective Application
- Experiential Exercises: Emotional Intelligence Self-Assessment and Development Plan
- Strategic Planning and Decision Making
- Human Resource Management Global Best Practices
- Regulatory Relationship Management
  - Case Study: Using the STARR method to face and resolve challenging issues, (Strategic Management-Base Regulation
- Management Based Regulation
- Risk Management in the Regulatory Industry
- Managing Threats and Competition Within Regulated Industries
- Information Technology and Regulated Industries
- Information Technology and Regulating Rulemaking
  - Part I: Assessing Leadership Skills and Competition within Regulated Industries
  - Part II: Oral Presentation
- Assessing Leadership Skills and Competencies- 360 Access Leadership Assessment and Oral Presentation.



**This Course requires Two (2) prerequisites to be chosen from the following:**

- Call Center Management: Customer Service and Workforce Operation Certificate
- Cost of Service Studies and Rate Design: Effective Implementation and Monitoring
- Essential Management Competencies for Regulation Managers
- Economics of Regulation
- Regulatory Challenges & Opportunities of Value-Added Service
- Regulating and Monitoring Public-Private Partnership
- Global Management, Leadership and Risk Assessment Strategies.
- Entrepreneurial techniques for Managing Government organizations and State-owned Enterprises
- Global Best Practices in Managerial Excellence.
- Effective Leadership and Communications Management in Public Sector.
- Business Essentials for Utility Engineers: Understanding and Influencing Finance and Decision-Making.
- Strategic Thinking, Planning and risk Management in the Public Sector
- ICT Governance: Building Capacity and Sustainability.
- International Best Practices in Project Planning, Monitoring and Evaluation
- Human Capital Management Challenges and Corporate Sustainability Techniques
- Best Practices in Contract Management and Compliance
- Best Practices for Regulation, Security and Effective Management of Mobile Money in Developing Countries
- Key techniques for Utility Regulators
- Regulating and Monitoring Public-Private Partnership
- International Best Practices in Managing Mobile Number Portability (MNP)
- Regulatory Challenges and Opportunities of Value-Added Service
- Essential Trends for Universal Service Provision Fund (USPF) Projects
- Best Practices in Monitoring and Evaluating of Development Assistance Projects: New Techniques for Independent Monitors and NGO



## **Certified Public Procurement Specialist**

**Location: Houston, Texas USA**

**CEU's 24**

Professional credentials assure customers, organizations leadership and business associations, that they are working with people who are knowledgeable and possess current competencies in their respective industries. Participants will receive a “stamp of excellence” which represents their ability, aptitude and distinction among their peers.

### **Benefits for Participants**

- Opportunity to receive valuable training in a quality learning environment
- Develop lifelong learning habits and a wide range of skills making them more marketable
- Obtain recognition for their achievements, talent, and hard work
- Provides a building block for those who wish to advance their education and professional development

## Benefits for Employers

- Helps to build a more talented staff
- Aids in employee motivation and creating a positive and professional workplace
- Helps to identify those employees that want to succeed and aids in successful planning

## Target Audience

- Directors, Sr. Level Managers and Key Staff in Public Management
- Managers of Regulatory Agencies and Commissions
- Executives and Policy makers from public and private enterprises
- Directors and Managers of Training and Development in Public Procurement
- Directors and Managers of Strategic Planning and Contract Management
- Industry Leaders in Telecommunications, Finance, Banking, Utility firms, Consumer Groups and Government



## Overview

The Certified Public Procurement Specialist Program was designed to transform participants into subject matter experts in the field of public procurement by further developing the core knowledge, skills, and abilities that public procurement professionals require. Our goal is to use knowledge management and global best practices to give industry leaders, managers and government officials who are responsible for the procurement process, the confidence to direct teams to achieve the organizations' s business goals through use of key procurement concepts, principles and policies to which contracting authorities are expected to adhere. We will do this by bringing forth various issue that dominate public procurement as we identify the potential challenges, evaluate various procurement processes, recommend strategic techniques, and tactical methods that are intentionally accepted standards and procedures.

## Course Objective

The objective of this course is to enable public procurement professionals to effectively understand and overcome governance issues, manage ethical issues and anticipate disruptive changes while working towards the creation of transformational change in order to influence the future of the organizations, companies, and communities in today's public procurement environments. It focuses on seven public procurement best practices which offer a proven methodology that enables effective public procurement management.

## Objectives

1. The Public Procurement System: policy Making, Regulations, and Procurement Function Operations
2. Public Procurement Approaches: Public—Private Partnerships, Outsourcing and Privatization
3. E-Procurement: Development and Deployment of Systems, Standards, and Policies, Legal Aspects, and Techniques
4. Contract Design, Management, Implementation and Compliance
5. Defining Specific Standards for Corporate Governance
6. The Role of Public - Private Partnership in Public Procurement
7. Developing a Public Procurement Strategic Action Plan

## The Certified Public Procurement Specialist Course Outline and Topics

Introduction: Overview of Public Procurement

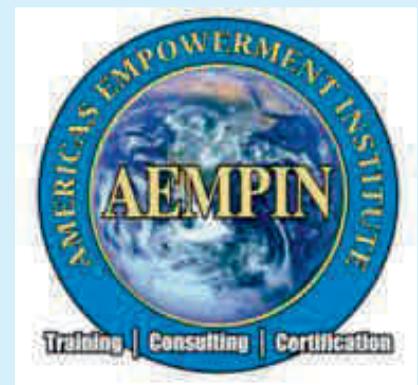
- Case Study: Applying Procurement Procedures
- Approaches to Public Procurement
- E-Procurement
- Case Study Innovation in Procurement through Government e-Procurement Systems (GePS)
- Contract Design and Implementation
- Contract Compliance and Corporate Governance Rules and Procedures
- Case Study Complying with Procurement Rules
- Monitoring and Reporting to Meet Legal and Financial Responsibilities
- Managing Contract and Performance Dispute and Failures
- The Case Study: How to Identify and Prevent Corruption in Public Procurement
- The Role of Public-Private Partnerships in Public Procurement
- Developing a Procurement Plan
- Part I: Comprehensive Public Procurement Strategic Action Plan
- Part II: Comprehensive Essay Examination

**This Course requires Two (2) prerequisites to be chosen from the following:**

- Effective Leadership and Communications Management in Public Sector.
- Integral management Competencies in Public Procurement
- Best Practices in E-Procurement
- Essentials in Project Finance
- Essentials in Public Procurement, Concepts, Contracts and Practices.
- Global Management, Leadership and Risk Assessment Strategies.
- Human Capital Management Challenges and Corporate Sustainability Techniques
- Entrepreneurial techniques for Managing Government organizations and State-owned Enterprises
- Global Best Practices in Managerial Excellence.
- Effective Negotiation and Conflict Resolution Skills in the Public Sector
- Regulating and Monitoring Public-Private Partnership
- Human Capital Management Challenges and Corporate Sustainability Techniques
- Strategic Thinking, Planning and risk Management in the Public Sector
- ICT Governance: Building Capacity and Sustainability.
- Effective Techniques for the Performance Management Process (PMP)
- International Best Practices in Project Planning, Monitoring and Evaluation
- Business Essentials for Utility Engineers: Understanding and Influencing Finance and Decision-Making.
- Best Practices in Contract Management and Compliance
- Corporate Financial Analysis, Planning and Controlling Budget
- Best Practices for Regulation, Security and Effective Management of Mobile Money in Developing Countries
- Best Practices in Monitoring and Evaluating of Development Assistance Projects: New Techniques for Independent Monitors and NGOs

**ADVANTAGES OF AEMPIN**

**Participants receive free entry visa assistance, tablet, meal allowance, Wi-Fi, local transportation, site visits, certificate of completion and a world class experience in Houston, Texas USA!**



# **2023 EXECUTIVE COURSE SUMMARY**



## **01 - Data Protection and Trust. 6.0 CEUs**

Location and Date:

Houston, TX USA: Mar 13-17, Apr 10-14

Dubai, UAE: May 22-26

### **Course Overview**

Data are sometimes described as the “oil of the digital economy” while their use in the digital economy is sometimes referred to as “surveillance capitalism.” While the former has relatively benign connotations, the latter directly provokes concerns about the use of personal data. This course focuses on regulatory aspects of data with an emphasis on personal data.

### **Course Objective**

- The objective of this course is to examine the nature of data protection regimes, focusing particularly on its regulatory aspects – a feature that results in interesting similarities with the telecommunication sector.
- It examines the extent to which emerging technology and services should, and could, be impacted, as well as the controls over the cross-border flow of personal data and the resultant trade implications.
- Data protection and privacy concerns particularly overlap when considering the need for special rules to govern our communication activities.
- The complex intersection between data protection and information security is also examined.
- Finally, some key considerations for regulators are offered.

### **Course Outline**

- Data Protection Regimes
- Regulatory Authorities
- Technologies and Services
- Transfers and trade implications
- Communications Policies
- Data Protection and information Security
- The ITU Guidelines on Child Online Protection
- Enhancing the Protection and Cyber-Resilience of Critical information infrastructure

### **Target Audience**

This course is for Relevant Staff, Principal Managers, Senior Managers, Assistant Directors, Deputy Directors, and Director

**Tuition: \$4,000**

**Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).**

## 02- Emerging Technologies. 6.0 CEUs

Location and Date:

Houston, Texas USA: Mar 27-31, Jul 3-7, Nov 20-24

Dubai, UAE: May 8-12

### Course Overview

The digitization of societies and economies is continuously generating record amounts of data. Digitization is driven by increased and faster connectivity of people and things. Fibre to the home (FTTx) and fast mobile networks provide the opportunity to engage in digital activities, and social media and user-generated content provide the motivation for it. At the same time, more objects become “smart”, i.e. connected to the Internet to receive and send data. As a result of the explosion of data, new technologies have evolved that help to sift through data and derive value from combining and analyzing large data sets. These technologies are often described in umbrella terms such as artificial intelligence (AI) and big data.

The new technologies require ICT regulators to reconsider the tools they deploy to facilitate fair competition in the ICT sector and protect consumers. New technologies also pose legal, ethical, and macroeconomic challenges. Central banks, consumer protection agencies, competition commissions, and ICT regulators scramble to assess the implications for their fields of responsibility. The implication is that roles of sector-specific regulators such as for the ICT sector, water, electricity, and banking, and subject-specific regulators such as a consumer protection agency or the competition commission may need to be redrawn and, in some cases, more specialized regulators may need to be established.

### Course Objective

- The objective of this course is to discuss the general trend in redefining the roles of the various regulatory authorities in response to cloud computing, AI, blockchain, big data, and the Internet of Things (IoT).
- While the desired outcomes – fair competition, consumer protection and economic development – remain the same, the approaches to achieve them are changing across time and differ between countries.
- This course aims to provide a framework to identify a suitable regulatory approach in response to arising technologies. The next section explains selected technologies in the context of the Internet value chain and evolving ICT sector business models. The last section discusses the evolving regulatory environment and options for allocating regulatory responsibilities to sectoral and/or functional regulators.

### Course Outline

- Evolving technologies
- The evolving Internet value chain
- The evolving business models in ICT sector
- Emerging technologies (AI) challenges and principles of regulation

### Target Audience

This course is for Relevant Staff, Officers, Principal Managers, Senior Managers, Managers, and Deputy Managers

**Tuition: \$4,000**

## **03-Mastering Telecommunication Regulation. 6.0 CEUs**

Location and Date:

Houston, TX USA: Jun 5-9, Nov 6-10

Paris, France: Sep 4-8

Dubai, UAE: Oct 9-13

### **Course Overview**

This course is designed as an introduction to telecommunications regulation for staff development. It explores A-Z elements for best practice regulation. The last decade of the 20th Century saw unprecedented changes in the global telecommunications industry. Numerous state-owned telecommunications operators were privatized, and a wave of pro-competitive and deregulatory tele-communications policies swept the world. New market-based approaches to the supply of telecommunications services were introduced in scores of countries. The focus is on mastering telecommunications regulatory principle and governance.

### **Course Objective**

- The objective of this course is to explore the telecommunications regulation from A-Z
- Demonstrated need to regulate
- The most efficient measures selected to meet the specific regulatory objectives

### **Course Outline**

- Review of why regulating telecommunications
- Expansion of telecommunications regulation
- Understanding the principles of effective regulation
- Liberalization of telecommunications markets
- Serving customers better
- Telecommunications networks, and to introduce new services
- Growth of the Internet and the introduction of many new service providers
- Growth of mobile and other wireless services
- Introduced new service providers to tele- communications markets
- Development of international trade in telecommunication services

### **Target Audience**

This course is for Relevant Staff, Principal Managers, Senior Managers, Managers, Deputy Managers, and Officers

**Tuition: \$4,000**

## 04 – Cybersecurity: Using Data Science as a Game Changer. 6.0 CEUs

Location and Date:

Houston, TX USA: Jun 5-9, Nov 6-10

Dubai, UAE: Sep 4-8

### Course Overview

The global cybersecurity landscape is expanding and changing rapidly. Organizations large and small are responding to heightened risk as traditional security methods give way to the emergence of real-time identity authentication methods.

According to Mordor Intelligence, the cybersecurity market is expected to be worth \$352.25 billion by 2026, with an annual growth rate of 14.5%. Accenture polling indicates that 68% of business leaders feel their cybersecurity risks are increasing.

However, the low level of existing protection may be even more concerning—on average, only 5% of companies are properly protected (Varonis). A key element in the cybersecurity toolbox is the strategic understanding of the role of data science in increasing cybersecurity resiliency at an enterprise level. Leaders can harness data science methods to manage cyber risk to improve and, in some cases, create new control capabilities to achieve cybersecurity resilience.

### Course Objective

- Advice on cutting-edge strategies necessary to advance your career in cybersecurity.
- Skill to understand the correlation between data science and Cybersecurity risk at an enterprise level.
- Insight on how traditional methods are transitioning into more sophisticated cybersecurity systems using data science methods.
- Knowledge on new and emerging systems.
- Insight in identifying and analyzing patterns for deviations and threats.
- Skills to develop innovative practices to attract, retrain, and retain talented cybersecurity personnel.

### Course Outline

- Learn how to improve your organizations' preparedness and response against cyberattacks and grow your careers as leaders in robust cybersecurity strategies.
- Gain an overall understanding of how data science and cybersecurity work together to create quality data inputs that result in effective key performance indicators (KPIs).
- Learn how using data science methods enhances the resilience of cybersecurity at the enterprise level.
- Learn to collaborate with cybersecurity and data science professionals to create new control capabilities to achieve cybersecurity resilience.
- Learn how to hire and develop talent in these practices at the enterprise level.

### Target Audience

This course was designed to provide relevant staff, officers, deputy, Managers, managers, mid-level cybersecurity and data science professionals with a strategic understanding of how data science can be used to manage cyber risk, positioning them for career progression as cybersecurity specialists.

**Tuition: \$4,000**

## **05- Global Regulatory Governance & Independence. 6.0 CEUs**

Location and Date:

Houston, TX USA: Jun 5-9, Nov 6-10

Dubai, UAE: Sep 4-8

CEUs: 6.0

### **Course Overview**

This course is designed as the regulatory framework, the regulatory governance and independence of the institution, as key elements for effective regulation. Today, regulators and policymakers face multiple challenges: they must address the traditional aspects of information and communication technologies (ICTs) and assess their appropriate roles in addressing the regulatory and policy issues arising from new digital technologies and services. This course focuses on how to achieve regulatory governance and independence of regulatory agencies.

### **Course Objective**

- The objective of this course is to enable regulators comprehend in addition to more traditional issues, such as connectivity and infrastructure development, the digital environment prompts consideration of a broader range of sectors beyond ICTs, such as health, finance, education, transportation, and energy.
- Understand the issues of content regulation, privacy, consumer protection, competition, and artificial intelligence (AI), among others.
- Fully grasp of depending on their competencies and capacity, traditional ICT regulators may be less familiar with these topics, have limited resources to address them, or lack clear authority to cover them or coordinate with other entities on these issues under their current mandates.

### **Course Outline**

- Overview of Regulator Structure and Mandate
- Decision-making and enforcement in a multistakeholder environment
- Innovative approaches to sector regulations
- Collaborative approaches to policy implementation for digital transformation
- Regulatory independence: how to achieve it and how to maintain it
- Cross-boarder collaboration in digital environment
- GSR best practices guidelines on the gold standard digital regulation (2020 and more)
- GRS BPG on regulatory uplift for financing digital

### **Target Audience**

This course is for Relevant Staff, Principal Managers, Senior Managers, Assistant Directors, Deputy Directors, and Director

**Tuition: \$4,000**

## **06- Global Best Practices in Managerial and Leadership Excellence 6.0 CEUs**

Location and Date:

Houston, TX USA: Mar 6-10, Mar 27-31

Paris, France: Jun 10-14

### **Course Overview**

The workplace is rapidly changing around you and you are expected to understand what this change means to your business and the bottom line. With this change, comes unexpected organizational challenges; your workforce is more diverse than ever, your budget is slim, your projects are growing, and those difficult conversations are inevitable.

AEMPIN's Managerial and Leadership Excellence Course will give you the self-assurance and skills you need to ethically face and overcome the difficult obstacles ahead. You will learn to create structure and while others are struggling, you will realize the importance of self-awareness and enhanced communication to deliver the right message and inspire action.

### **Course Outline**

- Managing a Diverse Workforce
- Employment Law from Hiring to Firing
- Powerful Presentations
- Difficult Conversations
- Leading Through Ethics
- Management v. Leadership
- Understanding Budgets and Forecasts
- Thriving with Workplace Change
- Making Meetings Work
- Managing Workplace Projects
- Mediating and Negotiating for Results

### **Target Audience**

This course is for Relevant Staff, Deputy Managers, Senior Managers, Managers, and Officers

**Tuition: \$4,000**

## **07- Leading and Managing Crisis During Disruptive Change 6.0 CEUs**

Location and Date:

Houston, TX USA: Jun 12-16, Oct 24-27

Paris, France: Jun 10-14

Munich, Germany: Jun 5-9, Aug 7-11

### **Course Overview**

The world has been turned upside down because of the global pandemic. The principles of good leadership remains the same but the skillset has changed. Leaders need to be agile and creative as they lead through strenuous conditions. The course tailors leadership and management training as it pertains to the public service sector. The skill set that needs to be developed includes leadership and decision-making, crisis management, organizational management, human capital development, navigating through political waters, and effective communications. The case studies are designed to address key issues in developing countries and emerging economies.

### **Target Audience**

This course is for Relevant Staff, Deputy Managers, Senior Managers, Managers, Assistant and Director

### **Course Outline**

- Leading Teams and Organizations
- Leading through a Crisis
- Crisis Communications
- Making Decisions at Zen
- Developing personal leadership competencies: self-awareness; courage; vision; strategic and analytical thinking; learning agility; decisiveness; energy; results; credibility; influence; communication
- Planning for and achieving team and organizational results
- Building and maintaining relationships
- Building diversity
- Fostering innovation
- Handling risks, changes, complications and conflicts
- Cultural adaptation

### **Managing Teams and Organizations**

Team and organizational management skills in respect to change, communication, conflict, constraint, crisis, decision, finances, human resources, information, operations, perceptions, performance, process, projects and programs, quality, resources, risk, skills and strategy

Leadership and Management in developing and emerging economies

- Meeting donor and key stakeholder requirements
- Building strong relations with strategic partners
- Executing in challenging political environments
- Working with limited resources
- Institutionalizing open and participatory communication channels.

**Tuition: \$4,000**

## **08- Emerging Trends and Improved Effectiveness in Public Service Delivery 6.0 CEUs**

Location and Date:

Houston, TX USA: Jul 17-21, Oct 2-6

Istanbul, Turkey: Nov 13-17

### **Course Overview**

This course is designed to explore core principles and various methodologies on how to improve the overall effectiveness of public service delivery to ensure positive impact on the communities being served and to provide senior public officials and members of public institutions with best practices and techniques enabling them to command the trust of the public which they serve.

Our goal is to increase participant's knowledge and understanding on how to aid in developing individual performance, build human resource capacity and reduce corruption and dishonesty in order to develop inspiring leaders who can develop, monitor and maintain good governance practices that deliver efficiency and effectiveness in public services.

We will do this by bringing forth various issues and challenges that impact strategy, policies, procedures and people and discuss necessary measures to ensure continuous improvement in order to make the public sector results-oriented and effective and support successful reforms in the public sector. Through utilization of focused lectures, group discussions, experiential exercises, case studies, and review of best practices designed to engage participants and deepen their learning, we will explore different ways to establish informed and committed leadership who are not only responsible but accountable for transparency, public awareness, managing and communicating change and other necessary components required for effective and sustainable corporate governance.

### **Target Audience**

This course is for Senior Managers, Directors, Deputy Managers, Policymakers, Commissioners, Politicians, Chief Executives, Senior Administrators and Leaders in the public sector, and coordinators responsible for monitoring performance and other key stakeholders

### **Course Outline**

- Developing Effective Public Service Delivery
- Emerging Trends The Future of Public Service Delivery
- Case Study: Delivering Public Service for the Future: Canada Government Profile
- Leadership and Strategic Performance Management
- Case Study: When Leaders Fail and How They Recover
- Ethics, Standards and the Achievement of Improved Performance
- Case Study: An Ethical Dilemma
- Policy Reform: Process, Planning and Structure
- Managing the Public's Perception

**Tuition: \$4,000**

## **09- Emerging Corporate Governance in Public Sector 6.0 CEUs**

Location and Date:

Houston, TX USA: Jul 3-7, Oct 2-6

Munich, Germany: Jun 5-9, Aug 7-11

### **Course Overview**

Government-owned and private enterprises in today's global market are facing the dual challenge of earning a relationship of trust with both their customers and investors. Successful enterprises will be those that enact effective policies that enable shareholders and investors to make informed decisions and participate in a company's activities through transparent and clear corporate procedures. In this course, participants will become familiarized with the tools and requirements of corporate governance to ensure compliance and instill confidence. AEMPIN's team of training experts offers practical experience with top presentation skills.

### **Course Outcomes**

- Evaluating shareholder value and attract new investment
- Comparing the linkages between effective corporate governance and the Board of Directors
- Applying international best practice standards in financial and legal disclosure requirements
- Illustrating how to comply with national and international corporate governance standards
- Illustrating how to create a corporate social responsibility strategy
- Creating your own corporate governance Action Plan to implement in your organization.
- Engaging and building professional relationships with your fellow participants

### **Target Audience**

This program is designed to meet the needs of managers, directors, board members, chairs, secretaries, and commissioners of publicly held companies and established companies.

### **Course Outline**

- Designing and Enforcing Corporate Governance Programs for Public and Private Enterprises
- Understanding the main elements of corporate governance
- Developing strategies to counter vested interests, asset stripping, and corporate waste of resources
- The role of corporate social responsibility in competitiveness
- Developing Corporate Governance Rules and Procedures
- Redesigning a corporation's by-laws
- Conducting a general shareholder's meeting
- Defining roles, responsibilities, and functions of the Board of Directors and committees
- Electing board members and committee positions
- Methods of achieving transparency in management and implementation of key company activities to include restructuring and share repurchasing
- Understanding the purpose and methods of disclosure
- Accounting Standards Board (IASB)
- Designing laws and regulations to govern the relationships among corporate managers, entrepreneurs, and investors

**Tuition: \$4,000**

## **010- Essential Management Skills for Emerging Leaders 6.0 CEUs**

Location and Date:

Houston, TX USA: Mar 6-10

London, UK: Jun 19-23

Paris, France: Sep 4-8

Dubai, UAE: Jul 24-28

### **Course Overview**

Organizations across every industry are facing complex organizational challenges that require the rapid development of new and agile leaders. More than ever before, emerging leaders must quickly learn and deploy core management skills, develop a broad strategic perspective, take their leadership skills to the next level, and expand their professional and personal networks.

Presented over ten days, this intensive program is designed to help new managers master core business concepts and build key skills in six subject areas, including leadership, strategy, and finance. Participants will gain a cross-functional view through sessions led by instructors specializing in each subject area and through project-based learning.

### **Course Outcomes**

Develop a solid understanding of the core business areas every manager should know. Topics may include, but are not limited to:

- Leadership
- Strategy
- Communication
- Finance
- Marketing
- Build organizational and team management skills
- Learn to map your personal leadership and learning journey
- Improve your collaboration and presentation skills

### **Course Outline**

- Master the core business areas every manager needs to know
- Build organizational, team management, and networking skills
- Understand how managers interact across business functions
- Improve your collaboration and presentation skills
- Develop a project that addresses an organizational challenge
- Build peer support for your team's projects
- Identify your operational and strategic gaps
- Discuss leadership challenges and strategies with peers
- Map your personal leadership and learning journey
- Expand your professional and personal networks

### **Target Audience**

This program is ideal for officers, deputy managers and managers who are looking to rapidly increase their management skills and strategic perspective, taking on additional responsibility, and seeking to be effective in their organization. The program is also appropriate for individuals who are seeking an understanding of high-level business concepts in an intensive format.

**Tuition: \$4,000**

## **011- Preparation and Beyond Retirement: Gateway to Better Life 6.0 CEUs**

Location and Date:

Houston, TX USA: Jul 10-14, Oct 9-13

### **Course Overview**

This course provides exposure to opportunities that lies within retiring workforce. It provides retooling strategies and techniques for those severing from workforce to embark on a better life beyond retirement.

### **How will you spend your retirement?**

Have you thought much about retirement? Many people think of retirement only in financial terms. However, retirement is an emotional goal as well as a financial one. In fact, it is one of the most emotional transitions you will experience in your life. The earlier you start preparing, the easier it may be to retire in the lifestyle that you choose.

Think of retirement planning as simply a balance between your financial resources and your lifestyle. As a matter of fact, isn't that balance the most difficult one to accomplish in our daily lives? Are we not always trading off, consciously or unconsciously, our today's for our tomorrows? For example, purchasing that larger home with the bigger monthly mortgage payment may mean that a lot less will be set aside for retirement.

- Determine your retirement goals
- Identify income and start saving
- What to expect in living expenses after retirement, these expenses usually decrease
- These expenses usually increase...
- Opportunities-after-Retirement

**Tuition: \$4,000**

## **012- International Management Competencies for Regulation Managers 6.0 CEUs**

Location and Date:

Paris, France: Jul 10-14

Dubai, UAE: Jul 24-28

### **Course Overview**

This course is designed to explore leadership in today's regulated industry environments and to effectively develop and align leaders with the organizations for which they are responsible for regulatory functions. The primary focus is on results-based leadership and management knowledge, skills and practices that make a difference by inspiring managers to align people with the organization's vision and achieve key performance indications, regardless of obstacles.

Our goal is to provide a highly interactive and integrative professional development environment by using knowledge management and global best practices to ensure manager's understanding and ability to improve performance in many critical areas while responding to current and future challenges. We will do this by bringing forth various issues that impact the effective planning, organizing, directing and coordinating of regulation activities and coach participants on the development of strategic techniques and tactical methods through utilization of presentations, case studies, and experimental exercises designed to engage leaders and deepen their learning.

## Course Objective

The objective of this course is to enable regulation management professionals to effectively lead and manage the workforce by enhancing their managerial skills enabling them to communicate and promote the organization's specific strategic purpose and lead others to embrace the vision and achieve the organization's goals and objectives. Participants will gain an enhanced understanding of critical management functions and how to plan and problem-solve to achieve effective regulation management through learning and development in the following areas:

- Role of Regulation Managers: What it takes to be a leader in the Regulatory Environment
- Strategic Focuses that Impact Key Results Areas in Regulation
- Skill Requirements and Critical Management Functions for Regulation Managers
- Planning Characteristics: Types and Approaches to Planning
- Challenges Faced by Regulation Managers: Using the Problem-Solving Process
- Organizational Performance Management Systems
- Understanding Organizational Assessment and Critical Leadership Needs
- Case Study: Leadership Development Toolkit: Key Components of Leadership Development

## Target Audience

Deputy Managers, Officers, Sr. Level Managers and Key Staff in Regulation Management; Managers of Regulatory Agencies and Commissions; Executives and Policy Makers in Human Resources and Capital Management; Directors and Managers of Training and Development in Regulation Management; Managers of Strategic Planning and Contract Management; Industry leaders in utility firms, consumer groups and government.

## Course Outline

Role of Regulation Managers: What it takes to be a Leader in the Regulatory Environment

- Strategic Focuses that Impact Key Results Areas in Regulation
- Skill Requirements and Critical Management Functions for Regulation Managers
- Planning Characteristics: Types and Approaches to Planning
- Challenges Faced by Regulation Managers: Using the Problem-Solving Process
- Organizational Performance Management System
- Understanding Organizational Assessment and Critical Leadership Needs

*Case Study: Leadership Development Toolkit: Key Components of Leadership Development*

**Tuition: \$4,000**



## **013- Mini-MBA in Telecommunications 24.0 CEUs**

Location and Date:

Houston, TX USA: May 1-5, Oct 16-20

Dubai, UAE: Oct 2-6

### **Course Overview**

An intensive two weeks Mini-MBA to equip participants with the cross-functional knowledge, skills, tools and techniques to excel in telecommunications management. The telecommunications industry is becoming ever more global and competitive. Success in telecom requires sharp, business-savvy management teams and adherence to sound business management principles.

The Mini-MBA in Telecommunications offers a comprehensive business look at the core areas necessary for personal and organizational success in telecommunications. The program offers participants an opportunity to further master the management and business skills relevant to today's telecommunications industry.

Through lectures, functional-area case studies and an ongoing comprehensive case competition tying together all functional areas, the Training Program ensures that participants understand key business practices and develop their managerial skills to reach personal goals and increase their contribution to the success of their organization.

### **Course Objectives**

Provide participants with the cross-functional knowledge, managerial and commercial skills to increase their performance in meeting their professional responsibilities.

- Equip participants with tools and techniques to face the challenges of the new telecommunications environment
- Improve the competence, efficiency and effectiveness of participants as telecommunications managers and leaders
- Expose participants to key telecommunications management concepts and issues
- Improve the strategic thinking and decision-making abilities of participants

### **Target Audience**

Mid to senior-level telecommunications managers, directors, commissioners, board members looking to increase their personal and professional success by gaining an excellent understanding of global telecommunications management.

### **Course Outline**

- Introduction of Mini-MBA in Telecommunications
- Global and competitive telecommunications environment
- New technologies and service offerings
- Functional-area case #1
- Functional-area case #2
- Current issues in regulation and competition
- Functional-area case #3
- Network planning and management
- Marketing and customer care management
- Functional-area case #5
- Human resources management
- Financial management
- Management and leadership

## **Methodology**

Our training courses combine expert-led presentations, workshops, case studies and discussions on real-life situations faced by participants. Complete training material is provided to all participants for future reference and follow-up action plans.

**Tuition: \$4,000**

## **014- Strategic Thinking, Planning and Risk Management in the Public Sector 6.0 CEUs**

Location and Date:

Houston, TX USA: Jun 5-9

Dubai, UAE: Sep 11-15

## **Course Overview**

This course is designed to explore the concept of strategic thinking, planning and business decision-making and the tools, mechanisms and best practices that assist in developing sound risk management strategies. The primary focus is on how strategic thinking and planning defines the vision of where you want to be and determines the path to get you there using a risk assessment process designed to control and direct the organization's operations so that the mission and objectives are fulfilled.

Our goal is to provide a highly interactive and integrative professional development environment where participants discuss and address challenges faced by senior executives, boards of directors, and managers and study methods to enhance critical thinking, decision making, developing, deploying, monitoring and continuously improving corporate strategies and processes. We will do this by bringing forth various issues that impact strategy planning, long-term value creation, overseeing risk management, and responding to business sustainability concerns. Through utilization of presentations, group discussions and experiential exercises designed to engage leaders and deepen their learning, we will explore different ways of designing strategy and managing risk that will focus resources on the activities that create strong value and competitive advantages.

## **Target Audience**

Managers of Strategic Planning, Sr. Level Managers and Key Staff in Risk Management; Boards of Directors; Executives and Policy Makers; Industry leaders in the public and private sectors, consumer groups and government agencies.

## **Learning Outcomes**

After completing this course, participants will be able to:

- Understand and utilize techniques and best practices for managing strategy
- Illustrate how to evaluate strategic opportunities and prepare strategic plans for implementation
- Assess the impact of risk and prepare a risk assessment strategy to use in their real world work environment
- Utilize techniques for monitoring, evaluating risk and documenting deficiencies
- Identify challenges in leadership and management and apply decision-making techniques
- Conduct proactive crisis management planning to manage conflict

## **Course Outline**

- Strategic Planning and Achieving Strategic Control  
  Experiential Exercise: Strategic Thinking – What Comes to Mind?
- The Stages of Strategy Development
- Assessing and Managing Risk in Organizations
- Risk Management, Monitoring and Control
- Conflict Resolution and Crisis Management  
  Case Study: An Exercise in Risk Management

**Tuition: \$4,000**

## 015- Mini MBA in Strategic Management and Leadership 24.0 CEUs

Location and Date:

Houston, TX USA: Jun 19-23, Oct 16-20

London, UK: Jun 26-30

Paris, France: Sep 4-8

Dubai, UAE: Oct 16-20

### Course Overview

This course is designed to explore the concept of strategic management and business decision-making and the tools, mechanisms and best practices that assist in developing better strategic managers and board of directors. Today's business environment is influenced by a fluctuating economy, greater scrutiny, and increased regulatory requirements, which create critical challenges and a need for businesses to better position themselves through strategic thinking and sound corporate governance. The primary focus is on how strategic management defines the vision of where you want to be and determines the path to get you there using a strong corporate governance model to control and direct the organization so that the mission and objectives are fulfilled.

Our goal is to provide a highly interactive and integrative professional development environment where participants discuss and address challenges faced by boards of directors and managers in their current environment and how to effectively in a manner that adds to the value of the company and is also beneficial for all stakeholders in the long term. We will do this by bringing forth various issues that impact corporate strategy, long-term value creation, overseeing risk management and related regulation, and responding to business sustainability concerns. Through utilization of presentations, group discussions and experiential exercises designed to engage leaders and deepen their learning, we will explore different ways of designing strategy and governing organizations that will focus resources on the activities that create strong value and competitive advantages.

### Course Objective

The objective of this course is to enable Managers and boards of directors to effectively plan, implement and govern the business by enhancing their strategic thinking and problem-solving skills, enabling them to communicate, promote and govern the organization's specific strategic vision, mission and objectives. Development of enhanced understanding of critical strategic management functions and problem-solving techniques in the following areas will assist participants in achieving effective corporate governance and management of increasing responsibility and accountability that requires them to have current information, methodologies and perspectives for making critical decisions:

- Achieving Strategic Control and Sound Corporate Governance
- Strategic Positioning
- The Stages of Strategy Development
- Governance Mechanisms: Building a strong and effective organizational culture
- The Board of Directors – Degrees of Involvement
- Conflict Resolution and Crisis Management
- The Dynamics of Power, Influence and Negotiation

*Case Study: The Cure for Poor Strategic Thinking-Planning for Success*

### Learning Outcomes

After completing this course, participants will be able to:

- Utilize techniques to build crisis management skills for improved conflict resolution and problem solving
- Illustrate how to conduct a contingency plan to ensure on-going sound corporate governance
- Understand and utilize negotiation strategies to maximize power and influence
- Identify challenges to achieving strategic control and tactics for improved strategy development
- Prepare a strategic business plan to use in their real world work environment.

## Target Audience

Boards of Directors, Directors and Managers of Strategic Planning, Sr. Level Managers and Key Staff in Organizational Management; Managers of Regulatory Agencies and Commissions; Executives and Policy Makers in Human Resources and Capital Management; Directors and Managers of Training and Development in Regulation Management; Industry leaders in utility firms, consumer groups and government.

## Course Outline

- Achieving Strategic Control and Sound Corporate Governance  
*Leadership Assessment: Are You a Strategic Thinker?*
- Strategic Positioning  
*Experiential Exercise: Exploring Strategic Thinking*
- The Stages of Strategy Development  
*Experiential Exercise: Verifying Quality of Reasoning; Nine Key Intellectual Standards*
- Governance Mechanisms: Building a strong and effective organizational culture
- The Board of Directors-Degrees of Involvement
- Conflict Resolution and Crisis Management
- Leadership Assessment: Conflict Resolution Style
- The Dynamics of Power, Influence and Negotiation
- Leadership Assessment: Locus of Control  
*Case Study: The Cure for Poor Strategic Thinking – Planning for Success*

**Tuition:** \$5,000

## 016- Emerging Trends in Telecommunications Regulations 6.0 CEUs

Location and Date:

Houston, TX USA: May 1-5, Oct 2-6

Paris, France: Sep 11-15

Amsterdam, Netherland: Aug 7-11

## Course Overview

In this course, participants will learn the key elements to promote sound competition in the telecommunications sector; review the key determinants for effective network interconnectivity, licenses, universal access, and spectrum management; and develop planning tools for enforcing regulation and dispute resolution. The seminar provides exposure to the key “emerging” elements to effectively regulate and license competition in the telecommunications sector. Learn the impact of mobile wireless, 3G, broadband, VoIP and WIMAX on current regulations.

Learn the key network interconnection strategies for better clarity on service and pricing requirements. Learn how to create universal access plans and funding mechanisms. Learn the elements of spectrum management, allocation, and auctioning. Learn about special topics, including convergence, WTO, and dispute resolution mechanisms.

Develop your own telecommunications reform Action Plan for your regulatory body, utility, ministry, or service provider. Use your new laptop computer for Internet research, access to course materials during and after the course, case study analysis, simulation exercises, and to create your Action Plan. Network and build professional relationships with your fellow participants and leading telecommunications regulatory specialists, utility officials, attorneys, and service providers from around the world.

### **Target Audience**

Deputy Managers, Managers, Directors and Key Staff of Regulatory Authorities, Agencies, and Commissions, Communication Ministry Officials, Telecommunication and ICT Enterprise and Utility Managers, Telecommunication Economists, Financial Analysts, Accountants, Managers and Lawyers, Finance and Investment Officials responsible for investment promotion, Staff of Bilateral and International Organizations

### **Course Outline**

- Next Generation Telecommunication Competition Policies and Licensing Requirements.
- Regulating next-generation communications: mobile wireless, WLL, 3G, mobile broadband, GSM, WIFI, CDMA, VoIP, WIMAX and satellite
- Determining the licensing needs of the various services: radio, television, wireless (data, voice, and multimedia- VoIP & WIMAX), and satellite, Pricing regulations and tariff modeling
- Network Interconnection Strategies and Techniques
- Universal Access Planning and Investment
- Spectrum Management Regulation for Mobile Operators
- Special Topics in Telecommunications and Information Technology Regulation Action Planning

**Tuition:** \$4,000

## **017- Strategic Fundamentals of Telecommunications 6.0 CEUs**

Location and Date:

Amsterdam, Netherland: Aug 7-11

Dubai, UAE: Oct 9-13

### **Course Overview**

This training program provides participants with a global vision of Strategic Fundamentals of Telecommunications.

### **Course Objective**

- Provide a good understanding of the global telecommunications regulatory environment and its impacts on the business of operators, regulators, and policy-makers
- Present the main international telecommunications organizations, operators, facilities, codes, and services
- Explore the various commercial arrangements and concepts for the exchange of international traffic
- Equip participants with the fundamental concepts of international settlements
- Provide key knowledge and develop basic analysis skills of international traffic
- Present the role and structure of a carrier relations group

### **Target Audience**

- Telecommunications officers, deputy managers, managers and personnel responsible for international carrier relations, settlements, routing and traffic
- Managers looking to complement their skill set by gaining a good understanding of international telecommunications



### Course Outline

- Global and Competitive Telecommunications Environment
- Key International Organizations
- International Facilities
- International Services
- Carrier Relations
- International Commercial Arrangements and Concepts
- Traditional ITU and Other Settlement Methods
- Alternative Routings for International Traffic
- International Traffic

**Tuition:** \$8,600

## 018- Key Techniques for Utility Regulators 6.0 CEUs

Location and Date:

Houston, Texas USA: Jul 1-5, Sep 4-8

Paris, France: Jul 10-14

Dubai, UAE: Jul 24-28

### Course Overview

This course is designed to explore leadership in today's utility industry environment and to effectively develop the skills and abilities of utility regulation managers. The primary focus is on results-based leadership and methodologies that emphasize the principles of utility regulation and strategies needed to increase revenues, lower cost, improve operational efficiencies and quality of service.

Our goal is to provide a highly interactive and integrative professional development environment by using knowledge management and global best practices to ensure participant's understanding and ability to improve performance in many critical areas while responding to current and future challenges. We will do this by bringing forth various issues that impact the effective planning, organizing, directing and coordinating of utility activities and coach participants on the development of strategic techniques and tactical methods through utilization of presentations, case studies, and experiential exercises designed to engage leaders and deepen their learning.

### Course Objective

The objective of this course is to enable utility regulators and professionals to increase their comprehension and capacity in the management and operations of day to day functions when regulating utilities in an increasingly competitive environment. Participants will also gain an enhanced understanding of critical management functions and how to plan and problem-solve to achieve effective public utility management and regulation through learning and development in the following areas:

1. Role of Utility Managers: What it takes to be a leader in the Utility Industry
2. Strategic Focuses that Impact Key Results Areas in Utility Management
3. Skill Requirements and Critical Management Functions
4. Planning Characteristics: Types and Approaches to Planning
5. Challenges Faced by Utility Regulation Managers: Using the Problem-Solving Process
6. Organizational Performance Management System
7. Understanding Organizational Assessment and Critical Leadership Needs

*Case Study: Leadership Development Toolkit: Key Components of Leadership Development*

### **Target Audience**

Officers, Deputy Managers, Sr. Level Managers and Key Staff in Utility Management; Managers of Regulatory Agencies and Commissions; Executives and Policy Makers in Human Resources and Capital Management; Directors and Managers of Training and Development in Utility Management; Directors and Managers of Strategic Planning and Contract Management; Industry leaders in utility firms, consumer groups and government.

**Tuition:** \$4,000

## **019- Mastering People Management and Team Leadership 6.0 CEUs**

Location and Date:

London, UK: Jun 26-30, Dec 4-8

Amsterdam, Netherland: Jun 5-9, Aug 7-11

Dubai, UAE: Oct 9-13

### **Course Overview**

This course is designed for Line Managers or Team Leaders to understand the rapidly changing workplace around them and what this change means to business and the bottom line. With this change, comes unexpected organizational challenges, your workforce is more diverse than ever, your budget is slim, your team projects are growing, and those difficult conversations are inevitable.

Mastering People Management and Team leadership course will give you the self-assurance and skills you need to ethically face and overcome the difficult obstacles ahead. You will learn to create team structure and while others are struggling, you will realize the importance of self-awareness and enhanced communication to deliver the right message and inspire action.

Through utilization of presentations, group discussion and experiential exercises designed to engage leaders and deepen their learning, we will explore different ways of designing mastering leadership and management that create strong values and competitive advantages.

### **Course Objective**

After completing this course, participants will be able to:

- Understand various expert issues that impact Team Leadership and People Management in the 21st century
- Understand your role as leader and manager for your team
- To build a winning team
- Establish roles and leverage the capacities of team members
- Create clear objectives and standards of performance for your team
- Utilize effective prioritization and delegation techniques to manage workload
- Develop Managerial excellence and build leadership teams.

### **Target Audience**

This course is intended for Officers, Deputy Managers, Team Leaders, Managers, Supervisors, and Aspiring Leaders, Professionals with new role or responsibility and other professionals without training in this area

### **Course Outline**

- Knowing Your Role
- Capacity Effectiveness, Delegation and Time Management
- Managing Workplace Team Projects
- Powerful Presentation
- Difficult Conversations
- Team Building, People Management, and Motivation
- Achieving Team Performance through Coaching and Enhancement
- Mediation and Negotiation for Results

**Tuition:** \$4,000

## 020- Mini MBA in Board of Directors & Top Management Performance and Governance 24.0 CEUs

Location and Date:

Houston, Texas USA: Aug 14-18, Dec 4-8

Amsterdam, Netherland: Aug 14-18

### Course Overview

Faced with increasingly complex oversight challenges and demands for greater transparency, how can today's boards do more for their companies? In this board of directors Mini-MBA and Top Management program, you will gain a deeper understanding of the board's responsibilities in areas such as financial resilience, strategic direction, executive compensation, and regulatory compliance. At the same time, you will learn how to work more effectively with fellow directors and company management to strengthen governance, achieve performance, manage unexpected crises, and make decisions that drive long-term corporate success.

### Key Benefits

This corporate governance program is based on the premise that there is no one best way for boards to operate—rather, each board must develop practices that suit the unique needs of its company and management. As you examine the latest thinking on the internal function of corporate boards, interaction with management, and overall board relations, you will discover how to enhance and focus your own board's efforts.

- Strengthen the impact of your corporate board
- Achieve trust through more positive relationships within the board and with the management team
- Create more efficient governance processes
- Make the most of each board member's time, knowledge, and experience
- Contribute more meaningfully to corporate oversight activities
- Expand your personal and professional network
- Extend your network by learning and working with accomplished executives from various backgrounds, industries, and countries across the globe
- Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions.

### Who should Attend?

This program is designed to meet the needs of board members, chairs, secretaries, and directors of publicly held companies and established companies that are planning to go public or undergo a significant transformation.

### What You Will Learn

Through a rich learning experience that includes faculty presentations, case studies, and small group discussions, you and your peers will explore the most important strategic and organizational issues facing corporate boards today—and how the most successful boards are addressing their challenges.

### Key Areas

- The board and management
- The board's internal process
- Proactive governance and risk mitigation

**Tuition: \$5,000**



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## 021- Regulatory Challenges of Value-Added Service 6.0 CEUs

Location and Date:

Houston, Texas USA: May 1-5, Aug 7-11, Sep 4-8

### Course Overview

The proliferation of smart phones and 3G networks have provided an impetus for the uptake of data applications. With decreasing cost of Smart phones uptake of data applications and in particular Value-added services is poised to grow even further. There is no doubt that Value added services have become an important revenue source to the telecom industry as demand for innovative solutions continues to grow for consumers.

All these innovations would not be possible without an enabling policy environment that will see the rollout of more services and fair practices from the operators. This course is designed to help the participants explore the challenges and opportunities that VAS present and explore best practice in their regulation.

### Course Objective

The workshop will be highly interactive with presentations and case studies of international best practice designed to:

- Explore the current developments in the VAS space
- To share experiences on VAS deployments and regulation among participants organizations
- To identify the challenges and opportunities in VAS regulation
- Identify best practice in VAS

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

- Explain the challenges and opportunities associated with VAS and their regulation
- Plan, implement and lead in the regulation of VAS in their respective areas

Come up with recommendations for effective regulation of VAS

### Target Audience

This course is designed for officials who are involved with VAS from Regulatory, Provision and User perspectives, namely: Regulatory Staff, VAS Providers, Network Providers, Policy Makers, Telecoms/IT engineers, Legal Staff, Telecommunication/ICT Center Training Managers, Snr. Managers, Business Development Executives and Consumers of VAS

### Course Outline

- Introduction
- Overview of telecom sector market segments
- Definition, overview and categories of value-added services (VAS)
- Opportunities in VAS regulation
- Overview of Telecommunication services regulation
- Regulatory challenges in VAS
- Participant's presentation of their experiences with VAS

**Tuition: \$4,000**



## **022- Next Generation Challenges and Opportunities for Telecom Regulators 6.0 CEUs**

Location and Date:

Paris, France: Sep 11-15

Amsterdam, Netherland: Aug 7-11

### **Course Overview**

This training program was designed to assist participants in understanding the Next Generational Challenges & Opportunities for Telecoms Regulators. It dwells in organizational as well as skills plans required by regulators to grow and prosper in the global telecommunications environment.

On completion of the program, participants will have a very good understanding of telecommunications challenges and opportunities and an appreciation of what their organization needs to do to ensure success in their regulatory outcome.

This program will provide appropriate strategies, methods, guidelines and tools to design a global approach, a planned step-by-step methodology and action plans for telecommunication regulatory organizations seeking to effect a change in corporate culture and management approach.

### **Course Objective**

- Provide an overview of the challenges and opportunities in telecommunications regulatory environment and its impacts on the business of existing operators
- Identify the key success factors for ensuring profitability and growth of operators in the competitive telecommunications environment
- Design a global approach and a planned step-by-step methodology for organizations requiring a change in corporate culture and managerial approach
- Provide effective methods and strategies to develop a corporate culture that will be better adapted to the competitive environment, including Human Resources, training and communications programs that are based on the company's business vision, plan, challenges and objectives
- Raise the awareness of officers of their role and responsibilities in periods of transformation and change
- Develop the attitudes and behaviors needed to cope with business challenges and organizational changes

### **Target Audience**

- Telecommunications officers, deputy managers, managers and personnel responsible for personnel responsible for human resources, organizational development, change management, corporate culture and internal communications
- Managers and officers looking to complement their skill set by gaining a good understanding of change and corporate culture management

### **Course Outline**

- The Global and Competitive Telecommunications Environment
- Key Business Success Factors
- Change Management
- Adapting Organizations to Succeed in the Competitive Telecom World
- How to develop a culture adapted to the competitive environment and based on the business' vision, challenges and objectives
- Basic elements of organizational development and management approach to face business changes
- Strategic communication plan
- How to identify skills training plans and programs to foster business change Corporate values

**Tuition: \$4,000**

## 023- Arbitration, Mediation, and Conflict Resolution in Public Sector 6.0 CEUs

Location and Date:

Paris, France: Sep 11-15

Amsterdam, Netherland: Aug 14-18

### Course Overview

Arbitration, negotiation and conflict resolution are central to business and this course is designed to help participants understand the principles, strategies and tactics that work best while developing their negotiation skills so that they are able to resolve conflicts and influence others. This experiential and discussion-based course will examine conflict resolution approaches, conflict analysis and assessment, and practice listening and communication strategies that lead to sound decision-making and achieve win-win solutions.

Our goal is to provide participants with the learning tools and frameworks needed to manage conflict by managing emotions in a constructive way and becoming more comfortable in developing the insight, intuition, and abilities for handling intense situations that result in effective resolutions. We will do this by coaching participants to understand how, why, where, and when to apply conflict resolution and negotiation approaches as we analyze what strategies work best, and under what circumstances they are most effective.

### Target Audience

The course is intended for officers, deputy managers, Sr. leaders, directors and managers, team leaders, arbitrators, mediators, conflict managers, and other key administrators, board members, and Industry leaders in the public and private sector, consumer groups and government.

### Course Outline

- Negotiating Skills: Tactics and Strategies  
Experiential Exercise: What Kind of Negotiator are You?
- The Advantages of Active Listening
- Initiating and Responding to Conflict Resolution
- Maximizing Power and Influence
- Decision-Making and Problem-Solving  
Case Study: Conflict Resolution and Communication Styles Assessment

**Tuition: \$4,000**



Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

## **024- Today's Strategic Leader: Strategic Planning, Negotiation and Conflict Management 6.0 CEUs**

Location and Date:

Houston, Texas USA: Dec 4-8

Amsterdam, Netherland: Sep 11-15

Dubai, UAE: Oct 16-20

### **Course Overview**

This course is designed to unmask the triplet concepts of strategic leadership competencies of strategic planning, negotiation and conflict management needed to succeed in today's demanding and vision driven business world. The primary focus is on how strategy and negotiation defines the vision of where you want to be and determines the path to get you there using a conflict management process designed to control and direct the organization's operations so that the mission and objective are met. Negotiation and conflict management are the key competencies of strategic management and leadership that exerts influence and smartly control the tomorrow's events.

Our goal is to provide participants with the learning tools and frameworks needed to address and discuss challenges faced by managers, executives, leaders and board of directors and study ways to enhance critical thinking, decision making, developing, deploying, monitoring and continuously improving corporate strategies and processes. We will do this by bringing forth various issues that impact strategic planning, long-term value creation, managing conflict resolution and responding to business sustainability concerns. Through utilization of presentations, group discussions and experimental exercises designed to engage participants and deepen their learning, we will explore different ways of designing strategy, planning negotiation and managing conflict that will focus resources on the activities that create strong value and competitive advantages.

### **Target Audience**

This course is intended for professionals from any industry who may find it difficult to take a "bigger picture" view of business issues both within and outside of strategic planning process, Ambitious professionals, Management Teams, Team Members, Administrators, and Anyone who wishes to enhance their negotiation skills and gain a more rewarding and effective part of their job.

### **Course Objective**

After Completing this course, participants will be able to:

- Understand and Mobilize Techniques and Best Practices for managing Strategy
- Demonstrate How to Evaluate Strategies Opportunities and Prepare Strategic Plans for Implementation
- Utilize Management Issues, Option Generation, Opportunity Cost, Choice and Execution Phases of Strategy
- Understand Conflict Source In Professional Environment
- Learn Negotiation Skills: Tactics and Strategies
- To be Able to Apply Seven- Step Planning Guide to Analyze and Prepare for Negotiation
- Understand How to Maximize Four Power and Influence
- Understand Decision-Making and Problem Solving Best Practices

### **Course Outline**

- Strategic Planning and Achieving Strategic Control  
Experiential Exercise: Strategic Thinking- What comes to mind?
- Stages of Strategy Development
- Negotiation Skills: Tactics and Strategies  
Experiential Exercise: What kind of Negotiator are you?
- The Advantage of Active Listening
- Initiating and Responding to Conflict Resolution
- Maximizing Power and Influence
- Decision-Making and Problem- Solving  
Experiential Exercise: Strategic Leader's Conflict Resolution and Communication Styles Assessment.

**Tuition: \$4,000**

## 025- Effective Risk- Based Internal Auditing 6.0 CEUs

Location and Date:

Houston, Texas USA: Jul 3-7, Oct 16-20

### Course Overview

This course is designed to explore the methods and techniques for developing internal audit plans, conducting risk-based internal audits (RBIA) and providing recommendations for corrective action and improvements. Students learn to develop process audit skills and write effective audit reports that improves long-term results for the company. The primary focus is on how RBIA requires internal audits to be strategically and operationally linked to the business risk and assurance frameworks.

Our goal is to provide a highly interactive, progressive and hands-on professional development environment where participants discuss and address how internal audits add value by providing assurances that the risk management framework, processes, controls and outcomes are maximized. We will do this by bringing forth various issues that impact the effectiveness and maturity of risk management within the organization in order to determine how internal auditors approach their planning and assignments.

### Target Audience

Auditors, IA Managers, Project and Contract Managers, HR Managers, Field Managers, Operation Supervisors, Regulators, Key Technical Staff, and others needing a broader understanding of the finance and the auditing process.

### Learning Outcomes

After Completing this course, participants will be able to:

- Prepare and implement IA Audit plans and reports
- Illustrate how to use audit checklist and follow the audit trail
- Understand and utilize techniques for managing internal controls and auditing contracts
- Assess the impact of risk and prepare a risk model to use in their real-world work environment
- Identify competencies needed and challenges faced by IA departments

### Course Outline

- Internal Audits: Planning and Purpose  
*Experiential Exercise: The IIA Global Internal Audit Competency Framework*
- Assessing Risk in Audit Planning
- The Audit Plan and Report  
*Experiential Exercise: Preparing an Audit Plan*
- Internal Controls
- The Role of the Internal Audit Department
- Contract Auditing
- Internal Audit Best Practices  
*In Practice Case Study*

**Tuition: \$4,000**



## 026- Advanced Strategic Management, Leadership, and Risk Assessment Strategies 6.0 CEUs

Location and Date:

Paris, France: 11-15

Dubai, UAE: Oct 9-13

Amsterdam, Netherland: Aug 17-21

### Course Overview

This course is an advanced review of the theory and practice of global management, leadership and risk assessment designed to provide professionals with a more comprehensive examination of the critical competencies needed to execute business strategies effectively and manage risk. Our goal is to ensure that participants will be able to establish clear value metrics, embrace risk and uncertainty, lead through crisis and change, and enhance their ability to make effective critical decisions that result in cost, time, and resource savings that will benefit the organization.

We will do this through a combination of lectures, presentations, and experiential exercises designed to increase understanding of the needs and challenges that impact the global business environment and their effect on the organizations' operations and culture, while placing emphasis on the leadership competencies needed to successfully achieve business objectives and strategic goals. By learning methods and tactics for analysis, implementation and monitoring of risk controls, as well as techniques for financial risk management that minimize exposure and loss, participants will be able to lead the way in classifying and measuring the organization's level of risk while driving positive results and strengthening value.

### Target Audience

The course is intended for relevant staffs, officers, managers, senior managers, directors, field managers, administrative managers, commissioners, board members and other key administrators and industry professionals in the public and private sectors.

### Course Outline

- International Management: Strategy and Culture in the Emerging World
- Leading Organizational Culture and Achieving Organizational Control  
*Experiential Exercise: Understanding Your Leadership Style*
- Guiding Organizational Change and Innovation  
*Assessment: Self-Assessment of Change Agent Competencies*
- Strategic Crisis Leadership
- Risk Impact, Mitigation and Management
- Financial Risk Management: Techniques and Applications  
*Case Study: Strategic Financial Risk Management Exercise*

**Tuition: \$4,000**



## 027- Advanced Public Procurement Concepts, Contracts, and Practices 6.0 CEUs

Location and Date:

Houston, Texas USA: Nov 13-17

Istanbul, Turkey: Nov 13-17

### Course Overview

This course is designed to enable participants to gain an in-depth analysis of well-designed procurement systems that employ principles of economy, efficiency, transparency and accountability to improve social and economic development. The course covers topics such as advanced procurement planning and strategy development, communication and negotiation development skills required by those involved in advanced level procurement, and effective management of contract negotiation, development and administration.

Through use of knowledge management and theory and practice we will ensure understanding of the procurement process in the public sector from an international perspective with focus on contract and supplier management, risk management, performance and quality management and best practices when dealing with suppliers.

Our goal is to equip managers, administrators, and decision-makers with the skills to design and implement strategic initiatives ensuring they position and resource their procurement activity for optimal success. We will do this by bringing forth various issues that provides participants with a comprehensive understanding of key aspects such as developing corporate procurement objectives, understanding the procurement portfolio, and how to manage and align procurement systems, capabilities, and administrative processes with strategic goals. The objective of this course is to enable government professionals to understand the methods and strategic aspects of the procurement procedure when managing large infrastructure projects including negotiation, risk analysis, contract administration and procurement scheduling and planning.

### Target Audience

Managers, Deputy Managers, Officers, Sr. Level Managers, Directors, and Key Staff in Regulation Management; Managers of Regulatory Agencies and Commissions; Executives and Policy Makers in Human Resources and Capital Management; Directors and Managers of Training and Development in Regulation Management; Directors and Managers of Strategic Planning and Contract Management

### Course Outline

- Current Issues and Trends in Public Procurement
- The Principles of Procurement Strategy Development  
*Experiential Exercise: What is the Right Procurement Strategy?*
- Risk Management in Contracting for Services
- Contract and Supplier Relationship Management
- Change Management and Effective Negotiations in Projects and Procurement Performance and Project Management  
*Case Study: Fighting Corruption and Promoting Integrity in Public Procurement*

**Tuition: \$4,000**



## **028- Women in Leadership: Politics, Governance, Business, Management and Technology 6.0 CEUs**

Location and Date:

Houston, Texas USA: Jul 3-7

Paris, France: Sep 25-29

Dubai, UAE: Dec 4-8

### **Course Overview**

As a woman leader, you face a variety of unique challenges that require practical strategies to navigate. In this program you will learn different approaches for effectively handling common obstacles, navigate political waters, how to strengthen your emotional intelligence, and develop the skills necessary to stand out as a leader among both men and women. This program is effectively the pinnacle of true empowerment and capacity building of women for leadership development.

All evidence suggests that women aspiring to leadership positions need more than they are getting today. The under achievement so far in leadership participation by women suggest that the missing link should be corrected and that is capacity building. This block buster program is a powerful initiative for re-strategizing and repositioning women for higher performance and impacts in all frontiers of the mainstream.

### **Expected Key Benefits**

Will maximize leadership potential for women for high performance and greater impact in all frontiers- home, society, national economy, governance and business through essential knowledge, best practices and useful experiences garnered from highly interactive sessions on challenges, failures and successes of fellow women in different leadership situations.

Women will be ultimately crafting and highlighting success formulae in all challenging situations. Learning from one another, exploring and adopting the phenomena of female advantage in all challenges as winning strategies.

Certificated and accredited program by Texas Southern University (TSU) and AEMPIN.  
Professional Alumni Status of AEMPIN

### **Course Objectives**

On completion, you will be able to:

- Gain clarity in what leadership means and the challenges of leadership
- Identify and adopt your winning strategies and leadership success formula
- Clearly understand your current strengths and weaknesses as a leader and develop a strategy for improvement and development
- Gain confidence and power within your management hierarchy
- Act with greater confidence and ownership when you apply your management style
- Enhance your strategic skills through improved planning and change implementation
- Become more 'politically savvy, astute and build strategic alliances
- Communicate with improved clarity and authority
- Develop greater personal self-confidence and inspire and motivate yourself and your staff
- Embrace can-do approach against odds
- Cultivate appropriate leadership skills in the today's world.

### Course Outline

- Navigating the Bind
- The Dynamics of Power, Influence and Negotiation
- Using emotional Intelligence to Drive Results
- Strategy, Conflict Resolution and Crisis Management
- Business and Finance
- Giving and Receiving Feedback
- Outsmart the Life-Work Balance
- Factors impacting on women's path to leadership
- Governance Mechanisms
- ICT Space

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

### Target Audience

This Program is designed for Managers, Directors, Commissioners, CEO's, HR, Law Makers, Women political leaders, Legislative clerks and administrators, first ladies, female governors, female deputy governors, senators and any woman aspiring to improve leadership capacity.

**Tuition: \$4,000**

## 029- Global Strategy in Uncertain Times 6.0 CEUs

Location and Date:

Houston, Texas USA: Jul 17-21, Oct 2-6

Dubai, UAE: Oct 16-20

### Course Overview

This program is more relevant than ever because it presumes high levels of uncertainty, complexity, and velocity in every tool and technique we present. It further covers both the analytical side of coping with uncertainty (what to do) as well as the human side (how to get people to realize the challenges and respond appropriately). In this program, we insist on driving strategic decision making from the perspective of deep insight and differentiating rather than going along with the crowd.

This program focused on the process of finding opportunities, launching new ventures, and leading necessary organizational changes to revitalize and transform an organization in times of uncertainty.

Participants will learn how to thrive in rapidly changing and highly uncertain environments and will be able to immediately apply their learning to make rapid progress on an issue they identify.

If you have ever worried about how to drive new growth or how to make a change initiative successful, you will enjoy the insights developed in this live online program.

### Target Audience

Global Strategy in Uncertain Times is designed for middle, upper- to senior-level executives who seek significant growth opportunities for their organizations.

## Course Outline

The program takes place in an interactive delivery format and is designed to address the levels of unprecedented uncertainty we are all facing. A select set of additional readings and materials are also included:

### Setting the context:

- an overview of why innovation is no longer optional in the transient advantage economy and the new strategy playbook
- Introduction to an alternative to growth-strangling metrics: Real options reasoning
- Creating an opportunity portfolio

### Think Wrong Workshop

- An immersion day on Design Thinking showing you how to unfreeze your thinking to create novel solutions

### De-mystifying digital transformation

- how increasingly strategy = innovation = digital
- Discovery Driven Planning, a technique for planning to learn quickly, manage risk, and bring down costs when operating under high levels of uncertainty

### An entirely new force in our economy consists of complementors

- learn why you can't avoid understanding this to be successful
- Platform strategies: the newest trend in business models
- The economics and often counterintuitive behavior of two-sided markets
- Why Uber's original business model has flaws as a platform

### Disengagement

- how to gracefully shut down a project or end a business
- Create a simple formula for leading organizational transformation, accompanied by a diagnostic
- Customers should not be a mystery – 3 techniques for understanding them better

## Learning Outcome

After Taking this course, you should be able to:

- Understand and describe the six elements of your new strategy playbook
- Rapidly evaluate and prioritize the activities currently in your portfolio
- Decide which programs or projects to stop and how to disengage from them
- Explore how to lead through change and uncertainty
- Reframe problems to spark novel solutions
- Smartly plan your digital transformation strategy
- Create plans that facilitate learning rather than assuming knowledge
- Understand the political and implementation challenges of growth
- Identify opportunities to create a 'platform' business model
- Understand how to create important relationships with ecosystem partners
- Gain deep customer insight

**Tuition: \$4,000**

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

## **030- Leading with Emotional Intelligence: Psychology of Leadership 6.0 CEUs**

Location and Date:

London, UK: Jun 19-23

Houston, Texas USA: Jul 17-21, Oct 2-6

The Leading with Emotional Intelligence: Psychology of Leadership is an expert session for those who want to learn the strategies for managing their emotions, staying productive and exercising self-control. It involves interactive discussions and practical exercises; participant capacity is limited. We have been overwhelmed with interest in the seminar.

This AEMPIN Emotional Intelligence session is not only a seminar but a living platform and community to connect, learn, share and commit to action. If you'd like to learn the strategies for managing your emotions, staying productive and exercising self-control, consider taking the "AEMPIN Leading with Emotional Intelligence seminars with our facilitators". Gain the ability to recognize and positively manage emotions in yourself, in others and in groups.

### **Course Overview**

Gain the ability to recognize and positively manage emotions in yourself, in others and in groups. Recent studies indicate that emotional intelligence is a powerful key to effective leadership. This valuable AEMPIN Leading with Emotional Intelligence training seminar delivers the in-depth knowledge and practical skills you need to ensure that you are a strong, emotionally intelligent leader. You will also learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.

### **Course Objectives**

- Gain an honest and accurate awareness of Yourself
- Monitor and adapt your own emotions and behaviors for your benefit and that of your Team & Department
- Have a positive influence on the emotions and motivation of others
- Develop cohesive, emotionally intelligent teams
- Create an atmosphere that fosters emotional intelligence
- Adaptability in dealing with different personalities
- Understand and apply the psychology of leadership

### **Training Methodology**

This AEMPIN Leading with Emotional Intelligence training seminar will combine presentations with interactive practical exercises, supported by video material and case studies. Delegates will be encouraged to participate actively in relating the principles of emotional intelligence to the particular needs of their workplace.

### **Organizational Impact**

- Improve teamwork and team-building skills through greater emotional intelligence
- Enhance cooperation through better relationship building skills
- Develop an emotionally intelligence work environment

### **Personal Impact**

- Learn how to cultivate emotional intelligence competencies
- Effectively manage your own emotions & emotions of others
- Personal growth as an emotionally intelligent leader
- Understand the different personality styles



### **Target Audience**

Anyone who wants to create an emotionally healthy, productive workplace and organizational culture to enhance their effectiveness and their ability to form trusting relationships and manage their frustrations and those of others at work. This AEMPIN Leading with Emotional Intelligence training seminar will keep you current on recent, cutting-edge developments in leadership theory and practice, and help you better collaborate and manage conflict.

### **Course Outline**

- Introduction to Emotional Intelligence
- Psychology of Leadership, Communication for Successful Leadership
- Apply Psychology in Leading in an Emotionally Intelligent Way
- Building an Emotionally Intelligent Team based on Psychological Principles

**Tuition: \$4,000**

## **031- Human Capital Management Challenges and Corporate Sustainability Techniques 6.0 CEUs**

Location and Date:

Houston, Texas USA: Jul 17-21, Sep 18-22, Dec 4-8

### **Course Overview**

Each major topic is first addressed by analyzing a case study, and assessing the strength of a specific talent practice (i.e. engagement, succession, retention, etc.) From the case study experience, groups then consider a series of application-based questions they are likely to encounter and must address in the workplace. Participants discuss and debate the issues and share strategies for effectively addressing them.

Following these two experiential sessions, a presentation of 15 to 20 minutes is delivered for each topic. Because the group sessions have dealt with many of the core aspects of the particular talent practice, this module offers a concise focus on new views and next practices.

This course contains practical tools and job aids to help you implement what you've learned as soon as you arrive back at the office. These resources will reinforce the principles learned, help leverage your time and simplify the process of integrating new talent management practices.

### **Target Audience**

Human Capital Directors, Human Capital Managers, Human Resources Managers, Training Managers, Knowledge Managers, Recruitment & Development Managers, Department Managers, Project Managers, Entrepreneurs, and Human Resources Management Consultants. Directors of Human Resources, Directors and Managers of Talent Acquisition and Recruitment, Directors and Managers of Organizational Development, Directors and Managers of Education and Learning, Directors and Managers of Strategy and Workforce Planning, Business Line Managers and Executives, Search, Consulting and Solutions Business Partners and Future leaders in the disciplines of HR, OD or the Line.



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### Course Outline

- Introduction
- Talent life cycle model and definition
- The Value of Talent Management
- Workforce Planning
- Talent Acquisition
- Developing and Deploying Talent
- Engaging and Retaining Talent
- Leading and Managing Talent
- Integrated Talent Management
- The Role of HR

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

**Tuition: \$4,000**

## 032- Managing Yourself and Leading Others to Higher Performance 6.0 CEUs

Location and Date:

Houston, Texas USA: May 15-19

Dubai, UAE: Jul 3-7

Paris, France: Jul 17-21

### Course Overview

Think of the leaders you most admire. They seem to easily juggle competing demands, confidently motivate their teams to achieve optimum results, effectively navigate across the organization, and never lose their composure. These executives make the job look simple—but it's not.

Designed to help managers become more effective leaders, this 10-day program delves into the fundamentals of managing yourself, leading teams, and motivating others to accomplish your company's goals.

Through relevant readings, case discussions, and introspective exercises, you will gain a broader and deeper understanding of organizational culture and dynamics, management best practices, the role of the manager, and the nature of influence. As you explore your own personality, strengths, and weaknesses, you will begin to evolve a leadership style that is uniquely yours. You will return to work with new found confidence and an action plan for continuing your growth as a leader.

### Program Benefits

- Improve your performance by strengthening your management skills
- Manage your team, your boss, and your colleagues more effectively
- Develop a management style that suits your unique personality
- Handle difficult management situations with greater certainty in your decisions
- Earn a 6.0 CEUs Certificate of Completion from the Americas Empowerment Institute/Texas University Department of Continuing Education

### Course Outline

- Distinguishing management myth from reality
- Understanding the motivations of colleagues and competitors
- Recognizing strengths and blind spots in yourself and others
- Building emotional intelligence to communicate effectively
- Influencing others from a position of authority—or without authority
- Managing within organizational hierarchies
- Earning trust and building relationships
- Leading for long-term results

### Target Audience

This management training program is ideal for officers, relevant staffs, new or experienced managers in any function who want to become better leaders. Because management requires analyzing complex challenges, participants should expect to grapple with ambiguous situations that do not have simple solutions.

**Tuition: \$4,000**

## 033- Telecom Regulation for Today's World 6.0 CEUs

Location and Date:

Houston, Texas USA: Jul 17-21, Nov 6-10

Istanbul, Turkey: Nov 6-10

Dubai, UAE: Oct 9-13

### Course Overview

This course is designed to provide participants with a comprehensive comprehension of telecom regulation as it applies in today's world. The premise of the course includes discussion, and analysis of the key issues and tools available to ensure a fair and equitable telecom environment. A site visit is a "must" for the practical application.

### Objectives

- Obtain a sound comprehension of the global and competitive telecommunications environment and its impact on the activities of a regulator.
- Comprehend the key principles of regulation including competition policy and licensing and the role and responsibilities of the regulator in these areas
- Comprehend the role and responsibilities of the regulator with respect to interconnection and tariffs
- Analyze the regulatory issues represented by scarce resource including numbering and spectrum management
- Assess the regulatory challenges and issues of VOIP, Local Loop Unbundling and Next Generations Networks
- Comprehend important dispute resolution mechanisms and the role of the regulator in settling disputes
- Comprehend the tool available to deal with regulatory challenges in today's world.

### Target Audience

This course is for Deputy Managers, Officers, Managers, Assistants Managers, Field Managers, Regulators, Administrative Managers, Commissioners, Board members, Directors, Staff members, and Secretaries. Everyone interested in understanding an-all around telecom regulation in today's world including key administrators and telecommunication professionals in the public and private sectors.

### Course Outline

- Overall picture of the global and competitive telecommunications environment
- Regulation
- The regulator
- Competition policy and safeguards
- Licenses
- Interconnection
- Cost and cost modelling
- Price regulation
- Managing scarce resources
- Local Loop Unbundling (LLU)
- Universal service and universal access
- Voice over Internet Protocol (VoIP)
- NGN policy and regulation
- Protecting consumers
- Dispute resolution

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

## 034- Managing and Leading Strategic Communication 6.0 CEUs

Location and Date:

Houston, Texas USA: Aug 7-11, Nov 20-24

### Course Overview

Strong communication contributes to bringing stakeholders closer to their leaders. It encourages transparency, increases the feeling of ownership and improves organization credibility. Leading strategic communication ensure stakeholders understand the vision of the future and can motivate behaviors that lead to a successful transformation of the organization. This seminar introduces the tools and techniques that enhance internal and external communication and ensure the efficient implementation of change management. It explores solutions to the communication challenges organizations currently face.

### Course Objectives

- Understand the role of public relations and communication for public and private organizations.
- Develop the necessary skills to formulate a communication strategy for specific groups
- Master the tools that will make it possible to conceptualize, execute and monitor a communication plan.

### Target Audience

Coordinators, Managers, Directors, CEOs, Communication Officers, Team Leaders and Supervisors. This seminar is appropriate for business professionals at all levels of experience who would like to be more effective in leading strategic communication.

### Course Outline

- Strategies and Communication Plan
- Communication and its Management Tools
- Internal Communication
- External Communication
- Speech and Mass Media

**Tuition: \$4,000**

Additional information, detailed objectives and outlines for each course are available at [www.aempin.org](http://www.aempin.org).

## 035- International Best Practices in Project Planning, Monitoring and Evaluations 6.0 CEUs

Location and Date:

Istanbul Turkey: Nov 13-17

### Course Overview

The objective of International Best Practices in Project Planning, Monitoring and Evaluations is to equip development practitioners with the knowledge and expertise to be able to conduct their own planning, monitoring, evaluation and reporting or to be able to guide project partners in doing so. A key objective is to increase the capacity of the development sector to deliver project outcomes that are efficient and effective, and to be able to measure and evaluate these outcomes. The course will provide a space for development practitioners to learn from each other by sharing knowledge and experiences.

## Course Objectives

Upon completion of the course, the participants will have:

- An improved workable understanding of the key concepts in planning, monitoring, evaluation and reporting
- An appreciation of the purpose and benefits of planning, monitoring, evaluation and reporting
- An understanding of the importance of integrating monitoring, evaluating and reporting into project planning, and an understanding of where they fit into the project cycle
- Knowledge of how to plan a project using the Logical Framework Approach
- Knowledge of how to develop a result-based monitoring and evaluation framework
- Knowledge of the different stages of evaluation
- An improved understanding of the different types of evaluation
- A basic knowledge of data collection and analysis techniques, and their relationship to the different types of evaluation.

**Tuition: \$4,000**

## 036- Essentials for Leadership 6.0 CEUs

Location and Date:

Paris, France: Jul 17-21

Houston, Texas USA: Aug 6-11

### Course Overview

Essentials of Leadership identifies several of the skill sets that great leaders possess. Through engaging lectures delivered by Americas Empowerment Institute Faculty, dynamic discussions with colleagues and hands-on workshops, participants explore the most crucial areas of leadership. Participants emerge from the program with fresh insights into how to be better decision makers, leaders of people and groups, and agents of organizational change.

### Target Audience

Essentials of Leadership is designed for lower and mid-level executives looking to improve their effectiveness working with individuals and teams.

### Course Outline

#### I. Leadership Styles and Emotional Intelligence

- Scope and object

#### II. Leadership Styles and Managing Change

##### Key Questions

- What are the key action steps needed to plan and implement change?
- What do you think you do well versus not so well when it comes to planning and implementing change?
- What leadership style makes people more likely to embrace rather than resist change?
- What makes it hard for agents of change to adopt a style that makes others embrace rather than resist change?
- What can be done to overcome the obstacles alluded to in the preceding question?

#### III. Leadership and Group Dynamics

Why do some groups work together effectively, while other groups seem to struggle?

- How does “who you are” influence the type of roles that you take on in a group?
- What climate do you create for groups that you lead?
- How can you motivate your team to take more risk and responsibility.

#### IV. Leadership and Personality

- How much of your leadership behavior is driven by your environment?
- How much of your leadership behavior is driven by your own preferences?
- How can you learn about others preferences in order to more effectively lead, manage, and collaborate?

**Tuition: \$4,000**

### **037- Telecoms Code of Practice Regulation 6.0 CEUs**

Location and Date:

Houston, Texas USA: Sep 18-22, Nov 6-10

Istanbul, Turkey: Nov 6-10

#### **Course Overview**

The regulatory agency is empowered to establish minimum Quality of Service (QoS) standards in service delivery for the telecommunications industry. These QoS standards ensure that consumers continue to have access to high quality telecommunications service by setting basic minimum quality levels for all operators.

These standards define the lower and upper bounds of acceptability of such technical issues as transmission rates, error rates, call completion rates, etc. and commercial consumer issues such as access to customer care centers, billing integrity and other characteristics that can be measured and improved. In particular, this seminar is tailored to the application of consumer code of practice in telecommunications by the regulatory bodies.

#### **Target Audience**

This course is for Managers, Assistants Managers, Field Managers, Directors, Regulators, Administrative Managers, Commissioners, Board members, Staff members, and Secretaries.

#### **Course Outline**

- Scope and object
- Code administration
- Provision of information to Consumers
- Advertising and representation of services
- Consumer billing, charging, collection and credit practices
- Consumer obligations, Protecting of consumer information
- Complaints Handling
- Code Compliance

**Tuition: \$4,000**



TEXAS SOUTHERN UNIVERSITY

## 038- Business Essentials for Utility Engineers: Understanding and Influencing Financial Decision-Making 6.0 CEUs

Location and Date:

Houston, Texas USA: Jun 26-30, Oct 2-6

### Course Overview

This course is designed to impact business basics central to financial decision-making in the utility industry. It's one of the crucial courses for any regulator and others to overcome financial knowledge deficiencies as it relates to decision-making best practices.

Our goal is to develop knowledge and understanding on how corporate financial management requires the ability to analyze past performance of an organization while also being able to project the future economic consequences of the firm in financial terms. We will do this through review and discussion of methods and tactics in order to build core competencies that prepare participants to make sound decisions that lower cost, maximize shareholder value and provide efficient delivery of utilities with a minimum number of interruptions.

### Course Objectives

The objective of this course is to enable utility management professionals to focus on operations and investment and the integration of financial principles into those areas. Through presentations, lectures, review of best practices and experiential exercises in the following key areas, the fundamentals of finance will be taught along with the skills needed to analyze and manipulate financial tools:

- Understanding the language and decision processes of the electric utility business
- Knowing key business concepts and the financial basis of decision-making
- Communicating effectively with finance executives about engineering matters
- Helping ensure that your utility's decisions make good business sense and good engineering sense

### Target Audience

This course is designed for the following officials: Power system analysts and engineers, Generation and transmission planners, ISO/RTO technical staff, System operation supervisors, Regulators, Distribution system planners and operators, Managers, Senior technicians and Others needing a broader understanding of the financial basis of decision-making in today's restructured utility industry.

### Course Outline

- Understanding Utilities
- Accounting
- Economics
- Finance
- Risk
- Financial Ratios
- Ratemaking
- Budgeting
- Asset Management

**Tuition: \$4,000**



Additional  
information, detailed  
objectives and  
outlines for each  
course are available  
at [www.aempin.org](http://www.aempin.org).

## 039- Essentials of Project Finance 6.0 CEUs

Location and Date:

Houston, Texas USA: Jun 26-30, Oct 2-6

### Course Overview

This course is designed to provide participants with an essential understanding of the principles and approaches to project finance and how to successfully apply practical tools and techniques for project finance valuation, analysis and modeling. Students will interact to explore step by step processes for evaluating project opportunities, checking the viability of the project, project appraisal, risk evaluation, structuring the contract.

Our goal is to provide a highly interactive and integrative professional development environment where participants discuss and address the need in the industry today for a systematic approach for project appraisal and evaluation while learning how to build a Project Finance Model and develop checklists for key stages of the project financing process. We will do this by providing participants with an intensive overview of the core principles and practice of project finance to build a thorough understanding of the crucial factors and techniques used in structuring project finance deals.

### Course Objectives

The objective of this course is to enable professionals who work with investment fund and are interested in the principles of analyzing project finance risk and in further understanding the main elements of project finance debt. Participants will gain a deeper knowledge in the important aspects of Project Finance such as cost estimation, project feasibility study, risk analysis and mitigation, and important financial ratios required for project finance modeling through learning and development in the following areas:

- An Introduction to Project Finance
- The Project Finance Process
- Project Investment Criteria
- Managing Project Finance Risk
- Project Finance: Valuation Issues
- Managing the Project Contract
- Documentation and Information Quality

### Target Audience

Analysts, Managers, Senior Managers, Directors; Financial professionals including bankers and financial consultants; Project Managers and government officials responsible for project financing and infrastructure investments.

### Course Outline

- An Introduction to Project Finance
- The Project Finance Process  
*Experiential Exercise: Preparing a Feasibility Study*
- Project Investment Criteria
- Managing Project Finance Risk  
*Experiential Exercise: Risk Identification*
- Project Finance: Valuation Issues
- Managing the Project Contract  
*Case Study: Contract Life Cycle Management*  
Documenting the Deal and Information Quality

**Tuition: \$4,000**



## **040– Empowering Democracy. 6.0 CEUs**

Location and Date:

Houston, TX USA: April 24-28 Election Security and Violence Mitigation.CEUs: 6.0

Houston, TX USA: Jul 24 – 28, Oct 2-6 Advanced International Best Practices in  
Managing Electoral Processes in Today’s Democracy. CEUs: 6.0

Dubai, UAE: Jul 3-7, Voter Integrity, Conflict Prevention and Transformation.CEUs: 6.0

Houston, TX USA: Oct. 20-24, Building Consensus on Standards for Democratic Elections.CEUs: 6.0

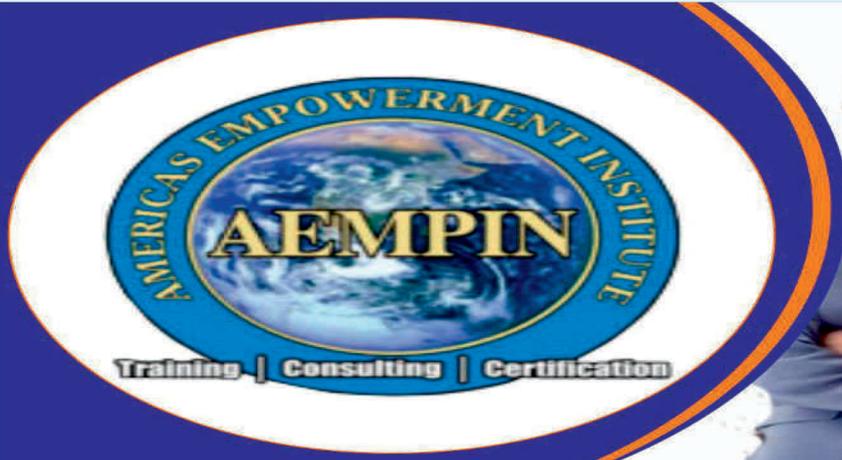
## **041– Managing Constituency and Public Relations for Legislators. 6.0 CEUs**

Location and Date:

Houston, TX USA: May 15-19

Dubai, UAE: Jul 3-7

Houston, TX USA: Oct. 20-24



# Americas Executive Education

## ***Choose Your 2023 Training Courses***

**Houston, Texas USA - London, UK  
Paris, France - Munich, Germany - Dubai, UAE  
Istanbul, Turkey - Amsterdam, Netherland**

### **HOUSTON, TX, USA**

Houston is the largest city in the Southern United States, as well as the seat of Harris County. It is the principal city of Houston – The Woodlands – Sugar Land, which is the fifth-most populated metropolitan area in the United States.

It's economy has a broad industrial base in energy, manufacturing, aeronautics, and transportation. It is also leading in health care sectors and building oilfield equipment; only New York City is home to more Fortune 500 headquarters within its city limits. Houston is recognized worldwide for its energy industry—particularly for oil and natural gas—as well as for biomedical research and aeronautics. Renewable energy sources—wind and solar—are also growing economic bases in the city.

A multi-cultural city with multicultural institutions and welcome over seven million visitors annually. It's climate is the closest to African climate and houses more Africans than any city in the Americas. With three airports, George Bush Intercontinental Airport is one of the ten busiest passenger airports in the world. An enviable educational system of eight universities and numerous colleges, many people in pursuit of academic excellence end up in Houston. The transport system is made up of rail, road and air transport.



## AMERICAS EMPOWERMENT INSTITUTE “AEMPIN”

### 2023 COURSE SCHEDULE

CODE	COURSE	LOCATION AND DATE	TUITION
<b>MARCH</b>			
010	Essential Management Skills for Emerging Leaders	Mar 6-10	\$4,000
06	Global Best Practices in Managerial and Leadership Excellence	Houston, Texas USA. Mar 6 – 10, Mar27-31	\$4,000
01	Data Protection and Trust	Houston, Texas USA. Mar 13 –17	\$4,000
04	Cybersecurity: Using Data Science as a Game Changer	Houston, Texas USA. Mar 13-17	\$4,000
02	Emerging Technologies	Houston, Texas USA. Mar 27-31	\$4,000
<b>APRIL</b>			
01	Data Protection and Trust	Houston, Texas USA. Apr 10– 14	\$4,000
00	Election Security and Violence Mitigation	Houston, Texas USA. Apr 24 – 28	\$4,000

<b>MAY</b>		
Mini-MBA in Telecommunications	Houston, Texas USA. May 1-5	\$4,000
Emerging Trends in Telecommunications Regulations	Houston, Texas USA. May 1-5	\$4,000
Regulatory Challenges of Value-Added Service	Houston, Texas USA. May 1-5	\$4,000
Emerging Technologies	Dubai, UAE. May 8 -12	\$4,000
Managing Constituency and Public Relations for Legislators	Houston, Texas USA. May 15-19	\$4,000
Key Techniques for Utility Regulators	Houston, Texas USA. May 15-19	\$4,000
Data Protection and Trust	Dubai, UAE. May 22-26	\$4,000

013	Mini-MBA in Telecommunications	Houston, Texas USA. May 1-5	\$4,000
016	Emerging Trends in Telecommunications Regulations	Houston, Texas USA. May 1-5	\$4,000
021	Regulatory Challenges of Value-Added Service	Houston, Texas USA. May 1-5	\$4,000
02	Emerging Technologies	Dubai, UAE. May 8 -12	\$4,000
041	Managing Constituency and Public Relations for Legislators	Houston, Texas USA. May 15-19	\$4,000
018	Key Techniques for Utility Regulators	Houston, Texas USA. May 15-19	\$4,000
01	Data Protection and Trust	Dubai, UAE. May 22-26	\$4,000
<b>JUNE</b>			
03	Mastering Telecommunication Regulation	Houston, Texas USA. Jun 5-9	\$4,000
05	Global Regulatory Governance & Independence	Houston, Texas USA. Jun 5-9	\$4,000
07	Leading and Managing Crisis During Disruptive Change	Munich, Germany. Jun 5-9	\$4,000
09	Emerging Corporate Governance in Public Sector	Munich, Germany. Jun 5-9	\$4,000
019	Mastering People Management and Team Leadership	Amsterdam, Netherland. Jun 5-9	
014	Strategic Thinking, Planning, and Risk Management in the Public Sector	Houston, Texas USA. Jun 5-9	\$4,000
07	Leading and Managing Crisis During Disruptive Change	Houston, Texas USA. Jun 12-16	
010	Essential Management Skills for Emerging Leaders	London, UK. Jun 19-23	\$4,000
015	Mini MBA in Strategic Management and Executive Leadership	Houston, Texas USA. Jun 19-23	\$4,000
030	Leading with emotional Intelligence: Psychology of Leadership	London, UK. Jun 19-23	\$4,000
019	Mastering People Management and Team Leadership	London, UK. Jun 26-30	\$4,000
038	Business Essentials for Utility Engineers: Understanding and Influencing Financial Decision	Houston, Texas USA. Jun 26-30	\$4,000
039	Essentials of Project Finance	Houston, Texas USA. Jun 26-30	\$4,000
015	Mini MBA in Strategic Management and Executive Leadership	London, UK. Jun 26-30	\$4,000

## JULY

02	Emerging Technologies	Houston, Texas USA. Jul 3-7	\$4,000
09	Emerging Corporate Governance in Public Sector	Houston, Texas USA. Jul 3-7	
025	Effective Risk- Based Internal Auditing	Houston, Texas USA. Jul 3-7	\$4,000
28	Women in Leadership: Politics, Governance, Business, Management and Technology	Houston, Texas USA. Jul 3-7	\$4,000
00	Voter Integrity, Conflict Prevention and Transformation	Dubai, UAE. Jul 3-7	\$4,000
041	Managing Constituency and Public Relations for Legislators	Dubai, UAE. Jul 3-7	\$4,000
06	Global Best Practices in Managerial and Leadership Excellence	Paris, France. Jul 10-14	\$4,000
07	Leading and Managing Crisis During Disruptive Change	Paris, France. Jul 10-14	\$4,000
011	Preparation and Beyond Retirement: Gateway to Better Life	Houston, Texas USA. Jul 10-14	\$4,000
012	International Management Competencies for Regulation Managers	Paris, France. Jul 10-14	\$4,000
018	Key Techniques for Utility Regulators	Paris, France. Jul 10-14	\$4,000
08	Emerging Trends and Improved Effectiveness in Public Service Delivery	Houston, Texas USA. Jul 17-21	
029	Global Strategy in Uncertain Times	Houston, Texas USA. Jul 17-21	\$4,000
031	Human Capital Management Challenges and Corporate Sustainability Techniques	Houston, Texas USA. Jul 17-21	\$4,000
030	Leading with emotional Intelligence: Psychology of Leadership	Houston, Texas USA. Jul 17-21	\$4,000
032	Managing Yourself and Leading Others to Higher Performance	Paris, France. Jul 17-21	\$4,000
033	Telecom Regulation for Today's World	Houston, Texas USA. Jul 17-21	\$4,000
036	Essentials for Leadership	Paris, France. Jul 17-21	\$4,000
010	Essential Management Skills for Emerging Leaders	Dubai, UAE. Jul 24-28	\$4,000
012	International Management Competencies for Regulation Managers	Dubai, UAE. Jul 24-28	\$4,000
018	Key Techniques for Utility Regulators	Dubai, UAE. Jul 24-28	\$4,000
00	Advanced International Best Practices in Managing Electoral Processes in Today's Democracy	Houston, Texas USA. Jul 24-28	\$4,000

<b>AUGUST</b>			
017	Strategic Fundamentals of Telecommunications	Amsterdam, Netherland. Aug 7-11	\$4,000
016	Emerging Trends in Telecommunications Regulations	Amsterdam, Netherland. Aug 7-11	\$4,000
022	Next Generation Challenges and Opportunities for Telecom Regulators	Amsterdam, Netherland. Aug 7-11	\$4,000
019	Mastering People Management and Team Leadership	Amsterdam, Netherland. Aug 7-11	\$4,000
07	Leading and Managing Crisis During Disruptive Change	Munich, Germany. Aug 7-11	\$4,000
09	Emerging Corporate Governance in Public Sector	Munich, Germany. Aug 7-11	\$4,000
32	Managing Yourself and Leading Others to Higher Performance	Munich, Germany. Aug 7-11	\$4,000
021	Regulatory Challenges of Value-Added Service	Houston, Texas USA. Aug 7-11	\$4,000
034	Managing and Leading Strategic Communication	Houston, Texas USA. Aug 7-11	\$4,000
036	Essentials for Leadership	Houston, Texas USA. Aug 7-11	\$4,000
020	Mini MBA in Board of Directors & Top Management Performance and Governance	Houston, Texas USA. Aug 14-18 Amsterdam, Netherland. Aug 14-18	\$4,000
023	Arbitration, Mediation, and Conflict Resolution in Public Sector	Amsterdam, Netherland. Aug 14-18	\$4,000
026	Advanced Strategic Management, Leadership and Risk Assessment	Amsterdam, Netherland. Aug 14-18	\$4,000
<b>SEPTEMBER</b>			
018	Key Techniques for Utility Regulators	Houston, Texas USA. Sep 4-8	\$4,000
021	Regulatory Challenges of Value-Added Service	Houston, Texas USA. Sep 4-8	\$4,000
03	Mastering Telecommunication Regulation	Paris, France. Sep 4-8	\$4,000
04	Cybersecurity: Using Data Science as a Game Changer	Paris, France. Sep 4-8	\$4,000
05	Global Regulatory Governance & Independence	Paris, France. Sep 4-8	\$4,000

015	Mini MBA in Strategic Management and Executive Leadership	Paris, France. Sep 4-8	\$4,000
014	Strategic Thinking, Planning, and Risk Management in the Public Sector	Paris, France. Sep 11-15	\$4,000
016	Emerging Trends in Telecommunications Regulations	Paris, France. Sep 11-15	\$4,000
022	Next Generation Challenges and Opportunities for Telecom Regulators	Paris, France. Sep 11-15	\$4,000
023	Arbitration, Mediation, and Conflict Resolution in Public Sector	Paris, France. Sep 11-15	\$4,000
026	Advanced Strategic Management, Leadership and Risk Assessment	Paris, France. Sep 11-15	\$4,000
031	Human Capital Management Challenges and Corporate Sustainability Techniques	Houston, TX USA. Sep 18-22	
037	Telecoms Code of Practice Regulations	Houston, TX USA. Sep 18-22	\$4,000
032	Managing Yourself and Leading Others to Higher Performance	Houston, TX USA. Sep 18-22	\$4,000
028	Women in Leadership: Politics, Governance, Business, Management and Technology	Paris, France. Sep 25-29	\$4,000

## OCTOBER

08	Emerging Trends and Improved Effectiveness in Public Service Delivery	Houston, Texas USA. Oct 2-6	\$4,000
09	Emerging Corporate Governance in Public Sector	Houston, Texas USA. Oct 2-6	\$4,000
016	Emerging Trends in Telecommunications Regulations	Houston, Texas USA. Oct 2-6	\$4,000
029	Global Strategy in Uncertain Times	Houston, Texas USA. Oct 2-6	\$4,000
030	Leading with emotional Intelligence: Psychology of Leadership	Houston, Texas USA. Oct 2-6	\$4,000
038	Business Essentials for Utility Engineers: Understanding and Influencing Financial Decision	Houston, Texas USA. Oct 2-6	\$4,000
039	Essentials of Project Finance	Houston, Texas USA. Oct 2-6	\$4,000
00	Advanced International Best Practices in Managing Electoral Processes in Today's Democracy	Houston, Texas USA. Oct 2-6	\$4,000
011	Preparation and Beyond Retirement: Gateway to Better Life	Houston, Texas USA. Oct 9-13	\$4,000
03	Mastering Telecommunication Regulation	Dubai, UAE. Oct 9-13	\$4,000
026	Advanced Strategic Management, Leadership and Risk Assessment	Dubai, UAE. Oct 9-13	\$4,000
033	Telecom Regulation for Today's World	Dubai, UAE. 9-13	\$4,000
017	Strategic Fundamentals of Telecommunications	Dubai, UAE. 9-13	\$4,000
019	Mastering People Management and Team Leadership	Dubai, UAE. 9-13	\$4,000
013	Mini-MBA in Telecommunications	Dubai, UAE. Oct 16-20	\$4,000
015	Mini MBA in Strategic Management and Executive Leadership	Dubai, UAE. Oct 16-20	\$4,000
025	Effective Risk- Based Internal Auditing	Houston, Texas USA. Oct 16-20	
07	Leading and Managing Crisis During Disruptive Change	Houston, Texas USA. Oct 24-27	\$4,000
029	Global Strategy in Uncertain Times	Dubai, UAE. Oct 16-20	\$4,000
00	Building Consensus on Standards for Democratic Elections.	Houston, TX USA Oct. 20-24	\$4,000
041	Managing Constituency and Public Relations for Legislators	Houston, TX USA Oct. 20-24	\$4,000

## NOVEMBER

033	Telecom Regulation for Today's World	Houston, Texas USA. Nov 6-10 Istanbul, Turkey. Nov 6-10	\$4,000
037	Telecoms Code of Practice Regulations	Houston, Texas USA. Nov 6-10 Istanbul, Turkey. Nov 6-10	\$4,000
03	Mastering Telecommunications Regulation	Houston, Texas USA. Nov 6-10	\$4,000
05	Global Regulatory Governance & Independence	Houston, Texas USA. Nov 6-10	\$4,000
08	Emerging Trends and Improved Effectiveness in Public Service Delivery	Istanbul, Turkey. Nov 13-17	\$4,000
027	Advanced Public Procurement Concepts, Contracts, and Practices	Houston, Texas USA. Nov 13-17 Istanbul, Turkey. Nov 13-17	\$4,000
035	International Best Practices in Project Planning, Monitoring and Evaluations	Istanbul, Turkey. Nov 13-17	\$4,000
032	Managing Yourself and Leading Others to Higher Performance	Houston, Texas USA. Nov 13-17	\$4,000
034	Managing and Leading Strategic Communication	Houston, Texas USA. Nov 20-24	\$4,000
019	Mastering People Management and Team Leadership	Houston, Texas USA. Nov 20-24	\$4,000

## DECEMBER

004	Today's Strategic Leader: Strategic Planning, Negotiation and Conflict Management	Houston, Texas USA. Dec 4-8	\$4,000
026	Human Capital Management Challenges and Corporate Sustainability Techniques	Houston, Texas USA. Dec 4-8	\$4,000
020	Mini MBA in Board of Directors & Top Management Performance and Governance	Houston, Texas USA. Dec 4-8	\$4,000
028	Women in Leadership: Politics, Governance, Business, Management and Technology	Houston, Texas USA. Dec 4-8	\$4,000

### ADVANTAGES OF AEMPIN

In addition to highly rated academic experience, participants receive free entry visa assistance, iPad, meal allowance, discounted hotel rate, site visits, certificate of completion of 6.0CEUs, and a world class experience in Houston, Texas USA!





## ADVANTAGES OF AEMPIN

In addition to highly rated academic experience, participants receive free entry visa assistance, iPad, meal allowance, cheap hotel rate, free local transportation, discounted health care cost, international phone card, local transportation, site visits, certificate of completion, and a world class experience in Houston, Texas USA!



Some Staff of the National Communication Authority, Ghana  
at AEMPIN Houston, Texas USA.



TEXAS SOUTHERN UNIVERSITY



Staff of Nigeria Communication Commission (NCC) being briefed at a site visit  
in Austin, Texas USA.

## **COURSE REGISTRATION BY:**

- EMAIL: [training@aempin.org](mailto:training@aempin.org)
- WEBSITE: [www.aempin.org](http://www.aempin.org)
- PHONE: 1-713-497-5887
- Course space is limited, please register early to ensure participation in your selected course.

## **CANCELLATIONS:**

- Courses may be cancelled due to low registration or merged at our discretion. You will be notified ahead of scheduled class dates if this is required.

### **PAYMENT:**

- AEMPIN will only accept payment via Cash, Money Order, and Wire Transfer for tuition.
- AEMPIN does provide all training and course materials, texts, hand-outs and needed supplies. At the conclusion of your program you will be provided a digital copy of all materials given to you during your program.
- Tuition DOES NOT include the cost of airfare, hotel, and incidentals. Each participant's organization or nominating agency should allocate an appropriate per diem amount to cover those expenses.
- Tuition payment must be made at least ten business days prior to the start of course to guarantee participation.

For more information about submitting tuition payment, please contact our office at 1. 713.497.5887 or email us at [training@aempin.org](mailto:training@aempin.org).

## **IMPORTANT:**

AEMPIN reserves the right to withhold certification should the participant miss a number of sessions without proper reason. AEMPIN reserves the right to remove participant(s) from training due to disrespectful or unruly behavior, without refund.

## **HEALTH AND ACCIDENT INSURANCE:**

- AEMPIN does not provide health insurance coverage for participants.
- We strongly recommend participants obtain health or accident insurance prior to arrival
- Medical coverage in the U.S can be very expensive compared to other countries.



## **COURSE TUITION**

**One-week Courses- \$4,000**  
**Two-week Courses - \$8,000**  
**Mini-MBA Courses- \$5,000**



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## **REFUND:**

- Tuition can be refunded up to ten business days before the start of training.
- All refunds are made to the agency/ministries requests. Refunds are only made to the agencies/ministries and not to individuals.
- If the start of course is within ten business days and a refund is requested, tuition will NOT be refunded, but those funds can be applied to a future training session.
- Refunds are not made to any applicant under false pretenses for the purpose of gaining entry into the United States.



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# 2023 AMERICAS EMPOWERMENT INSTITUTE "AEMPIN"



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