

We **IN**vest
People

OUR VISION



" To be recognized throughout Enppi, Egypt and the Middle East as a business profit center providing professional, supportive and pro-active Human Resources services in response to the needs of individuals, organizations and interested parties."

OUR MISSION



" To serve our Company as well as the Egyptian & Arab Petroleum and Industrial sectors through providing professional training services focusing mainly on the development of Human Resources as means to achieve strategic objectives and explore new growth opportunities."

WORD FROM THE GENERAL MANAGER



In today's dynamic business environment, where customers' needs move towards what is unique and innovative, Enppi is striving to reinforce its position as a prominent learning and educational figure. With this challenge comes both responsibility and opportunity. Our responsibility is to be an ethical corporate providing training services of superior quality and value to the Oil & Gas sector in the MENA Region. Our opportunity is to capture customers loyalty by offering customers satisfaction and delight.

Our competitive advantage comes from providing a variety of training opportunities that can lead to career advancement through enhancing participants knowledge and skills related to on-the-job performance in all technical fields and for all managerial levels. All our training courses have been designed and developed by experts

with accumulated experience to ensure smooth knowledge transfer.

We are proud to foster the first educational facility in the local Oil & Gas Market; Enppi Academy is dedicated exclusively to enhancing the knowledge and skills of fresh-graduate engineers through developing comprehensive training modules on both basic and detailed levels. Classroom and practical hands-on tools training is provided to bridge the gap between academic theoretical education and practical job experience.

Finally, we take pride that our value proposition is our empowered customer-oriented staff who are highly committed to the quality of service and are willing to maintain and grow strong customer relationships through creatively meeting and exceeding customers' demands.

Eng. Olfat Ezzat | 

ABOUT US

The Center for Training and Development (CTD) was found in 1983 as one of Enppi strategic business units for providing professional training and consultancy services for enppi personnel as well as customers from the Oil & Gas Industry worldwide. Since its establishment, CTD has enlightened and encouraged the participation of an outstanding number of individuals in numerous training programs, events, seminars and workshops. The training programs range from: Technical, Management, Quality Environmental, Health & Safety to other organizational functions.

CTD provides a wide range of training services starting from public courses available as scheduled on Enppi annual training catalogue to customized and tailor-made courses in addition to affiliated/internationally accredited and certified training programs.

The adopted training methodology is a combination of formal class room lecturing and practical workshops conducted through applying the latest presentation and inter-active techniques. The applied training evaluation process measures the reaction of participants as well as the knowledge, skills and attitudes acquired through each program.

The training facilities include fully equipped training classrooms, auditorium, simulators and highly automated computer labs in addition to other relevant supplementary services.

OUR VALUES

- Integrity & Honesty: To carry out duties and interact with Stakeholders with honesty and integrity in all business dealings.
- Commitment: To demonstrate enthusiasm in all our business relations as we set and meet challenging commitments for self and others.
- Continuous improvement: To embark on continuous improvement of our work procedures for achieving best quality services.
- Innovation: To meet today's challenges and participate in tomorrows breakthroughs via our people and processes.



06

MANAGEMENT SKILLS

35

MANAGEMENT CONCEPTS & TECHNIQUES

60

PROJECT MANAGEMENT

67

PROJECT CONTROLS

MK01

EFFECTIVE COMMUNICATION

OBJECTIVE:

Participants will learn about the communication process; cycle, model, barriers and blockers. Participant will further be exposed to various communication types and methods and will develop and improve their communication skills towards better business relationships.

WHO SHOULD ATTEND:

- Junior Staff

DURATION:

3 Days

TOPICS:

- Introduction to the communication cycle & model
- The Communication process
- Communication channels
- Communication blockers
- Barriers to successful communication
- Verbal & non-verbal communication
- Effective listening
 - Listening versus hearing
 - Basic listening modes
- Effective speaking
- Tips on effective communication

MK02**BODY LANGUAGE & NON-VERBAL COMMUNICATION****OBJECTIVE:**

Participants will understand the power of body language and non-verbal communication as means for effective communication. Participants will further learn how to apply and use the body language to reinforce verbal communication and create positive impact.

WHO SHOULD ATTEND:

- All Company Personnel

DURATION:

2 Days

TOPICS:

- Introduction to the Communication process
- Non-verbal communication & Body Language
 - Facial expressions
 - Poise and Posture
 - Body gestures
 - Non-verbal signals and signs
 - Voice intonation
- The five roles of non-verbal clues
 - Repetition
 - Substitution
 - Accenting
 - Contradiction
 - Complementing
- Tips for effective non-verbal communication

MK03 **ADVANCED COMMUNICATION SKILLS**

OBJECTIVE:

Participants will learn how to strengthen their people's skills through enhancing the communication process which in turn will develop their leadership skills, reduce stress and create better working environment.

WHO SHOULD ATTEND:

- Line Managers
- Leaders and Supervisors

DURATION:

3 Days

TOPICS:

- Introduction to people's skills
- Workplace conflict communication and resolution
- Complex challenges tackling and handling
- Effective methods of connecting with others
- How to focus on people and create positive impression
- Methods of memory enhancement
- Building memory skills and enhancing relationships
- Enhancing memory skills
- Communicating with clarity and building self-confidence
 - Demonstrate clarity when giving directions
 - Present information in a logical sequence
- How to energize communication and make people enthusiastic
 - Including action in communication to release nervous energy
 - Becoming more animated to energize and engage others

MK04 EFFECTIVE PRESENTATIONS**OBJECTIVE:**

Participants will gain the essential knowledge and skills required for conducting effective presentations. Participants will learn how to plan, develop and deliver presentations as well as how to interact effectively with the audience.

WHO SHOULD ATTEND:

- All personnel required to deliver presentations

DURATION:

2 Days

TOPICS:

- Presentation planning: goals and objectives
- Presentation structuring
- Presentation tools and techniques
- Audience motivation and persuasion
 - How to sell your ideas?
 - How to convey competence and confidence to your audience?
 - Effective use of non-verbal communication (voice, poise, gesturing... etc)
- Handling difficult audience
- Effective presentation tips

MK05

ADVANCED PRESENTATION SKILLS & PUBLIC SPEAKING

OBJECTIVE:

Participants will understand the power of presentations as an effective tool for selling ideas and gaining audience confidence and approval. Participants will further learn about media skills and handling the crowd with emphases on presenters' common errors and tips for improvement.

WHO SHOULD ATTEND:

- General Managers/Directors
- Line Managers

DURATION:

2 Days

TOPICS:

- Assess your presentation skills
- Review presentations key elements
- Structuring and designing your presentation
- Media skills
- Selling your presentation
- Maintaining interest of audience
- Effective questioning techniques
- Facilitating interaction and encouraging feedback
- Dealing with difficult audience
- Improving public speaking skills

MK06 INTERPERSONAL SKILLS**OBJECTIVE:**

Participants will learn how to develop a set of mental and communicative algorithms to apply during social communications and interaction with other business partners. Participants will further understand the importance of Interpersonal Skills as effective means for people's management and relating to other co-workers to achieve organizational goals and objectives.

WHO SHOULD ATTEND:

- Supervisors/Team Leaders
- Senior Staff

DURATION:

3 Days

TOPICS:

- Introduction to interpersonal skills
- Interpersonal skills assessment questionnaire
- The value of communicating effectively
- Methods of communication
- Interactive skills
- Self-management and behaviors control
- Reaching consensus
- Building assertiveness and resolving conflicts at work
- Giving and receiving criticism
- Ways to improve your interpersonal skills in dealing with others

MK07**EFFECTIVE PLANNING & TIME MANAGEMENT****OBJECTIVE:**

Participants will learn how to plan and organize work activities for better time management. Participants will further learn how to identify priorities, set smart objectives, eliminate time wasters and apply various time scheduling and control techniques.

WHO SHOULD ATTEND:

- All Company Staff

DURATION:

2 Days

TOPICS:

- Introduction : overview of time management concepts
- Time management practical thinking
- Time management control methods and techniques:
 - Casting your time (make time success)
 - Activity log technique
 - Small scale planning
 - Organizing work style, space and tools
 - “ To do “ lists technique
 - Developing goal setting (personal, lifetime...etc), techniques, planning and organizational skills
- Time wasters/stealers
- Time control techniques
- Workshop

MK08**ADVANCED TIME MANAGEMENT****OBJECTIVE:**

Participants will understand and value time management as an important means for business success. Participants will further learn about tools and techniques to manage their own time effectively and identify the difference between important verses urgent tasks.

WHO SHOULD ATTEND:

- Project Managers
- Department Line Managers

DURATION:

2 Days

TOPICS:

- Understanding the importance of time
- Using/consuming time
- Time management:
 - What is time management?
 - Value of time management
 - Time sections
 - Analysis of time
- Managing time:
 - Managing principles
 - Managing schedules
 - Creating the habit mastering the task
 - The 5th rule

MK09 TECHNICAL REPORT WRITING

OBJECTIVE:

Participants will learn about the best way to compile technical reports. They will learn about technical report writing steps, styles, methods and techniques.

WHO SHOULD ATTEND:

- Project Engineers
- All personnel required to write technical reports

DURATION:

3 Days

TOPICS:

- Introduction to types of reports
- Purpose for writing technical reports
- Main steps of writing a typical technical report
- Elements of effective technical report writing
- Use of graphics in technical reports
- Report presentation
- Workshop

MK10**EFFECTIVE BUSINESS WRITING****OBJECTIVE:**

Participants will be able to plan business correspondence, choose the appropriate form: letter, fax, memo, or e-mail. Participants will further understand the purpose and limitation of each form of correspondence and learn how to write and format business letters, faxes and memos.

WHO SHOULD ATTEND:

- All Personnel required to write correspondence in a formal business environment

DURATION:

3 Days

TOPICS:

- Introduction to business writing
- Types of readers
- Business writing forms:
 - Letters, faxes and memos.
 - E-Mails
- Planning business correspondence
- International business language
- Business correspondence writing and formatting

MK11

EMAIL ETIQUETTE

OBJECTIVE:

Participants will be introduced to the Email Etiquette rules and writing techniques as part of the formal correspondence widely used and most recently applied in today's business environment.

WHO SHOULD ATTEND:

- All personnel required to write emails

DURATION:

2 Days

TOPICS:

- Introduction to email etiquette
 - Emails as part of business correspondence
 - Email professionalism
 - Email efficiency
- Planning steps for writing business messages
- Email etiquette rules
 - Subject
 - Structure and layout
 - Level of formality
- Useful tips for writing emails
- Writers common errors

MKT2**EFFECTIVE NEGOTIATIONS****OBJECTIVE:**

Participants will be introduced to the basic knowledge and skills for effective negotiations. Participants will further learn about types of negotiations, negotiation techniques and tactics and will become able to reach a win-win relation with their counterparts through role-play and workshops.

WHO SHOULD ATTEND:

- Supervisors and Senior Staff
- Procurement/Proposals & Contracts Specialists

DURATION:

3 Days

TOPICS:

- Introduction to negotiation skills
- Types of negotiators (personality type and culture)
- The negotiation process
- Systematic approach to planning and preparing for negotiation
- Negotiation techniques/tactics
- Conflict modes
- Characteristics of a good negotiator
- workshop

**OBJECTIVE:**

This program provides practical support and help professionals grasp the mindset of an effective negotiator. Participants will understand how values and beliefs affect the negotiation process and explore the nature of negotiation. Participants will further gain a toolbox of influencing tips for selling negotiation strategies.

WHO SHOULD ATTEND:

- General Managers/Line Managers
- Professionals who negotiate more effectively

DURATION:

3 Days

TOPICS:

- Introduction to the negotiation process
- Skills and competencies of a good negotiator
- Different types of negotiation situations
- Evaluating the situation
- The seven steps of highly effective negotiations:
 - Step 1: Setting goals
 - Step 2: Research interests of other parties
 - Step 3: Plan strategy
 - Step 4: Exchange information
 - Step 5: Opening the negotiation

MKB**ADVANCED NEGOTIATION SKILLS (Cont'd)****TOPICS: (Cont'd)**

- Step 6: Bargaining to create highest value
- Step 7: Closing the deal with the best situation win/win
- Negotiation strategy and techniques
- Handling yourself in negotiations
- Case study and workshop

MK14 PROBLEM SOLVING & DECISION MAKING **OBJECTIVE:**

Participants will get acquainted with problem solving techniques such as a fishbone analysis, SWOT analysis & PERT analysis. Participants will further practice how to extract maximum information from facts and break problem down into manageable parts to find the core of the problem. During the second part of the course, participants will gain understanding of the decision making tools, and learn the difference between the decision making and the decision taking process.

WHO SHOULD ATTEND:

- Project Managers/Leaders
- Middle Level Management
- Supervisors/Section Heads

DURATION:

3 Days

TOPICS:

- Problem Solving:
 - Introduction to problem solving techniques
 - Appreciation – extracting maximum information from facts
 - Drill down – breaking problems down into manageable parts
 - System diagrams – understanding how factors affect one another
 - SWOT analysis (understanding strengths, weakness, opportunities and threats)

MK14 PROBLEM SOLVING & DECISION MAKING (Cont'd)**TOPICS: (Cont'd)**

- Decision Making:
 - Introduction to the decision making process
 - Decision making or decision taking
 - Decision making traps
 - Decision making mechanism
 - Effective decision making process & tools
 - Decision supporting system

MK15 MOTIVATING OTHERS

OBJECTIVE:

Participants will learn about the role of motivation in management. Participants will be introduced to the main principles, methods and theories of motivation with emphasis on modern trends and best practices.

WHO SHOULD ATTEND:

- Project Managers
- Middle Level Management
- Supervisors/Section Heads

DURATION:

2 Days

TOPICS:

- Introduction to motivation
- Types of individual needs and theories
- Are you a good motivator?
- What does reinforcement play in motivation?
- Motivation and compensation trend
- Main sources of employee satisfaction/dissatisfaction
- How to create an atmosphere of achievement?

MK16**RUNNING EFFECTIVE MEETINGS****OBJECTIVE:**

Participants will acquire necessary knowledge and skills for managing meetings effectively. Participants will learn how to create “goal-oriented” agendas, promote interaction by strategically arranging the meeting room and achieve meeting objectives by setting boundaries for discussion.

WHO SHOULD ATTEND:

- Department Managers
- Project Managers

DURATION:

2 Days

TOPICS:

- Types of meetings & meeting purposes
- Meeting planning and preparation
- Handling and managing meetings:
 - The communication process
 - Personal styles and approaches in leading meetings
 - Presentation skills and aids in meetings
 - Handling trouble-makers
 - Keeping meeting on agenda
 - Meeting summarizing and closeout

OBJECTIVE:

Participants will gain required knowledge and skills for how to make best use of their time through better allocation of work and delegation. Participants will also learn about delegation styles, techniques and models.

WHO SHOULD ATTEND:

- Department Managers
- Project Managers

DURATION:

2 Days

TOPICS:

- Making the best of your time through delegation
- Objectives of delegation and empowerment practices
- Common barriers to delegation
- Exploring managers' insecurities towards delegation
- Organization risk management and delegation solutions
- Delegation styles and techniques
- What to delegate and when? Choosing the tasks and the people
- Managing a delegated assignment through an employee
- Identifying the different types of difficult employees
- Using empowerment and delegation as a coaching tool and vice versa
- Understanding reasons for performance difficulties
- Developing an action plan

MK18 GOOD WORK HABITS**OBJECTIVE:**

Participants will be introduced to a variety of useful work habits and specific traits toward becoming an all-around more efficient, productive, and valuable member of the workforce. The course is based on Steven Covey best seller “Eight Habits of highly Effective People” to provide participants with a handful of tools to become an efficient professional within any business environment.

WHO SHOULD ATTEND:

- Section Heads/Supervisors
- Department Managers

DURATION:

2 Days

TOPICS:

- Introduction to the professional workplace (demands & challenges)
- The importance of good work habits and Self development
- The learning cycle
- Attitudes and values for becoming more productive
- The difference between effective and ineffective people
- The Eight habits of highly effective people
- The Four unique Human talents
- How to change bad work habits to good ones?

MK19 SUPERVISORY SKILLS

OBJECTIVE:

Participants will gain essential knowledge and skills for effective supervisory management. Participants will also learn how to effectively use a wide range of modern tools and techniques for better acquisition of this skill.

WHO SHOULD ATTEND:

- Supervisors/Team Leaders
- Senior Technical Staff

DURATION:

3 Days

TOPICS:

- Introduction to the role of a supervisor
- Communication and team management
- Motivation : understanding the human behavior
- The performance cycle
- Planning and organizing work activities
- Assigning the work
- Coordination, integration and counseling
- Work supervision and follow-up
- Performance evaluation and appraisal

MK20 DEALING WITH DIFFICULT PEOPLE**OBJECTIVE:**

Participants will learn how to deal with difficult people in various business contexts through studying personality types and understanding the human behavior.

WHO SHOULD ATTEND:

- Line Managers
- Supervisors / Team Leaders

DURATION:

3 Days

TOPICS:

- Basic agreement : learning to understand and accept the other
- Definition of personality
- Personality types
- Personality characteristics in organizations
- Personality variability and individual differences
- Definition of difficult people
- How are people difficult to deal with?
- Key variables affecting behavior
- Determinants of work attitudes
- Common types of difficult people
- How to deal and manage each type

MK21 COACHING SKILLS**OBJECTIVE:**

Participants will be provided with the effective knowledge and skills required for better coaching employees and transforming them into high performers. Participants will learn about the concept of coaching as a relationship building and goal setting process applying one of the most popular techniques : the GROW Model.

WHO SHOULD ATTEND:

- Supervisors/Team Leaders
- Coaches

DURATION:

3 Days

TOPICS:

- Introduction to coaching:
 - The coaching cycle
 - Main principles of effective coaching
 - Characteristics of a good coach
 - The relationship between coach and coachee
- Coaching Skills & Techniques (the GROW model):
 - (G) The goal setting process
 - (R) Understanding Reality (points of weakness & strength)
 - (O) Identifying Obstacles
 - (W) Summoning the Will

MK21 COACHING SKILLS (Cont'd)**TOPICS: (Cont'd)**

- Developing Options:
 - Identifying Paths for development
 - Choosing the best approach
 - Developing an action plan
- Building trust techniques
- Follow trust techniques
- Case study

MK22 COACHING SIMULATION**OBJECTIVE:**

Participants will be provided with the psychology of coaching. In addition to that, the course will discuss the possibility of developing your team and how to handle difficult types of employees.

WHO SHOULD ATTEND:

- Supervisors/Team Leaders
- Coaches

DURATION:

3 Days

TOPICS:

- Overview about coaching
- The psychology of coaching
- Why employees refuse accepting guidance
- Different steps of feedback session
- Verbal and nonverbal communication while sending the feedback
- Maximizing your ability to develop your team
- Managing difficult types of employees:
 - An aggressive employee who reacts in an exaggerated way
 - An arrogant employee who has a high sense of superiority
 - A stubborn employee who do not listen to your orders believing that he is right all the time
 - A liar employee who never tell the truth
 - Low performance employee with below expectations performance

new**MK23 LEADING WITH PASSION****OBJECTIVE:**

Participants will be exposed to modern leadership methods and means to help today's leaders in-the-making gain knowledge and practical skills in the areas of leading, motivating and developing a high performance team; for creating a climate of creativity and continuous improvement in the organization.

WHO SHOULD ATTEND:

- Supervisors
- Newly assigned managers

DURATION:

3 Days

TOPICS:

- Introduction to leadership:
 - The learning model
 - The paradigm shift
 - The Pygmalion effect
- Key elements of the role of a leader:
 - Identifying key results area
 - Prioritizing tasks
 - The four quarters techniques
 - Pressure and stress
 - The CIN Approach
- Leadership theories
- Leadership styles

MK24 LEADERSHIP & EMPOWERMENT

OBJECTIVE:

Participants will learn about leadership and the main characteristics of a true leader. Participants will understand the human behavior, and will further learn about motivation, communication, goal-setting, decision making, empowerment and other concepts of leadership and will be able to assess their leadership styles for empowerment.

WHO SHOULD ATTEND:

- Project Managers
- General Managers
- Department Managers

DURATION:

3 Days

TOPICS:

- Introduction and main definition of leadership
- Difference between leadership and management
- Leadership qualities and personality traits of successful leaders
- Types of leaders
- Leadership styles:
 - Autocratic (directive) style
 - Democratic (participative) style
 - Laissez – faire (free rein) style
- Leadership and empowerment
- Leadership and entrepreneurship
- Situational variables in leadership

MK25

ASSERTIVENESS & SELF CONFIDENCE

new

OBJECTIVE:

Participants will be able to modify their internal representation of past events and convert them to positive experience, boost their self-esteem when dealing with others, boost their confidence by reframing and applying Nero Linguistic Programming (NLP) techniques on their inner voice, distinguish between assertive, aggressive and passive behavior, express their selves assertively using specific verbal and non-verbal techniques, criticize and change behavior while staying friends, and disagree with the other person in such a way that helps them understand their stance on the matter without taking it personally.

WHO SHOULD ATTEND:

- All Personnel

DURATION:

3 Days

TOPICS:

- Self-Awareness
 - How does the brain process information?
 - How can we shape out Thoughts, Feelings and actions?
 - How can you boost your self-esteem?
 - How to analyze and balance life to make sure nothing is neglected?
- Self-Management
 - What are “positive replacement” phrases and how can they help you?
 - Why do we worry?
 - How to use positive mentality?

TOPICS: (Cont'd)

- What do you believe?
 - What are perspectives?
 - How to reprogram your mind to experience an event differently?
 - How to change your feelings about a bad experience in the past?
- How to increase your confidence?
 - How to deal with your inner voice?
 - How to replace your mental criticism with positive, confidence boosting attitude?
- What is assertiveness?
 - How does assertiveness differ from aggressive or passive behavior?
 - How to avoid appearing aggressive, when you want to be assertive?
 - What is passive-aggressive behavior and how to deal with it?
- How to criticize?
 - What kinds of criticism are good and what kinds are bad?
 - How different types of people react to criticism?
- How to deal with Emotions?
 - How to appeal to emotions to get maximum effect?
 - How to present your view systematically and assertively?
 - How to take advantage of body language to say and get what you want?
- How to request?
 - How to ask for what you want?
 - How to construct your sentences to get your message across confidently?
- How to disagree?
 - How to express your disagreement and stay friends?
 - How to say NO?

MT01 INTRODUCTION TO MANAGEMENT**OBJECTIVE:**

Participants will have a full and thorough prospective of management theories and recent trends. Participants will be introduced to the four elements of management and will further learn about the best applied management practices.

WHO SHOULD ATTEND:

- Newly assigned Line Managers

DURATION:

3 Days

TOPICS:

- Introduction to management:
 - What is management?
 - What do managers' do?
- The management process:
 - Planning
 - Organizing
 - Controlling
 - Directing
- Communication model and management/employee relationship
- Employee motivation
- Developing characteristics of a good manager

MT02 MODERN MANAGEMENT CONCEPTS

OBJECTIVE:

Participants will learn how to develop their managerial skills in leading, managing and empowering teams and subordinates. Participants will further be provided with modern insights necessary to meet the challenges facing management in today's business world.

WHO SHOULD ATTEND:

- Senior Line Managers

DURATION:

3 Days

TOPICS:

- The philosophy of management
- Main Functions of management
- The changing role of management in organizations
- Developing communication styles
- From management to leadership
 - Using the leadership styles effectively
 - Participation and productivity
- The managerial/technical split
- Managerial attitudes
- Managing diversity
- Participative management and group decision making
- The challenges facing modern management

MT03 MANAGING PEOPLE**OBJECTIVE:**

Participants will acquire essential skills to help dealing with subordinates, motivate direct them and create a positive relationship between the subordinate and the manager as well as the organization.

WHO SHOULD ATTEND:

- Department managers
- Project managers

DURATION:

3 Days

TOPICS:

- Introduction to manager/subordinate relationship
- How to supervise your subordinates work
- Providing feedback
- Motivating subordinates
- Linking motivation to performance
- Delegation
- Performance assessment/appraisal
- Managers versus leaders
- The measuring stick
- Tips on being a good manager

MT04 PEOPLE SMART

OBJECTIVE:

Participants will learn how to be engaged in the people business featuring the eight essential skills of interpersonal intelligence. Participants will further be provided with a powerful plan for becoming more effective in business relationships.

WHO SHOULD ATTEND:

- Managers
- Project Managers

DURATION:

3 Days

TOPICS:

The eight essential for smart people:

- Skill (1) : Understanding people:
 - The difference between understanding and labeling people
 - Listening and understanding
 - Three ways to interpret puzzling behavior
- Skill (2) : Expressing yourself clearly
- Skill (3) : Assessing your needs
- Skill (4) : Exchanging feedback
- Skill (5) : Influencing others
- Skill (6) : Resolving conflict
- Skill (7) : Being a team player
- Skill (8) : Shifting gears

MT05 CRISIS MANAGEMENT**OBJECTIVE:**

Participants will gain knowledge of the modern methods and techniques of crisis management including proactive and reactive approaches in order to mitigate crisis and minimize the impact on corporate business reputations.

WHO SHOULD ATTEND:

- Project Managers
- Department Management
- Crisis Management team

DURATION:

3 Days

TOPICS:

- Introduction to the anatomy of a crisis
- Crisis identification and isolation
- Types and sources of crisis
- Crisis forecasting
- Crisis management plans
- Crisis communication:
 - Handling the media
 - Press conferences and interviews
- Applying the PREP approach
- Decision making under crisis induced stress

MT06 CONFLICT MANAGEMENT & RESOLUTION

OBJECTIVE:

Participants will gain a sound understanding of conflict definition and types, conflict styles and conflict management methods and techniques. Participants will further be able to negotiate and use their communication skills to reduce conflict and misunderstanding in the workplace.

WHO SHOULD ATTEND:

- Top/Middle Management Level

DURATION:

2 Days

TOPICS:

- Defining conflict and conflict types
- Reasons for conflict build-up
- Open conflict vs. hidden conflict
- Spontaneous and reflective action
- Stages of conflict
- Conflict resolution vs conflict management
- The role of communication in conflict resolution
 - Active listening
 - Paraphrasing
 - Powerful questions
 - Body language
- Cross-cultural conflict
- Facilitating conflict and setting norms
- Making interventions

MT07 PERFORMANCE MANAGEMENT**OBJECTIVE:**

Participants will learn about performance management as one of the most effective business tool for achieving organizational objectives. Participants will be able to: Identify and deal with under-performance issues, apply performance methods such as: appraisals, discipline situations and counseling needs, use tools and techniques to set and measure productivity standards, and improve productivity through positive performance monitoring, ownership and engagement.

WHO SHOULD ATTEND:

- General Managers
- Department Managers

DURATION:

2 Days

TOPICS:

- What does “Performance Management” really mean?
- The significance of performance management
- Objectives, goals and productivity measurements
- How often should an employee’s performance be managed?
- The performance review/appraisal
- Simple vs. complex approach to appraising employee performance
- Recognizing and dealing with under-performance
- Counseling: how far should you go to help an employee with his/her problem?

MT07 PERFORMANCE MANAGEMENT (Cont'd)

TOPICS: (Cont'd)

- Feedback principles
- Types of feedback
 - Positive feedback
 - Constructive feedback
- Improving individual and organization performance
- Ongoing productivity improvement

MT08 **MANAGEMENT BY OBJECTIVES (MBO)****OBJECTIVE:**

Participants will be introduced to the main process of defining work objectives so that the manager and the employees agree to the objectives and understand what they need to do in order to achieve them. Participants will also develop skills required for goal setting, choosing course of actions and decision making.

WHO SHOULD ATTEND:

- Department Managers
- Section Heads

DURATION:

3 Days

TOPICS:

- Introduction To MBO (Definition and Features)
- The difference between goals, objectives and plans
- Steps for management by objectives planning:
 - Reviewing company's strategic objectives
 - Introducing the goal setting process
 - Conducting the meeting
 - Finalizing the action plan
- Advantages and limitations of MBO
- Essential conditions for successful implementation of MBO
- Steps for making MBO effective

MT09 STRESS MANAGEMENT

OBJECTIVE:

Participants will be introduced to stress as a major source to tension that can be rather constructive or destructive depending on the way it is handled. Participants will learn about causes of stress and the most effective methods and techniques of overcoming stress.

WHO SHOULD ATTEND:

- Project Managers
- Top/Middle Management Level

DURATION:

2 Days

TOPICS:

- Definition of stress
- Stress causes and determinants
- Positive & negative stress
- People's reaction to stress
- Understand your own level of stress
- Stress management techniques:
 - The firefighting techniques
 - The preventive/proactive plan
- Tips for coping with stress

MT10 CHANGE MANAGEMENT**OBJECTIVE:**

Participants will learn about the nature of change; main causes, methods and techniques of managing change. Participants will understand reasons of organization changes and how to predict and plan for change.

WHO SHOULD ATTEND:

- Project Managers
- Top/Middle Management Level

DURATION:

3 Days

TOPICS:

- Globalization and business dynamics
- Forces of change
- Two schools for managing change
- Managing organization change
- Strategic competitive advantages and change management
- Contemporary issues in managing change
- Stimulating innovation
- Creativity versus innovation
- Change your organization to become a learning organization

MT11 STRATEGIC PLANNING

OBJECTIVE:

Participants will be introduced to strategic management as means to set and determine corporate mission, vision, values, goals, objectives, roles and responsibilities. Participants will further learn about strategic planning as an effective management tool to produce fundamental decisions and actions that shape and guide the organization future.

WHO SHOULD ATTEND:

- General Managers
- Middle Management

DURATION:

2 Days

TOPICS:

- The concept of strategic management
- The importance of strategic management
- Definition of vision and mission
- The levels of strategy
- Strategic planning:
 - The role of competitive analysis in strategy formulation
 - Business environmental scanning
 - SWOT analysis and porter's competitive force model
 - Strategy formation
 - Strategy implementation
 - Strategy evaluation and control

MT2**CREATIVE THINKING & BRAINSTORMING****OBJECTIVE:**

Participants will learn about creative thinking tools and techniques and will further understand the difference between creative thinking and logical thinking. Through workshop, participants will practice brainstorming techniques and will learn how to generate and explore ideas.

WHO SHOULD ATTEND:

- General Managers
- Middle Management

DURATION:

2 Days

TOPICS:

- What is creative thinking and how is it different from logical thinking?
- How to set a creative action plan for real problems at work
- Creative thinking techniques:
 - Brainstorming techniques
 - Idea-generating questions
 - Block busting analysis
 - What if analysis
 - Attribute analysis
 - Reversal analysis
- De Bono's six thinking hats
- Workshop

MTB MIND-MAPPING

OBJECTIVE:

Participants will be introduced to one of the most recently applied creative thinking techniques: The mind-mapping. This course will enable participants to better understand the mechanisms and functions of their minds so as to maximize manifold strengths, including effective thought organization and whole brain thinking.

WHO SHOULD ATTEND:

- General Managers
- Middle Management

DURATION:

2 Days

TOPICS:

- Introduction to mind-mapping techniques
 - Tony Buzan: the inventor of mind maps
- The power of the human brain
- The brain: linear or non-linear?
- What is mind mapping?
- The laws of mind mapping
- How to draw effective mind maps
- Benefits and uses of mind maps
- Mind mapping practice session & workshop

MT14**WORKING IN TEAMS & TEAM WORK****OBJECTIVE:**

Participants will be introduced to the most effective methods and techniques of team building and working inside teams. Participants will further learn about group behavior and group dynamics and the difference between groups and teams and the main characteristics of an effective team.

WHO SHOULD ATTEND:

- Business/Project Team Members

DURATION:

3 Days

TOPICS:

- Introduction to teambuilding:
 - Main characteristics of a good team
 - Types of teams within the organization
 - Team roles
- Teams vs groups
- Organizational groups:
 - The individual and the group
 - Types of groups
 - Group behavior/norms
 - Group dynamics

MT14 WORKING IN TEAMS & TEAM WORK (Cont'd)

TOPICS: (Cont'd)

- Team formation:
 - Individual perception
 - Human roles inside the team
- Learning to work in a team:
 - Interactive communication
 - Interpersonal Skills

new**MT15 BUILDING HIGH PERFORMANCE TEAMS****OBJECTIVE:**

Participants will learn about the importance of team building and the new trends in management today regarding the role of teams in organizations. Participants will also be provided with the skills to build and manage effective teams, increase team spirit, motivate team players and activate the role of team leaders with an aim of improving performance and achieving organizational objectives.

WHO SHOULD ATTEND:

- Assistant General Managers
- General Managers

DURATION:

3 Days

TOPICS:

- Modern approaches for team building.
- Identify skills of effective leader and team manager.
- Improving team effectiveness:
 - Analyzing team dynamics
 - Communicating effectively
 - Monitoring team performance
 - Running team meetings
 - Sharing information outside a team
 - Dealing with problems & conflict resolution
- Create an action plan for effective team improvement

MT16 EMOTIONAL INTELLIGENCE

OBJECTIVE:

Participants will learn about the concept of emotional intelligence as an effective tool for managing oneself as well as others. Through self-assessment and awareness, participants will develop the knowledge and skills required for dealing effectively with different types of people.

WHO SHOULD ATTEND:

- Department Managers
- Supervisors

DURATION:

3 Days

TOPICS:

- What is emotional intelligence
- EQ vs. IQ
- The emotional intelligence framework:
 - Four factors of emotional intelligence:
 1. Well-being
 2. Self-control
 3. Emotionality
 4. Sociability
- Workshop

new**MT17****LEADING WITH EMOTIONAL INTELLIGENCE****OBJECTIVE:**

Participants will learn about the concept of emotional intelligence as an effective tool for managing oneself as well as others. Through self-assessment and awareness, participants will develop the knowledge and skills required for dealing effectively with different types of people.

WHO SHOULD ATTEND:

- Assistant General Managers
- General Managers

DURATION:

3 Days

TOPICS:

- What is emotional intelligence
- Four factors of emotional intelligence:
 - Well-being
 - Self-control
 - Emotionality
 - Sociability
- Emotional intelligence benefits for leaders, teams and organization
- Emotional intelligence and leadership
- Emotional intelligence and daily challenges
- Tips of emotional regulation and control

MT18

GLOBAL CULTURE, BUSINESS ETHICS AND CODE OF CONDUCT

OBJECTIVE:

Participants will learn about the organizational culture definitions, goals and concepts. Participants will learn about job satisfaction, organizational commitment, attitudes and consistency. The course also tackles human behavior at work and personality types.

WHO SHOULD ATTEND:

- General Managers
- Middle Management

DURATION:

2 Days

TOPICS:

- What is global culture?
- The sources of culture
- How culture affects managers and strategic competitive advantages?
- Work with culture diversity in a global business environment
- Creating an innovation culture spirituality and organization culture
- Defining the effect of external environment on organization culture
- Creating an ethical culture
- Developing business ethics and code of conduct
- Why have a code of ethics/conduct?
- Guidance for writing a code of ethics/conduct
- Integrity in the market place, integrity in government relationship, compliance with laws, communications and reporting violation of the code
- Improving ethical behavior
- Social responsibility and business ethics

MT19**BUSINESS ETIQUETTE****OBJECTIVE:**

Participants will gain knowledge and skills required for professional dealings and best business etiquette practices. Participants will learn how to develop business relationships, maintain a professional appearance and conduct oneself professionally.

WHO SHOULD ATTEND:

- All personnel required to maintain professional dealings

DURATION:

2 Days

TOPICS:

- Identifying characteristics of business etiquette
- Identifying the guidelines for developing a professional appearance
- Building Office Relations:
 - Conducting business in a cubical
 - Conducting business in an office
 - Developing positive relations with coworkers
 - Resolving a conflict with a coworker
- Conducting yourself Professionally
 - Appropriate internet use at work
 - Identify loyalty to the organization
 - How to differentiate between personal and professional relations

MT20 ORGANIZATIONAL BEHAVIOR (OB)

OBJECTIVE:

Participants will be introduced to organizational behavior definitions, goals and concepts. Participants will learn about job satisfaction, organizational commitment, attitudes and consistency. The course also tackles human behavior at work and personality types.

WHO SHOULD ATTEND:

- General managers
- Middle Managers

DURATION:

2 Days

TOPICS:

- What is organizational behavior?
- Focus of organizational behavior
- Goals of organizational behavior
- Job satisfaction, job involvement and organizational commitment
- Values, attitudes and behaviors
- Personality insights and types in different cultures
- Factors that influence perception

MT21**HOW TO MANAGE YOUR MANAGER***new***OBJECTIVE:**

Participants will be introduced to different managers working style and common communication gaps at work. Participants will understand organization hierarchy and how to balance relationships with each managerial level.

WHO SHOULD ATTEND:

- Junior Staff

DURATION:

3 Days

TOPICS:

- Managers types and working style
- Paradigm, communication principles and barriers
- Common communication gaps at work
- Communication styles
- Work conflicts types of relationships
- Dealing with difficult people
- Handling criticism and receiving feedback
- Developing more positive and constructive performance reviews
- Giving constructive feedback
- Guidelines for key task meetings with managers
- Developing cohesive job objective

MT22 RESULT FOCUS INITIATIVE

new

OBJECTIVE:

Participants will learn how to be positive team members and take work initiatives as new solutions to business problems and to link initiatives to desired results. Participants will also learn that results can be means to assess initiatives and will be exposed to a handful of tools and techniques to monitor implementations.

WHO SHOULD ATTEND:

- All personnel required to maintain professional dealings

DURATION:

2 Days

TOPICS:

- Module 1 – Initiative start-up
 - What is initiative?
 - Why initiative?
 - Researching situations' history
 - Teamwork as a key factor
- Module 2 – Initiative formulation
 - Benchmarking vs. result
 - Objectives and expected results set
 - Comparing solutions vs. criteria
 - Dry run: testing the initiative

MT22 RESULT FOCUS INITIATIVE (Cont'd)*new***TOPICS: (Cont'd)**

- Module 3 – Initiative implementation
 - Monitoring the process
 - Measures against projected results
 - Initiative acceptance
 - Planning for implementation
 - Action plan

PM01

EFFECTIVE PROJECT MANAGEMENT

OBJECTIVE:

Participants will be introduced to the main concepts, methods and processes of effective project Management. Participants will understand project phases and lifecycle, project staffing and organizing and further learn about projects information and communication system.

WHO SHOULD ATTEND:

- Project Management Engineers
- Project Planning Engineers

DURATION:

5 Days

TOPICS:

- Introduction to project management concepts
- Project phases and life cycle: (initiation, planning, executing, controlling & closing)
- Project pre-planning steps and feasibility study
- Developing of project plan and project statement of work
- Project selection and initiation
- Planning of project schedule
- Project work breakdown structure (WBS)
- Project organizing and staffing
- Project team and communication system
- Project progress calculations and reporting
- Project monitoring & controlling
- Project management related activities

PM02 PROJECT RISK MANAGEMENT**OBJECTIVE:**

Participants will gain knowledge of the nature of risk, opportunity, applied methods and techniques of risk reduction. The course provides useful insight on the risk Management process.

WHO SHOULD ATTEND:

- Division Managers
- Project Managers
- Middle Management Level

DURATION:

5 Days

TOPICS:

- Introduction to project management
- General approach and definitions
- Risk management
- Risk definitions
- Risk assessment goals and methodology
- Risk Management planning
- Qualitative and quantitative risk analysis
- Risk response planning & strategies
- Dealing with risk in contracts
- Risk Management roles and responsibilities
- Risk documentation
- Risk resolution and monitoring

OBJECTIVE:

Participants will be introduced to the main concepts and definitions of project Management, tendering strategies and contract documentation. Throughout the training course, participants will be exposed to all bidding and contract stages: preparation stage, contract hold/termination, contract closeout...etc.

WHO SHOULD ATTEND:

- Proposal/Contract Managers
- Project Managers
- Procurement Managers

DURATION:

5 Days

TOPICS:

- Introduction to project management definitions
 - Bidding cycle and tender documents
 - Tendering considerations & cost impact
 - Contract Administration/Management:
 - Principles and definitions
 - Organization & responsibilities
 - Contract forming and documentation
 - Contractor's prequalification
 - Tender documents and invitation to bid
 - Contract risk management
 - Execution constrains and resolutions
- Contract types
 - Pre-award negotiations

PM04 EFFECTIVE CONTRACT MANAGEMENT**OBJECTIVE:**

Participants will be introduced to the main principles of contract Management. Participants will further, learn about steps of contract development: planning/contracting process, contract's contents, schedule and terms & conditions. Through workshop, participants will be able to perform contract records control, work achievement monitoring, and contract acceptance & closeout.

WHO SHOULD ATTEND:

- Procurement Engineers
- Proposal Engineers/Administrators
- Project Management Engineers

DURATION:

5 Days

TOPICS:

- Overview of Contract Management:
 - Introduction to contract management
 - Contract management terminology
 - Contract classification
 - Contract parties-relationship
- Contract Development:
 - Planning
 - Contracting process
 - Scheduling development
 - Contents and essential components

PM04 EFFECTIVE CONTRACT MANAGEMENT (Cont'd)

TOPICS: (Cont'd)

- Contract Management:
 - Administration/management
 - Deliverable/records control
 - Monitoring work achievement
 - Change management
 - Sub-contracts
 - Contracts acceptance and closeout
- Workshop

PM05 BIDDING & PRICING STRATEGIES**OBJECTIVE:**

Participants will get acquainted with project cost tendering and bidding. Participants will also be introduced to the philosophy, objectives and procedures needed for successful preparation of project cost and how to become a successful competitive bidder.

WHO SHOULD ATTEND:

- Project/Proposals Managers
- Financial Managers/Specialists
- Cost Engineers

DURATION:

5 Days

TOPICS:

- Introduction to bidding and pricing techniques
- Cost engineering definitions
- Bidding cycle
- Bid/tender document
- Tendering conditions and cost impact
- How to reach the competitive bidding?
- Tendering/bidding pitfalls
- Cash flow forecasting with spreadsheets: forecasting the viability of a financial decision and investigating the impact of changing factors
- Risk analysis
- Case study

PM06 PMP PREPARATORY COURSE

new

OBJECTIVE:

Participants will understand the Project Management concept and practically apply those concepts through interactive workshops for Scope Management, Cost Management, Time Management and Risk Management. Participants will also understand the new concept of Project Management created by PMI.

WHO SHOULD ATTEND:

- Senior Executives
- Project Managers
- Members of a Project Management Teams

DURATION:

5 Days

TOPICS:

- Introduction to project management
- Organizational influences and project life cycle
- Project communication management
- Project risk management
- Project procurement management
- Project stakeholder management

PC01**BASICS OF PROJECT CONTROLS****OBJECTIVE:**

Participants will gain basic knowledge about the philosophy, definitions and objectives needed for successful application of established project controls, principles and procedures.

WHO SHOULD ATTEND:

- Project Engineers
- Planning and Cost Engineers
- All Technical Engineers

DURATION:

5 Days

TOPICS:

- Introduction to project management & control
- Contract development & control
- Project organization
- Planning & scheduling
- Progress calculation & reporting
- Cost estimation & control
- Use of computers in project controls

PC02

PROJECT PLANNING & SCHEDULING

**OBJECTIVE:**

Participants will have a general overview on planning and scheduling activities utilizing the most common software in this field “Primavera”

WHO SHOULD ATTEND:

- Project/Construction Managers & Engineers
- Project Planning Engineers
- Procurement Specialists
- Site Engineers

DURATION:

5 Days

TOPICS:

- Introduction to planning & scheduling:
 - Definition of project
 - What is project Management?
 - What is a deliverable?
 - Project life cycle stages
 - What is project controls?
 - Planning & scheduling definitions
- Schedule development:
 - Define activities
 - Sequence activities
 - Estimate activity resources
 - Estimate activity duration
 - Develop schedule

PC02**PROJECT PLANNING & SCHEDULING (Cont'd)****TOPICS: (Cont'd)**

- Planning methods & techniques:
 - Work breakdown structure
 - Bar chart (GANTT charts)
 - PERT chart
 - Critical path method (CPM)
 - Resources Management
- Planning of EPC projects:
 - Planning of Engineering phase
 - Planning of Procurement phase
 - Planning of Construction phase
- Progress measurement, reporting & performance analysis:
 - Progress measurement
 - Progress calculation
 - Progress reporting
- Primavera Case Study

PC03

BASICS OF COST ESTIMATION

OBJECTIVE:

Participants will become acquainted with the concepts of cost estimation, estimate types, elements of capital cost estimate and methodology of preparation.

WHO SHOULD ATTEND:

- Planning & Cost Managers
- Cost Estimators
- Project Managers/Engineers
- Proposals/Contracts Specialists
- Plant Managers

DURATION:

5 Days

TOPICS:

- Main Definitions
- Cost estimation importance, types & elements
- Estimating methods & techniques
- Retrofit, design studies & prototype estimates
- Estimating operating cost elements
- Sources of cost estimation data
- Interrelation with cost accounting
- Computer application of cost estimation

PC04 PROJECT COST CONTROL & REPORTING**OBJECTIVE:**

Participants will learn about the planning objectives and procedures needed for successful application of project cost control.

WHO SHOULD ATTEND:

- Project/Construction Managers
- Project Engineers
- Proposal/Contract Specialists
- Planning and Cost Engineers

DURATION:

5 Days

TOPICS:

- Introduction:
 - Cost control terminology
 - Variance examples
 - Change order examples
 - Who controls cost
 - Cost control phases
- Defining project scope for cost control:
 - Project objectives of the owner
 - Content of project scope
 - Control estimate
 - Cost control through scope control

PC04

PROJECT COST CONTROL & REPORTING (Cont'd)

TOPICS: (Cont'd)

- Applied cost control:
 - The cost control team
 - Elements of control
 - The role of the cost Engineer
 - Cost planning
 - Working packaging
 - Computerization
 - Performance measurement
 - Analysis & forecasting
 - Corrective action, feedback
- Cost control reporting:
 - Frequency of reports
 - Report distribution
- Case study

PC05 **ADVANCED PROJECT SCHEDULING****OBJECTIVE:**

Participants will gain in-depth knowledge of the techniques applied for the development of valuable project schedules, as applied in major EPC projects utilizing the most common software in this field.

WHO SHOULD ATTEND:

- Project Senior Schedulers
 - Project Managers/Engineers
 - Site Construction Managers/Engineers
- (Course prerequisite: 3 years of experience in the field of scheduling & CPM software application)

DURATION:

5 Days

TOPICS:

- Building projects schedules:
 - Gathering information
 - Scope & resources identification
 - Establishing project WBS
 - Coding activities & resources
 - Project/contract milestone identification
 - Activity listing & duration
- Schedule/logic review
- Scheduling testing & validation

PC05

ADVANCED PROJECT SCHEDULING (Cont'd)

TOPICS: (Cont'd)

- Schedule analysis:
 - Critical path & activities
 - Float analysis
 - Resources leveling
- Schedule publishing:
 - Master schedules
 - Look ahead schedules
- Schedule updating
- Project Planning Case Study

PC06**FEASIBILITY STUDIES FOR INDUSTRIAL PROJECTS****OBJECTIVE:**

Participants will be introduced to project lifecycle and the feasibility study phase starting from: market study and analysis, Site selection, technology & technical evaluation. Participants will further understand how to conduct the Environmental Health & Safety study, financial and economic analysis and risk assessment.

WHO SHOULD ATTEND:

- Project Managers/Engineers
- Planning Engineers

DURATION:

5 Days

TOPICS:

- Feasibility studies:
 - Introduction to Project Life Cycle
 - Project Evaluation Background
- Market Study:
 - Marketing Principles
 - Market Assessment
 - Feed Stock Assessment
- Site Selection Study:
 - Site Evaluation Characteristics
 - Site Analysis Results

PC06

**FEASIBILITY STUDIES FOR INDUSTRIAL PROJECTS
(Cont'd)****TOPICS: (Cont'd)**

- Technology and Technical Evaluation:
 - Basis of Evaluation
 - Kepner Tregoe Analysis
- Environmental, Health and Safety Study:
 - General Characteristics: Air/Water and Soil Quality
 - Environmental Impacts: Gaseous Emission, Waste Water, Solid
 - Health and Safety
- Financial and Economic Analysis
- National Profit Ability
- Risk Assessment and Mitigation

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