FAMILY BUSINESS MANAGEMENT

**Date:** March 10 - 12, 2015  
**Venue:** Dar es Salaam

**Date:** July 6 - 8, 2015  
**Venue:** Kampala, Uganda

**Date:** September 9 - 11, 2015  
**Venue:** Accra, Ghana

**Date:** October 6 - 9, 2015  
**Venue:** Lagos, Nigeria

**Course Summary**
This programme aims at highlighting and giving insights on the synergy that the family, the business and the ownership share for mutual success. If a family company has or will have siblings and a cousin working in the family business, this is the programme for them. It recognises and focuses on the specialised strategic, corporate governance and relationship management knowledge and skill required to govern a complex family business effectively. This highly interactive and collaborative programme is designed to enhance the family’s capacity to tackle the challenges of generational entrepreneurship continuity, family business strategy, corporate governance and the nuances of conflict and succession management among others.

**Target Audience**
- SME family business owners and family members in a business that has grown with a turnover of at least 70 million Kenya Shillings per annum
- Founders of family businesses who have the next generation currently involved in the business at board and/or management level
- Next generation family members who are either actively involved or participate as nonexecutive board members
- Senior managers or independent directors of family businesses
Key Benefits

• Highlight and explore the complexities of the inter-related dependence and dynamics of the family, the business and the ownership that impact on longevity of family businesses
• Demonstrate how founding generations can plan to ensure that a business turns into a perpetuated business legacy with each successive generation
• Provide insights, lessons and structures key for harmonious family business wealth management and growth for preservation of the business for current and future generations
• Provide a roadmap on how a family can build internal capacity and family business career paths that anticipate and manage conflicts and relationships in successive generations
• Highlight the stewardship and cultural dynamics that influence and impact longevity
AMSCO HACCP APPLICATION COURSE FOR THE HOSPITALITY AND FOOD INDUSTRIES

Date: March 18 - 20, 2015  
Venue: Accra, Ghana

Course Summary
Hazard Analysis and Critical Control Point (HACCP) is a systematic method to identify, evaluate and control food safety hazards. Since its initial development in the 1960s, HACCP has been increasingly used at every stage of the food chain. In many countries, it is a legal requirement for all food business operators to have some form of hazard analysis based on this system, and so there has been a growing interest in all aspects of HACCP. HACCP moves away from reliance on end product testing to a more proactive, preventative approach of controlling potential hazards. It is an internationally recognised quality management training highly recommended for the target sectors.

As a prerequisite, delegates who attend this course must have a clear understanding of basic food safety concepts.

Target Audience
Staff of Catering Establishments, Hospitality and Food Manufacturing Industries. Quality Assurance Managers & Auditors, Food Safety Team Members, Food Technologists / Industrial Hygienists, Consultants / Regulatory Food Inspectors, Personnel of food supply chain industries, personnel of SMEs and organisations in the ingredient and packaging supply industry, fruit and beverage processing, alcoholic beverages production, industrial catering personnel.

Key Benefits
On completion of the course, participants will be in a position to identify and evaluate food safety hazards, design food safety control and monitoring procedures and establish successful HACCP plans for food businesses.
BOARD LEADERSHIP PROGRAMME

Date: March 24 - 26, 2015  
Venue: Kampala, Uganda

Course Summary
The Board Leadership is a two day programme that emerged out of the need to enhance learning and development opportunities for directors and company secretaries (current and aspirant) in private and public companies, as well as in state owned organisations. This programme is designed to expose participants to the latest thinking on board leadership, while equipping participants with the necessary procedural and process skills in boardroom interaction.

Target Audience
- Directors and Company secretaries (Current & aspiring)
- Key Benefits
- Unpack corporate governance and ethics in business
- Learn how to effectively discharge your duties as a director and the incumbent legal responsibilities thereof
- Gain the skills to effectively review the results and report these to stakeholders
- Manage the role of the board as a change agent and strategic planner

Key Benefits
- Improve the broader context of board governance
- Understand corporate governance best practices
- Hone the ability to select who should be on your company board
- Develop strategic leadership for board effectiveness
- Create shared value between the board
- Build a forward looking board
- Develop skills that contribute to the creation of an effective board culture and enhance performance
- Hone the ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance
PRIVATE EQUITY MASTER CLASS

Critical insight into Private Equity

**Date:** April 13 - 15, 2015  
**Venue:** Nairobi, Kenya

**Course Summary**
The Private Equity master class combines the latest thinking and insights with solid practical skills, enabling you to succeed in a competitive environment. The programme helps you to gain greater understanding of the global private equity industry. This enables you to better manage the mechanics of selecting and structuring a private equity deal. Your knowledge of the strategies to enhance the value of a deal, and the legal and financial requirements for its success can impact positively on your organisation’s growth.

**Target Audience**
Professionals with an operational or financial background looking to deepen their understanding of private equity.
This includes: Private equity professionals and those looking to setup their own fund, Fund and asset managers, Accountants, Lawyers, Pension fund and endowment trustees, Investment consultants, private bankers and independent financial advisors, Hedge fund managers, Private investors, Regulators and compliance officers

**Key Benefits**
This programme gives you the opportunity to:
- Discuss new ways to invest with financiers, corporate lawyers, investors, private equity experts and rising stars of the industry
- Master the private equity fund and fee structure
- Acquire new insights through real-life business cases and interactions with fellow participants
• Build a strong network of contacts that are active in the industry
• Gain a truly international and diversified perspective with both academic and practical insights
**SUCCESSION PLANNING: DEVELOPING LEADERS FROM WITHIN**

**Date:** April 21 - 23, 2015  
**Venue:** Dar-es-salaam, Tanzania

**Course Summary**
Managing the succession of talent is a vital strategic process that minimises gaps in leadership and enables your best people to develop the skills necessary for possible future roles.

This seminar will show you how to design and implement an effective and flexible succession plan that will help your organisation to continue to grow and achieve its business goals.

**Target Audience**
Mid to senior level managers; business unit heads; all human resources personnel and organisational development professionals.

**Key Benefits**
- Learn to formulate strategies for attracting, retaining and developing skilled individuals
- Know how to develop future leaders from within while retaining intellectual/operational expertise
- Develop a targeted approach to identify the competencies needed for specific positions
- Help increase retention by matching your company’s needs with the aspirations of individuals
- Understand how succession planning and talent development need to be linked with strategic planning and performance evaluation
- Link evolution of the organisation’s capabilities to the managerial competencies needed for this evolution
- Develop competency profiles
- Assess talent and identity succession candidates
- Establish development plans for successors and high potential candidates
CUSTOMER SERVICE EXCELLENCE – MASTERCLASS

Date: April 22 - 23, 2015  
Venue: Accra, Ghana

Course Summary
This cutting-edge programme is a must, for Managers and Supervisors of the services industry, including hospitality. The training is designed to offer the participants with the most current notions in customer care, and also offer a platform for typical challenges to be discussed and resolved. It will take the form of ‘Training of Trainers’, to enable the participants to share content and lessons learned with their team-members.

Target Audience
Managers, supervisors and leaders in hotels and the services industry in general. Trainee managers and successors will also benefit from this programme.

Key Benefits
• Understand the vital importance of the customer to the organisation
• Identify the factors that can prevent an organisation from maximising customer value and draw up measures to mitigate them
• Understand how to critically look at the customer service levels and to establish tools and process to drive excellent customer service and customer satisfaction
• Identify different customer types and design appropriate ways of interacting/ dealing with them
Date: May 6 - 8, 2015  
Venue: Accra, Ghana

Course Summary
The course is intended to equip Microfinance Executives with industry information and development, knowledge and current market trends which will aid them in moving their businesses to the next level. The course will bring together executives from different Microfinance Institutions (MFIs) to share ideas as well as strategically analyse and critically think around microfinance management and financial inclusion for all.

Target Audience
Executives and Managers of MFIs, Operational Heads, Accounts Managers, Credit Managers, Branch Managers etc.

Key Benefits
• The programme will provide participants with a unique technical immersion experience focused on sustainable microfinance and the creation of a community that will have an ensuring influence for years to come  
• Participants will join the expert faculty to reflect, analyse and debate on microfinance issues, trends and new topics  
• With participants and the faculty arriving from different companies, the course will offer an unparalleled diversity of perspectives and experiences which are critical to the industry
**AMSCO ADVANCED LEADERSHIP AND DEVELOPMENT (LEAD) EXECUTIVE PROGRAMME**

**Date:** May 13 - 15, 2015  
**Venue:** Nigeria

**Date:** September 9 - 11, 2015  
**Venue:** Nigeria

**Date:** October 25 - 27, 2015  
**Venue:** South Africa

**Course Summary**
The AMSCO Advanced Leadership and Development (LEAD) executive programme is designed for middle level and senior functional managers who need a broader perspective on company operations. The Programme will equip participants with advanced skills to understand, recognise, and foster the right leadership qualities in themselves and in others; innovative tools and concepts to drive business performance to the next level; allow participants to effectively handle leadership complexities; and also allow participants to share experiences and ideas with other business leaders.

**Target Audience**
Middle and senior level managers in all organisations and industries

**Key Benefits**
- Understand, recognise and foster the right leadership qualities in themselves and others
- Communicate more effectively at all levels by focusing on a common goal
- Design road maps to implement good leadership skills
- Leverage leadership to impact organisational outcomes
CREDIT RISK: FROM TRANSACTION TO PORTFOLIO MANAGEMENT

Date: May 19 - 22, 2015
Venue: Accra, Ghana

Course Summary
This 3 day programme is designed for bankers, credit and product specialists and other professionals responsible for developing and maintaining top quality loan portfolios, identifying risk management opportunities and designing financial solutions for clients in a new and evolving international credit environment.

This course explores the whole credit process from the initial corporate evaluation of a client, through the identification and structuring of appropriate credit solutions to the ongoing management of booked facilities. Bankers will discover that credit risk is not optional, understanding it is critical for the identification and structuring of remunerative transactions.

Target Audience
- Credit Managers and Analysts
- Accountants
- Corporate and Bank Consultants
- Treasury Manager Risk
- Financial Analysts
- Corporate and Investment Bankers
- Research and Ratings Personnel
- Bank Regulators
- Management and Strategy Venture Capital Executives
Course Summary
The programme equips financial institutions on how to identify segments within the Micro, Small and Medium Enterprises (MSME) market where profitable and safe lending can be undertaken. It looks at products that can be made available to that market. It examines the specific lending, financial analysis and documentation requirements, issues, policies and procedures that are needed to ensure that financial institutions make sound lending decisions. It looks forward to the evolving application of credit scoring to SME loans. The programme will use a number of interactive learning tools which include lectures, in-depth case-study analysis, group work & discussions and team problem-solving sessions.

Target Audience
SME Advisors/ Technical Assistance Providers, Commercial Bankers, Regional/ Branch Managers, Account Officers, Senior Lending and Relationship Managers, Heads of Credit Department and Credit Analysts, Risk Managers/ Analysts

Key Benefits
- Client origination: SME Target Market Identification, understand the nature of financial risk, how it is measured, and how it is applied to SME borrowers
- Appreciate how "Down Scaling" approach and detailed financial & credit analysis of the borrower interrelate and impact SME borrowers; and the requisite security
- Know how to read, adjust and understand SME financial statements, and to apply that understanding to the objectives of the borrower
- Available Loan De-Risking Facilities
- Management of disbursement and monitoring process
- Loan portfolio risk management
- Loan Recovery Processes
- Management of default portfolio
MANAGING FOR RESULTS PROGRAMME

Dates: June 15 - 17, 2015
Venue: Nairobi, Kenya

Course Summary
The Managing for Results Programme is a three-day programme designed to show you how to overcome your toughest challenges. The programme is an intervention that has been created to be as customizable to your unique role as possible. The programme is ideally suited for individuals who have transitioned or are transitioning into a first level management role.

Target Audience
Managing for Results is designed for new managers and managers who have already transitioned into their first full management position but have not received any formal training to prepare them for this role.

Key Benefits
This programme will allow you to:
Discover what is expected of a manager in today’s competitive and opportunity-filled business environment;
• Assess your own performance against this benchmark
• Apply some tips and tools applicable to your management level
• Create a personal development plan to use your strengths to meet the demands of excellence in your job
Date: June 15 - 19, 2015
Venue: Accra, Ghana

Course Summary
The Safety Programme is a 5 day training programme carried out in partnership with Latchways Fall Arrest Systems SA and Ghana Red Cross Society. Three different modules are taught (theory and practicals) in sessions – Working at Height, Emergency Rescue and Basic First Aid. Participants are awarded certificates upon completion of the course.

Target Audience
The programme is designed for any one working three meters above ground level – which includes workers in the Telecom, Power, Infrastructure and Construction Sectors.

Key Benefits
The Fall Arrest modules (Height Safety & Rescue) have the objective of equipping trainees with the knowledge and skills to safely achieve the following:
• Competently adjust and inspect safety harnesses and other safety equipment
• Climb a mast or structure using the Fall Arrest system
• Rescue an injured person from a mast or structure
• Handle, use and properly store a fall arrest system

The First Aid module is to equip participants with the knowledge and skills in handling injured persons rescued from towers or other accident victims on site.
AMSCO HACCP PROGRAMME FOR THE FOOD SERVICE INDUSTRY

Date: June 24 - 25, 2015
Date: September 24 - 25, 2015
Venue: Lagos, Nigeria

Course Summary
Hazard Analysis and Critical Control Point (HACCP) is a systematic method to identify, evaluate and control food safety hazards. Since its initial development in the 1960s, HACCP has been increasingly used at every stage of the food chain. In many countries, it is a legal requirement for all food business operators to have some form of hazard analysis based on this system, and so there has been a growing interest in all aspects of HACCP. HACCP moves away from reliance on end product testing to a more proactive, preventative approach of controlling potential hazards. It is an internationally recognised quality management training highly recommended for the target sectors.

Target Audience
Staff of Catering Establishments, Hospitality and Food Manufacturing Industries. Quality Assurance Managers & Auditors, Food Safety Team Members, Food Technologists / Industrial Hygienists, Consultants / Regulatory Food Inspectors, Personnel of food supply chain industries, personnel of SMEs and organisations in the ingredient and packaging supply industries, fruit and beverage processing, alcoholic beverages production and industrial catering personnel.

Key Benefits
On completion of the course, participants will be in a position to identify and evaluate food safety hazards, design food safety control and monitoring procedures and establish successful HACCP plans for food businesses.
AMSCO TOTAL QUALITY MANAGEMENT IMPLEMENTATION COURSE

Date: July 7 - 8, 2015
Venue: Accra, Ghana

Course Summary
Quality is gaining importance in all areas of modern life. TQM is a management philosophy and continuous improvement approach to doing business through a new management model. It involves developing better and more direct relationships with customers, initiating more teamwork at the jobsite, and producing better quality products and services.

In tourism too, guests require “products” where they are sure of getting top-quality, value-for-money services. The further reasons for systematic quality management are widely documented: growing competition, lack of willingness to provide a service, growing loss of individuality by standardization of products, adverse price-performance ratio etc.

Quality is an extremely complex phenomenon: This training seeks to shed more light on the area and equip participants with the critical knowledge to be able to attract and retain the right clientele. This programme can be offered as a customised training on demand.

Target Audience
This course is relevant to managers and staff of any organisation committed to assuring quality and consistency throughout their organisation to enhance its image and market share, and achieve customer satisfaction and industry standards. All personnel responsible for quality control/assurance and management can also benefit from this course.
Key Benefits
At the end of the course, delegates will be in a position to apply the principles of TQM to create consistency of purpose, constantly improve every process within the company, reduce dependence on inspection to achieve quality and institute a vigorous programme of education and self-improvement for everyone. They will also be able to break down barriers between departments and create a structure in top management that will push on the above points.
MANAGING MANAGERS FOR RESULTS

Date: July 14 - 16, 2015  
Venue: Nairobi, Kenya

Date: September 29 - October 1, 2015  
Venue: Dar es Salaam, Tanzania

Course Summary
Being a manager of managers requires a different and new level of management expertise and insight. This programme supports the transition to enable managers to achieve results through their teams and entails handling a greater span of control. The four day programme builds personal skills to help you in the transition you have made to manage managers.

Target Audience
Managing Managers for Results is designed for those who have moved into a role of managing a function or department and who now need to shift from managing individuals and teams to managing complex systems and multiple teams.

Key Benefits
The programme is highly interactive, relying on participants completing feedback tools and engaging in activities to build their expertise to achieve results.

• Understand and describe best practices at your management level and apply it to your current position
• Apply some tips and tools applicable to your management level
• Assess your own performance against the benchmark
• Create a personal development plan to use your strengths to meet the demands of excellence in your job
EXECUTION STRATEGIES FOR SME BANKING

Date: September 14 - 17, 2015  
Venue: Nairobi, Kenya

Course Summary
One of the greatest opportunities for commercial banks to become profitable is lending to SME’s. The challenge is that most banks in emerging markets lack a solid SME banking strategy which would help them expand financial services to SME’s, thereby raising the performance of their institutions. This programme will focus on the needs of SME customers, how to define what the most relevant products are for them and how to design and implement a successful SME focused strategy.

Target Audience
Managers responsible for SME banking, managers from risk and credit departments, managers responsible for sales and distribution.

Key Benefits
The programme will equip the participants with the skills and knowledge required to:
• Implement a successful SME strategy
• Build a strong value proposition in innovative product offerings for SME’s
• Seize the untapped and profitable opportunities SME’s can offer
• Segment clients by characteristics, needs and ability to be profitable
• Build an SME focused sales force
• Improve the credit decision process by using modern credit scoring systems
• Calculate risk
• Raise awareness of best practice in SME banking
MICROFINANCE INSTITUTIONS PROGRAMME

Date: November 25 - 27, 2015
Venue: Mozambique
Language: Portuguese

Course Summary
The AMSCO Microfinance Institutions - Best Practice programme seeks to assist Microfinance Institutions build efficiencies and internal systematic processes which make their operations self-sustainable, efficient and effective. The programme will also assist delegates to identify and manage areas which hinder the long term success of Microfinance institutions and also act as a barrier to access to finance. Delegates will be able to use financial ratios to analyse the financial health of their MFI - identify and manage risks, and make informed decisions. The programme will be highly interactive, offer a platform for information exchange and probing and will also make use of different case studies which will set the context for best practice.

Target Audience
The programme targets Microfinance Institutions

Key Benefits
• Understanding the concept and principles of Microfinance
• Understanding the, “Making marketing work for the poor- M4P” methodology and SMART campaign
• Understanding Micro-finance Management Information System (MIS)
• Understand the significant components of microfinance such as financial instruments & lending methodologies, performance evaluation & management
• Learn how to format financial statements for decision-making, adjust for inflation and subsidies, measure portfolio quality, efficiency and profitability and to choose strategies to reach sustainability
• Identification and management of risk
• Understand how to measure performance and future growth of the MFI
AMESCO SPECIAL PROGRAMMES SERIES

AMESCO-REDDIN 3-D MANAGERIAL EFFECTIVENESS SEMINAR (MES)

By learning to apply the 3-D theory, any manager can learn to be more effective. The programme was designed with that single specific purpose in mind.

Programme Schedule for MES

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<td>Nairobi, Kenya</td>
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WOMENS MANAGERIAL EFFECTIVENESS SEMINAR (WMES)

Date: September 2015
Venue: Nairobi, Kenya

Course Objectives
The 3-D Managerial Effectiveness Seminar (3-D MES) and the Women’s Managerial Effectiveness Seminar (WMES) are built on three main pillars:

• Situational Management which is the ability to apply the correct motivational approaches to influence situations and improve effectiveness
• Team Management which is the ability to achieve synergy
• Output Management which covers how to lead and manage the process of setting goals, and achieving consistency through shared responsibilities

Target Audience
Executive level managers, senior and mid-level managers

Programme Benefits
• Diagnose one’s own managerial situation objectively, and to adopt an appropriate style to effectively manage that situation
• Ability to appraise one’s own managerial style and others’ styles, and to make any necessary changes
• Operate more effectively as a team player, and to contribute to decision – making by consensus
• Identify one’s own key output-based and measurable effectiveness areas within one’s actual limits of authority and responsibility; and
• Improved time management

Company Benefits
Improved organisational effectiveness through:
• A positive impact on the bottom line
• More appropriate organisational structure
• Improved job clarity by avoiding overlaps / under-laps and ensuring appropriate vertical and horizontal alignment
• Strengthened Management by Objectives; and
• Enhanced Managerial Effectiveness

Unique Seminar Features
• About 20 – 30 hours of essential pre-seminar self – instruction and practical tasks
• Obligatory full – time residence from Sunday afternoon to Friday lunch time
• Participants spend about 80% of the time at the seminar working and learning in teams
• As most of the theoretical work is done before the Seminar, participants spend the bulk of the time learning how to apply the newly acquired theories and techniques
• Participants review their own current job descriptions and transform them into job effectiveness descriptions, with their team mates acting as consultants
• The Case Study method pioneered by Harvard Business School is used extensively
AMSCO in partnership with IFC Business Edge offers programmes in the following areas:

- Human Resource Management
- General and Operations Management
- Financial Management and Accounting
- Governance
- Marketing Management
- Personal Productivity Skills
- Tourism and Hotel Management