

# "Fighting" Fit For Business

*Knowledge + Skills + Desire = Success*

V7



Partner of the Centre for Global Competitiveness and Performance of the World Economic Forum: Sierra Leone & Liberia

| Financial Management |

| Capacity Building |

| Development & Strategy |

**Development & Management Consultants**

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Attention: Director, Human Capital

Partner of the Centre for Global  
Competitiveness and Performance  
of the World Economic Forum:  
Sierra Leone & Liberia

Dear Sir/Madam,

*"Fighting" Fit For Business*

We are delighted to forward our expanded schedule of management, staff & IT development programs. **FJP** has consolidated its capacity to facilitate your **multi-year** management & staff development strategy. As before, the firm can support your management **incentive** programs through offshore short residential courses and/or conferences in the United Kingdom, The Gambia, Sierra Leone, Ghana, Senegal, Nigeria & Liberia.

Our link with **Edinburgh Business School (EBS)**, the Graduate School of Business of Heriot Watt University of Scotland has developed strongly. You have taken advantage of local access to the World's most popular distance learning, internet powered, **MBA** programme (Financial Times).

We have continued to work with ambitious entities, including the Ministry of Finance in Liberia, to define training needs, define custom course requirements, design performance management systems and develop long term human resource development policies.

We have continued our successful not-for-profit partnership with the World Economic Forum to achieve the inclusion of Sierra Leone & Liberia in its flagship Global Competitiveness Report. **FJP's** work is founded on deep, principled and passionate commitment to the competitive success of Africa in an unforgiving world.

*We thank you for considering an investment in our services.*

Yours faithfully,



**Dr. Omodele R. N. Jones**

DBA (National Competitive Strategy, Heriot-Watt) MSc (Heriot-Watt) BA (Essex) FCA (UK)

*Chief Executive Officer*

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## Matrix of Management Development Seminars

(NB: This excludes the new International Business Skills Programmes & our **new** Specialised Advanced Programmes [SAPs] – enquire at your nearest office)

Key:

Core: Core Management Skills  
P2: Professional Management Series 2  
P4: Professional Management Series 4  
T: Technical (not-management) Skills  
P1: Professional Management Series 1  
P3: Professional Management Series 3  
A: Advanced Management Program

Unit	Description	Page	Core	P 1	P 2	P 3	P 4	A	T
1	The Role of the Manager	7	▲						
2	Leadership & Teamwork	7	▲						
3	Time & Office Control	7	▲						
4	Problem solving & Decision making	8	▲						
5	Coaching & job Instruction	8			◆				
6	Delegation	8		■					
7	Motivation	8	▲						
8	Communications Excellence	9	▲						
9	Face to Face Interviewing	9					■		
10	Making Meetings Work	10					■		
11	Performance Management	10			◆				
12	Assertiveness & Influencing Skills	10		■					
13	Managing Change	10	▲						
14	Discipline & Grievance Handling	11			◆				
15	Project Planning & Control	11				▲			
16	Principles of Quality Management	11				▲			
17	Employment Law	12						♣	
18	Working with Trade Unions	12					■		
19	Work Study	12					■		
20	Financial Management for Operations Executives	13				▲			
21	The Effective Personal Assistant	13							▲
22	Towards World Class Caring for Customers	13							▲
23	Thinking Skills & Prosperity in the Knowledge Economy	13						♣	
24	<i>Corporate Governance</i>	13***						♣	
25	Internal Audit: Principles & Systems	14							▲
26	<i>Strategic Planning</i>	***						♣	
27	<i>Strategic Risk Management</i>	***						♣	
28	<i>Making Strategies Work</i>	***						♣	
29	<i>Project Management</i>	***						♣	

30 **Competitive Strategy** \*\*\*

\*\*\* Part of our New Africa Advanced Management Program (AAMP). Contact FJP for details.

## Matrix of EBS Courses and Degree Programmes

IMPORTANT NOTE: The schedule of available programmes and courses are subject to update and amendment without notice. The latest schedule is available from the EBS website at:

<http://www.ebsglobal.net/>

Unit	Course	MBA	MSc Marketing	MSc Financial Management	MSc HRM	MSc Strategic Planning
1.	Accounting	Core	-	Core	-	-
2.	Alliances and Partnerships	Elective	-	-	-	Elective
3.	Competitive Strategy	Elective	-	-	-	Core
4.	Consumer Behaviour	Elective	Core	-	-	-
5.	Corporate Governance	Elective	-	Elective	-	Elective
6.	Corporate Reputation, Branding and Managing People *	Elective	-	-	Elective	-
7.	Credit Risk Management*	Elective	-	Core	-	-
8.	Decision Making Techniques	Elective	-	-	-	-
9.	Derivatives	Elective	-	Core	-	-
10.	Developing Effective Managers and Leaders	Elective	-	-	Elective	-
11.	Economics	Core	-	-	-	-
12.	Employee Relations *	Elective	-	-	Elective	-
13.	Employee Resourcing	Elective	-	-	Core	-
14.	Finance	Core	-	Core	-	-
15.	Financial Risk Management	Elective	-	Core	-	-
16.	Human Resource Development	Elective	-	-	Core	-
17.	Human Resource Management	Elective	-	-	Core	-

Unit	Course	MBA	MSc Marketing	MSc Financial Management	MSc HRM	MSc Strategic Planning
18.	Influence	Elective	-	-	-	-
19.	International Marketing	Elective	Core	-	-	-
20.	Introduction to Business Research 1	-	Elective	Elective	Elective	Elective
21.	Introduction to Business Research 2	-	-	-	-	-
22.	Introduction to Business Research 3	-	-	-	-	-
23.	Leadership	Elective	-	-	-	Elective
24.	Making Strategies Work	Elective	-	-	-	Core
25.	Managing People in Global Markets *	Elective	-	-	Elective	-
26.	Managing People in Changing Contexts	Elective	-	-	Core	-
27.	Managing Personal Competencies *	Elective	-	-	Elective	-
28.	Marketing	Core	Core	-	-	-
29.	Marketing Channels	Elective	Elective	-	-	-
30.	Marketing Communications	Elective	Core	-	-	-
31.	Marketing Research	Elective	Core	-	-	-
32.	Mergers and Acquisitions	Elective	-	Elective	-	Elective
33.	Negotiation	Elective	Elective	-	Elective	-
34.	Organisational Behaviour	Core	-	-	Elective	-
35.	Performance Manager	Elective	-	-	Core	-
36.	Practical History of Financial Markets	Elective	-	Elective	-	-
37.	Principles of Retailing	Elective	Elective	-	-	-
38.	Project Management	Core	-	-	-	Core
39.	Quantitative Methods	Elective	Elective	Elective	-	-

Unit	Course	MBA	MSc Marketing	MSc Financial Management	MSc HRM	MSc Strategic Planning
40.	Research Methods in Business and Management	Elective	Elective	Elective	Elective	Elective
41.	Sales Force Management	Elective	Elective	-	-	-
42.	Services Marketing	Elective	Elective	-	-	-
43.	Strategic Negotiation	Elective	-	-	-	Elective
44.	Strategic Planning	Core	-	Elective	-	Core
45.	Strategic Risk Management	Elective	-	-	-	Core

#### *Medium Term Continuing Professional Education (4 to 12 months)*

Individual EBS courses (numbered 1 to 45) can be taken individually without obligation to proceed to a formal degree programme. Individual Certificates of Achievement are awarded by the University upon successful completion of the three hour, case study based, exam that assesses all courses. An individual course can be completed with about 200hrs of study over an average period of six months.

#### *Long Term Educational Enhancement (1 to 3 years)*

All MSc degree programmes require the completion of nine courses including all “core” courses. They can be completed within one year of hard work. However, most candidates take two to three years to completion.

The General Management MBA also requires the completion of nine courses including all “core” courses. A specialised MBA in Marketing, Financial Management, HRM or Strategy requires the completion of eleven courses.

The School also offers a Doctorate in Business Administration Programme with four streams of focus in Marketing, Financial Management, HRM or Strategy. Contact FJP for the special application process.

#### *Getting Started*

Applications can be submitted to EBS for commencement of studies at any time in a year. For an application form for any medium or long term course combination at Edinburgh Business School, send an email to [ebsglobal@fjp-consulting.com](mailto:ebsglobal@fjp-consulting.com).

For the latest list of EBS courses and programmes – and for outlines of the content of each course - visit the EBS website at [www.ebsglobal.net](http://www.ebsglobal.net) . Alternatively, send an email to [ebsglobal@fjp-consulting.com](mailto:ebsglobal@fjp-consulting.com).

The Table gives recommended groupings of seminars. It is best to commence with “Core Management Skills”. The “Professional Management Series” can be taken in any order. The Advanced Management Programme should normally be taken at the conclusion of the Core and Professional series. You can choose the delivery of any individual Unit or your preferred combination of Units. Your Country Director will be pleased to provide a financial proposal upon a written request.

A “Certificate of Attendance” is awarded at the end of each Course to participants who attend all the days of a program.

In addition to the above courses, FJP can design a **special Management Case Study** that will be examined at the end of the Advanced Management programme. Successful completion of the Case Study will lead to a “**Certificate of Attainment in Essential Management Skills**”.

## THE CONTENT OF THE UNITS

The outline content of the Units and the Modules they contain is summarised below. We have also provided an approximate delivery time for each Module. Most of the Modules contain exercises of various kinds. The running time will be significantly affected by the amount of attention required by your staff in their absorption of these exercises.

### UNIT 1: THE ROLE OF THE MANAGER: 1 MODULE

Duration (All Modules): 1-2 days

Module 1: The Role of the Manager

Course Duration: 1-2 days

Based on a video Case Study.

Examines:

- The manager's relationships with other people: role map and role problems.
- Demands, constraints and choices.

- The priorities of the organisation and the often divergent interests of individuals and groups

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## UNIT 2: LEADERSHIP AND TEAMWORK: 2 MODULES

Module 1: Leadership  
Course Duration: 1-2 days

Examines:

- The meaning of leadership.
  - A model of leadership.
- Leadership style and the challenge of sustaining success

Module 2: Teamwork  
Course Duration: 1-2 days

Examines:

- Team development.
- The roles individuals play in teams.
- The characteristics of effective teams.

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## UNIT 3: TIME & OFFICE CONTROL: 6 MODULES

Module 1: Issues, priorities and problems of organisation & productivity  
Course Duration: 2-3 hours

Examines:

- The managers'/participants' activities.
  - Priorities.
  - Time breakdown.
- Danger signals of poor organisation.
  - Time wasting activities.

Module 2: The daily round  
Course Duration: 2-3 hours

Examines:

- Short-term planning.
- Urgent vs. important tasks.



- Controlling paperwork.
  - Call forward files.
  - The daily routine.

Module 3: The common task  
Course Duration: 1 - 2 hours

Examines:

- Identifying and planning tasks which have to be done regularly.

Module 4: Handling interruptions  
Course Duration: 1 - 2 hours

Examines:

- Dealing with interruptions.

Module 5: Controlling resources  
Course Duration: 3-4 hours

Examines:

- The use of simple charts to display the availability and capability of people and equipment.

Module 6: Scheduling work  
Course Duration: 1-2 hours

Examines:

- The use of work planning charts.

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## **UNIT 4: PROBLEM SOLVING AND DECISION MAKING: 1 MODULE**

Module 1: Problem solving and decision making  
Course Duration: 1-2 days

Critically essential course in delivering competitive African Enterprise.

Examines:

- Thinking processes.
- Systematic approach to problem solving and decision making.
- Techniques for analysing problems and generating solutions.

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## **UNIT 5: COACHING AND JOB INSTRUCTION: 1 MODULE**

Module 1: Coaching and job instruction  
Course Duration: 1-2 days

Examines:

- The three phases of Job Instruction
  - preparation
  - instruction and
  - follow-up.
- An appropriate management style.

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## **UNIT 6: DELEGATION: 2 MODULES**

Module 1: The whys and whats of delegation  
Course Duration: 1-2 hours

Examines:

- Why to delegate (and why not).
- What to delegate (and what not).

Module 2: How to delegate  
Course Duration: 2-3 hours

Examines:

- How to delegate.
- Seven steps: Reasons, Results, Resources, Deadlines, Feedback, Controls and Support.

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## **UNIT 7: MOTIVATION: 2 MODULES**

Module 1: Why do people work?  
Course Duration: 4-5 hours

Examines:

- Setting an example.
- Academic theories.



- managers'/participants' ideas and experience.
- Money as a motivator.

Module 2: What can first line managers do about motivation?

Course Duration: 2-3 hours

Examines:

- Managers' influence on 'hygiene factors' and 'motivators'.
- The importance of the group.

Module 4: Writing effective memos and reports

Course Duration: 1 day

Examines:

- Purpose.
- Layout of memos and reports.
- Style. How to get started.
- How to revise the first draft.
- Presenting numbers in memos and reports.

Module 5: Writing Excellence

Course Duration: 1 day

Examines:

- Essential tips and rules, enabling participants to improve their ability to write English correctly and confidently.
- An essential guide for anyone who needs to write clear and effective English.

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## **UNIT 8: COMMUNICATIONS**

**EXCELLENCE: 5 MODULES**

Module 1: Communication: Theory and Practice

Course Duration: 2 - 3 hours

Examines:

- The nature of communication.
- How course participants think it works in their organisation.

Module 2: Listening and questioning skills

Course Duration: 3 - 4 hours

Examines:

- Peripheral, Attentive and Projective listening.
- Different uses of questions. Different types of questions.
- How to improve listening and questioning skills.

Module 3: Making Presentations

Course Duration: 1 day

Examines:

- Objectives.
- Preparation.
- Characteristics of good presentations.
  - When things go wrong.
  - Handling questions.

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## **UNIT 9: FACE-TO-FACE (INTERVIEWING): 3 MODULES**

Module 1: The interviewing process

Course Duration: 1-2 hours

Examines:

- Preparation, the interview itself, follow-up.

Module 2: Recruitment interviewing: 3 - 4 hours

Course Duration: 4-5 hours

Examines:

- Objectives.
- Information needed.
- Role-plays.

Module 3: "Over to you ..."

Course Duration: 2-3 hours

Examines:

- How to deal with problems which arise during interviews.

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## **UNIT 10: MAKING MEETINGS**

### **WORK: 3 MODULES**

Module 1: Organising a meeting  
Course Duration: 2-3 hours

Examines:

- The structure of an agenda and the arrangements to be made.

Module 2: Chairing a meeting  
Course Duration: 3-4 hours

Examines:

- The role of the person in the chair.
  - The physical setting.
  - Getting started.
- Providing stimulus and control.

Module 3: Attending a meeting  
Course Duration: 1-2 hours

Examines:

- Preparation for going to a meeting.
- What to do at the meeting.

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## **UNIT 11: PERFORMANCE MANAGEMENT- OBJECTIVE SETTING AND APPRAISAL INTERVIEWING:**

### **2 MODULES**

Module 1: Objective setting  
Course Duration: 4-5 hours

Examines:

- Role of objective setting in appraisal systems.
- Systematic approach to setting objectives.

Module 2: Appraisal interviewing  
Course Duration: 1 day

Examines:

- How to conduct an appraisal interview including preparation, setting, structure of the interview and skills required.

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## **UNIT 12: ASSERTIVENESS AND INFLUENCING SKILLS: 3 MODULES**

Module 1: Assertiveness - the principles  
Course Duration: 4-5 hours

Examines:

- Distinction between assertive, aggressive and passive behaviour.
- Six step approach to behaving assertively.

Module 2: Assertiveness techniques  
Course Duration: 4-5 hours

Examines:

- How to behave assertively when giving or receiving criticism, giving or receiving praise, making requests, saying 'no'.
- Handling aggressive and passive behaviour.

Module 3: Influencing skills  
Course Duration: 1 day

Examines:

- Basis of power and influence.
  - Influencing strategies.
  - Using influencing skills.

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## **UNIT 13: MANAGING CHANGE: 2 MODULES**

Module 1: Change and the first line manager

Course Duration: 4-5 hours

Examines:

- Managers' perceptions of change in their organisation.
- Their role in managing change.
- Four steps in managing change:
  - educating themselves
  - informing their work-groups
  - consulting their work-groups
  - organising the introduction of change.

Module 2: Nothing to fear but fear itself?

Course Duration: 3-4 hours

Examines:

- Coping with the more common misgivings about change which managers may encounter from their work-groups.

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## **UNIT 14: DISCIPLINE AND GRIEVANCE HANDLING: 5 MODULES**

Module 1: Discipline and grievance procedures

Course Duration: 1-2 hours

Examines:

- Managers' understanding of their organisation's procedures.
- How these procedures work in practice.

Module 2: The principles of discipline

Course Duration: 2-3 hours

Examines:

- The purpose of discipline.
- Misuses of discipline.
- Consistency and fairness.
- Managerial philosophy.

Module 3: The process of discipline

Course Duration: 4-6 hours

Examines:

- A five step approach:
  - prepare
  - investigate
  - check the facts
  - take action and
  - follow-up.

Module 4: The process of grievance handling

Course Duration: 4-5 hours

Examines:

- A four step approach. Managers must identify
  - the Problem
  - the Facts
  - the Options
  - the Solution.

Module 5: Nipped in the bud

Course Duration: 2-4 hours

Examines:

- How to tackle situations before they reach the stage at which the formal procedure needs to be invoked.

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## **UNIT 15: PROJECT PLANNING & CONTROL: 1 MODULE**

Module 1: Defining, planning and controlling simple projects

Course Duration: 1-3 days

Examines:

- Distinction between defining and planning projects.
- Simple planning techniques.
  - Controlling projects.

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## **UNIT 16: PRINCIPLES OF QUALITY MANAGEMENT: 1 MODULE**

Module 1: Principles of quality management

Course Duration: 1-2 days

Examines:

- The meaning of quality.
- Measuring customer satisfaction.
- Who is responsible for quality?
  - Cost of poor quality.
- Common law protection.
- Provisions of Relevant Acts.
  - Duties of managers.
- Mechanisms for achieving safety at work.
- Control of Substances Hazardous to Health.

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## **UNIT 17: EMPLOYMENT LAW: 6** MODULES

Module 1: The structure of employment law  
Course Duration: 2-3 hours

- The Courts and Tribunals.
- The relevant Statutes.
- The official bodies.

Module 2: Contracts of employment  
Course Duration: 3-4 hours

- What contracts of employment are and where they come from.
  - Terms of employment.
  - Itemised pay statements.

Module 3: Unfair dismissal:  
Course Duration: 3-4 hours

- Qualifications.
  - Basic rules.
- The test of reasonableness.
- The implications for managers.

Module 4: Time off and maternity rights  
Course Duration: 1-2 hours

- Time off for public duties.
- Rights of expectant mothers.

Module 5: Sick Pay

Course Duration: 1-2 hours

- Rules governing Sick Pay.
- Implications for managers.

Module 6: Health and Safety at Work  
Course Duration: 5-6 hours

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## **UNIT 18: WORKING WITH TRADE** **UNIONS: 2 MODULES**

Module 1: Trade Union organisation  
Course Duration: 3-4 hours

- Trade Union organisation.
- The role of the shop steward.
  - Time off for union duties.
  - Shop steward training.

Module 2: Working with the steward: 1 hour  
30 minutes - 2 hours  
Course Duration: 2-3 hours

- Handling situations which arise in the managers' relationship with stewards and other representatives.

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## **UNIT 19: WORK STUDY: 2 MODULES**

Module 1: Method Study  
Course Duration: 1-2 days

- The seven step approach to method study.
  - Standard process chart symbols.
  - Charts and diagrams for recording methods of work.
    - Systematic analysis.

Module 2: Work Measurement: 1 - 3 hours  
Course Duration: 3-6 hours

- The six step approach to work measurement.

- The four main techniques for measuring work.

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## **UNIT 20: FINANCIAL MANAGEMENT FOR OPERATIONS EXECUTIVES: 2 MODULES**

Module 1: Management Accounting for Decision Making & Control  
Course Duration: 1-2 days

- Budgeting and cost control.

Module 2: Financial Accounting for Stewardship to Providers of Funds/Capital  
Course Duration: 1-2 days

- An introduction to the
- Balance Sheet,
  - Profit & Loss or Income & Expenditure Account,
  - Statement of Cash Flows.

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## **UNIT 21: THE EFFECTIVE PERSONAL ASSISTANT: 3 MODULES**

Three specially selected modules lasting 3 days each targeted at secretaries and administrators. The modules are intended to enable their transformation into modern Personal Assistants that can support their managers to attain the demands of the business environment in West Africa.

The modules are adapted from relevant Units from 1 to 20 above.

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## **UNIT 22: TOWARDS WORLD CLASS CARING FOR CUSTOMERS: 1 MODULE**

Course Duration: 2 days

A specially tailored programme for staff of all levels to enable them to develop:

- A holistic understanding of the link between standards of service to customers & the effectiveness of internal systems & teamwork
- A schedule of aspects of internal systems and teamwork that must be enhanced to provide for competitive Customer Service
- A framework for handling difficult situations that can arise with customers

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## **UNIT 23: THINKING SKILLS & PROSPERITY IN THE KNOWLEDGE ECONOMY: 3 MODULES**

Course Duration: 1-2 days per Module (3-6 days in total)

An advanced programme for senior management drawing on Edward de Bono's principles of thinking and competitiveness. Three modules on:

- Vertical Thinking
- Insight Thinking
- Strategic Thinking

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## **UNIT 24: DIRECTORS & CORPORATE GOVERNANCE : 1 Module**

Course Duration: 1-2 days

An advanced programme for senior management, executive and non-executive directors on the relevant challenges of



corporate governance in West Africa. Includes consideration of

- local legislation
- Governance issues of specific relevance to West Africa
- International best practice
- Frontiers of knowledge and practice

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## **UNIT 25: INTERNAL AUDIT – PRINCIPLES & SYSTEMS**

A special multi-module technical programme  
with details available on request.

End of Document. Annex follows.



**Space for Your Notes**

