The Malaysian Employers Federation is the central organisation of employers in the private sector in Malaysia. It is recognised nationally and internationally as the most representative organisation of employers in Malaysia. It is established to promote and safeguard the rights and interests of employers. It provides a forum for consultation and discussion among members on matters of common interests, and seeks for adoption of sound principles and practices of personnel and industrial relations through information, advice, training and other activities.

The MEF Academy brings into reality the Malaysian Employers Federation’s (MEF) vision of being the pioneer institution to merge the tripartite requirements of the employer/employment market, the education industry as well as the individual/human resource development needs.

MEF Academy proudly presents a comprehensive range of corporate training programs for MEF members, non-members and the general public. All programs are offered as public programs and customized in-house programs.

MEF Academy has also developed industry focused Executive courses, including Executive Degree Masters, Certificate & Diploma courses and continuous professional education to provide opportunity for working personnel to obtain academic and professional qualifications.

Please contact MEF Academy (03-7955 7778) for further information.
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MEF and MEF Academy courses have been granted the status of Approved Training Programme (ATP) under the Human Resources Development Act 1992.

1. SBL (Skim Bantuan Latihan) Scheme
Financial assistance in the form of training grants are considered for all types of training programmes relevant to the needs of the employer for the retraining and skills upgrading of employees. However, prior approval of the PSMB Secretariat is a requisite before the commencement of the training programme by filing Form PSMB/SBL/1/01.

2. PROLUS (Program Latihan yang Diluluskan) Scheme
Employers can claim reimbursement from HRDF without the need to apply for prior approval for training courses conducted with training providers who have registered with the PSMB and obtained the Approved Training Programme (ATP) status for their courses/programmes.

3. SBL - Khas Scheme
A training scheme that enables employers to join programmes offered under SBL Scheme without having to pay any upfront fee or by paying only a small upfront fee depending on PSMB’s rate of grant approval. Prior approval from PSMB is required by filing Form PSMB/SBL/1/01 and PSMB/SBL-Khas/T1/01. Employers must submit Form PSMB/SBL-Khas/T2/01 to MEF Academy before commencement of the training programme.

4. PERLA (Perjanjian Latihan Dengan Penyedia Latihan) Scheme
This scheme enables employers to retrain and upgrade their employees’ skills by paying a small percentage of approved fees under the PROLUS Scheme. Employers are only required to pay between 0%-15% of the training fees, whilst the balance will be claimed directly by the training provider concerned from PSMB.

Important Notice:

- PSMB have directed for all program course fee to be offered at a single rate. MEF members now will enjoy RM50 - RM150 discount on all program fees stated in the public programme schedule.

- Programmes approved under PROLUS can be conducted at company venue (in-house programme) under SBL/SBL Khas scheme. PROLUS programs only apply to public programme.

Note:
For more information and updates on PSMB, refer to its official webpage at www.hrdnet.com.my

TRAINING PROGRAM ADMINISTRATION

Registration
Persons interested in participating in any of the courses should submit their names by faxing their nominations to MEF Academy not later than one week prior to the commencement of the course. Registration is on a first come first serve basis.

Payment
Payment must be made in favour of the Malaysian Employers Federation (for members) and MEF Academy Sdn. Bhd. (for non-members), unless specifically notified.

Withdrawal and Cancellation Fees
Participants, who have registered and who wish to withdraw from any of the courses, should inform the MEF Academy in writing at least two working days before the commencement of the course. A cancellation fee of RM100.00 will be levied on the participants if MEF Academy is not informed. Participants who have confirmed, but do not show up or attend only part of the training, will be charged at full course fees.

Certificates
Certificates of attendance will be issued to participants who attend a full course. For in-house courses, certificates will be issued to the participants, upon full settlement of course fees.

Course Fees
The course fees are inclusive of course materials, meals and refreshments, excluding parking fees.

Group Discount
For three or more participants, MEF members enjoy additional group discount of 10% only on third (3rd) participant onwards.
PUBLIC PROGRAM REGISTRATION FORM

We would like to enrol:

<table>
<thead>
<tr>
<th>Mr. / Ms.</th>
<th>Designation</th>
<th>E-mail &amp; Tel. No.</th>
<th>Course</th>
<th>Date &amp; Venue</th>
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Company : ___________________________________________________
Address : ___________________________________________________
___________________________________________________
___________________________________________________
Tel. No : _____________________________
Fax No : _____________________________
Contact person : ___________________________________________________
Designation : ___________________________________________________
Signature : _____________________________
E-mail Contact Person : ___________________________________________________

Attached is our cheque no. : ___________________________
payable to : □ Malaysian Employers Federation (MEF members only)
□ MEF Academy Sdn Bhd (non-members)

NO CASH PAYMENTS / CASH CHEQUES ACCEPTED.

Please tick □ where applicable and fax / send the registration form to the respective offices where the course is being held. For further information on the courses please contact the nearest MEF offices.
Thank you for your interest in MEF’s in-house training programs. Kindly complete the details required below for purposes of preparing the proposal and quotation. For any inquiries, please contact us at 03-7955 7778. Upon completion, please send form via e-mail or fax at 03-7955 6808 attention Puan Ina / Puan Zana or your nearest MEF office.

COMPANY NAME:

Please provide complete name.

MEMBERSHIP NUMBER / INDIVIDUAL OR GROUP:

Please provide membership number, and whether this is individual or group membership. Please note quotations differ for members & non-members.

CONTACT NAME:

Please provide name & number of contact person.

EMAIL ADDRESS:

Please provide email address and fax number. Kindly mark the preference for us to revert via email or fax.

Please provide complete details on the programs requested:

COURSE TITLE:

Please state title of program. Kindly note that we have similar Public Programs available conducted at MEF premises. Please contact us for the scheduled dates.

PARTICIPANTS:

Please state number of participants per program. Note that quotation varies according to the number stated. We recommend limit of 20-25 participants per course.

TENTATIVE DATES / PERIOD:

Please provide dates or tentative period for this training.

LOCATION OF TRAINING / DISTANCE (KM):

Please state the venue for the training and an estimate distance from PJ / KL or from the nearest airport, for calculation of traveling expenses.

ADDITIONAL INFORMATION:

Please state any further details that may be required by your company.

Thank you for your interest in MEF’s in-house training programs. Kindly complete the details required below for purposes of preparing the proposal and quotation. For any inquiries, please contact us at 03-7955 7778. Upon completion, please send form via e-mail or fax at 03-7955 6808 attention Puan Ina / Puan Zana or your nearest MEF office.

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ADDITIONAL INFORMATION:

Please state any further details that may be required by your company.
MEF Academy Sdn Bhd
3A06-3A07, Block A, Pusat Dagangan Phileo Damansara II,
No. 15, Jalan 16/11, Off Jalan Damansara,
46350 Petaling Jaya, Selangor Darul Ehsan.
Tel: 03-7955 7778  Fax: 03-7955 6808
“In addition, you must always equip yourself through training and sharpening your skills at all time”.

Tunku Abdul Rahman
## INDUSTRIAL RELATIONS

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## HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

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## TRAINING & HR DEVELOPMENT

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*Free MEF Publication worth RM250

All Programmes can be conducted in-house and tailored to your specific needs.
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(M&E) Conducted in Mandarin and English

ALL PROGRAMMES CAN BE CONDUCTED IN-HOUSE AND TAILORED TO YOUR SPECIFIC NEEDS
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(M&E) Conducted in Mandarin and English

ALL PROGRAMMES CAN BE CONDUCTED IN-HOUSE AND TAILORED TO YOUR SPECIFIC NEEDS
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*All programmes can be conducted in-house and tailored to your specific needs*
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INFORMATION & COMMUNICATION TECHNOLOGY

MICROSOFT OFFICE 2003

<p>| ICT 01 MS Word 2003 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  | 4-5 |  |  |  |  |  |  |  | 17-18 |
| ICT 02 MS Word 2003 (Advanced) | SBL | 2 | 50 | 400 |  |  | 25-26 |  |  |  |  |  |  |  | 26-27 |
| ICT 03 MS Excel 2003 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  | 6-7 |  |  |  |  |  |  |  | 7-8 |
| ICT 04 MS Excel 2003 (Advanced) | SBL | 2 | 50 | 400 |  |  | 27-28 |  |  |  |  |  |  |  |  |
| ICT 05 MS PowerPoint 2003 (Basic &amp; Intermediate) | SBL | 1 | 30 | 200 |  |  |  |  |  |  |  |  |  |  | 24 |
| ICT 06 MS PowerPoint 2003 (Advanced) | SBL | 1 | 30 | 220 |  |  |  |  |  |  |  |  |  |  | 25 |
| ICT 07 MS Access 2003 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  |  |  |  |  |  |  |  |  | 5-6 |
| ICT 08 MS Access 2003 (Advanced) | SBL | 2 | 50 | 500 |  |  |  |  |  |  |  |  |  |  | 10-11 |
| ICT 09 MS Outlook 2003 (Fundamental &amp; Intermediate) | SBL | 2 | 100 | 750 |  |  |  |  |  |  |  |  |  |  |  |
| ICT 10 MS Project 2003 (Fundamental &amp; Intermediate) | SBL | 2 | 80 | 400 |  |  |  |  |  |  |  |  |  |  |  |
| ICT 11 MS Word 2007 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  | 20-21 |  |  |  |  |  |  |  | 1-2 |
| ICT 12 MS Word 2007 (Advanced) | SBL | 2 | 50 | 400 |  |  | 27-28 |  |  |  |  |  |  |  | 29-30 |
| ICT 13 MS Excel 2007 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  | 7-8 | 18-19 |  | 6-7 |  |  |  |  | 10-11 |
| ICT 14 MS Excel 2007 (Advanced) | SBL | 2 | 50 | 400 |  |  | 21-22 |  | 25-26 |  | 13-14 |  | 22-23 |  | 20-21 |
| ICT 15 MS PowerPoint 2007 (Basic &amp; Intermediate) | SBL | 1 | 30 | 200 |  |  | 6 | 3 |  |  |  |  |  |  | 5 |
| ICT 16 MS PowerPoint 2007 (Advanced) | SBL | 1 | 30 | 220 |  |  | 20 | 31 |  |  |  |  |  |  | 26 |
| ICT 17 MS Access 2007 (Fundamental &amp; Intermediate) | SBL | 2 | 50 | 350 |  |  | 13-14 |  |  |  |  |  |  |  | 12-13 |
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**CERTIFICATE & DIPLOMA COURSES**

- Executive Diploma in Industrial Relations: COMMENCING IN FEBRUARY
- Executive Diploma in Human Resource Management & Development: COMMENCING IN MARCH
- Certificate in Human Resource Management: COMMENCING IN APRIL
- Certificate in Industrial Relations: COMMENCING IN MAY
- Certificate in Training Administration: COMMENCING IN JUNE
- Certificate in Business English: COMMENCING IN JULY
- Certificate in Occupational Safety & Health Management: COMMENCING IN SEPTEMBER

__All dates and fees quoted are subject to change without prior notice__

For more information, please contact:

**MEF ACADEMY SDN BHD**

3A06-3A07, BLOCK A, PUSAT DAGANGAN PHILEO DAMANSARA II

NO. 15, JALAN 16/11, OFF JALAN DAMANSARA

46350 PETALING JAYA, SELANGOR D.E

Homepage: [http://www.mef.org.my](http://www.mef.org.my)

Attn: Pn Zana (roszanariah@mef.org.my) Pn Aspa (aspa@mef.org.my) Pn Nazlina (nazlina@mef.org.my) & Ms Kenix Kong (kenix@mef.org.my)
## Training Directory 2014

### Industrial Relations

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### Human Resource Management & Development

#### Training & HR Development

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*Free MEF Publication worth RM250

**Legend:**
- **Southern region-Johor Bahru**
- **Northern region-Pulau Pinang**
- **East Coast region-Kuantan**
- **Perak region-Ipoh**

**All Programmes can be conducted in-house and tailored to your specific needs**
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ALL PROGRAMMES CAN BE CONDUCTED IN-HOUSE AND TAILORED TO YOUR SPECIFIC NEEDS

Legend:  
- Southern region-Johor Bahru  
- Northern region-Pulau Pinang  
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(M&E) Conducted in Mandarin and English

ALL PROGRAMMES CAN BE CONDUCTED IN-HOUSE AND TAILORED TO YOUR SPECIFIC NEEDS

All dates and fees quoted are subject to change without prior notice

For more information, please contact:

MEF ACADEMY SDN BHD
3A06-3A07, BLOCK A, PUSAT DAGANGAN PHILEO DAMANSARA II, NO. 15, JALAN 16/11, OFF JALAN DAMANSARA, 46350 PETALING JAYA, SELANGOR D.E
Homepage: http://www.mef.org.my
Attn: Pn Zana (roszanariah@mef.org.my) Pn Aspa (aspa@mef.org.my) Pn Nazlina (nazlina@mef.org.my) & Ms Kenix Kong (kenix@mef.org.my)

Legend:  
- **Southern region-Johor Bahru**  
- **Northern region-Pulau Pinang**  
- **East Coast region-Kuantan**  
- **Perak region-Ipoh**
“It’s fine to celebrate success but it is more important to heed the lessons of failure”.

Bill Gates
Understanding Labour Laws

Objectives
Acquiring up-to-date information on labour laws is essential to develop sound industrial relations and personnel policies in any organisation. Hence, this course is specially designed to provide an overview of the principal legislations in the field of labour.

Topics Covered
- Employment Act 1955
  - Scope of the Act
  - Contract of service/Contract for service
  - Day
  - Due inquiry
  - Confinement
  - Maternity allowance & benefits
  - Employment of women
  - Rest Day
  - Sick leave
  - Overtime
  - Termination & lay-off benefits
- Industrial Relations Act 1967
  - Definition
  - Strike
  - Lock-outs
  - Trade disputes
  - Management functions
  - Collective bargaining
  - Collective Agreements (CA)
  - Representations on dismissal
  - Conciliation
  - Industrial Court
  - Notice of strike
  - Picketing
  - Interpretation of a CA
  - Non-compliance of CA

Target Audience
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Analysis of relevant court awards
- Discussions
- Practical exercises

Duration
14 hours (2 days)

Employment Act 1955 & Regulations

Objectives
Employment Act is a fundamental law, which provides minimum terms of employment to those recognised as employees under the Act. This course will address all relevant provisions highlighting the latest amendments, which came into effect in the year 2000. Upon completion, participants would be able to identify accurately the obligation of an employer under this law.

Topics Covered
- Scope of the Act
- Definition of the terms
- Contracts of service/Contracts for service
- Advances & deductions
- Employment of women
- Maternity protection
- Priority of wages
- Contractors & Principals
- Rest Day
- Hours of work
- Overtime
- Public holidays
- Annual leave
- Sick leave
- Employment regulations
  - Termination
  - Lay-Off
  - Change of ownership/business
  - Calculation of ordinary rate of pay
  - Case studies

Target Audience
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Discussions
- Analysis of relevant Court Awards

Duration
14 hours (2 days)
Memahami Akta Kerja 1955

Objektif

Kandungan Kursus
- Skop Akta
- Definisi terma-terma
- Kontrak untuk perkhidmatan
- Pembayaran upah
- Pendahuluan / Pemotongan
- Sistem Truk
- Keutamaan Upah
- Kontraktor & Prinsipal
- Perlindungan Bersalin
- Penggajian Kanak-kanak
- Pekerja Domestik
- Hari Rehat
- Jam Kerja
- Kerja Shif
- Cuti Am
- Cuti Rehat
- Cuti Sakit
- Pengiraan ORP
- Peraturan Kerja
  - Penamatan
  - Henti Kerja
  - Faedah Hentikerja
  - Penukaran Pemilikan Perniagaan

Peserta Kursus
Kursus ini terbuka kepada semua yang menjalankan tugas “personnel” dan perhubungan industri.

Kaedah Kursus
- Syarahan
- Perbincangan
- Analisa “Court Award”

Jangkamasa Kursus
14 jam (2 hari)

Industrial Relations Act 1967

Objectives
This course offers an in-depth understanding of all relevant aspects of the Industrial Relations Act 1967 and its recent amendments. It prepares participants to deal effectively and yet fairly with workers and enhances harmony in the place of employment.

Topics Covered
- Rights of workmen and employers
- Leave on trade union business
- Prohibitions on workmen and their trade unions
- Claims for recognition
- Collective bargaining
- Management functions
- Effective of collective agreements
- Conciliation
- Representations on dismissal
- Industrial Court
- Trade disputes
- Strike
- Lock-outs
- Picketing
- Interpretation
- Non-compliance
- Industrial Court awards

Target Audience
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Discussions
- Practical exercises

Duration
14 hours (2 days)
Collective Bargaining

Objectives
This programme is designed to provide participants with in-depth knowledge on the preparations involved before the commencement of collective bargaining so as to ensure proper handling of collective bargaining, its implications and means to avoid pitfalls will be stressed.

Topics Covered
- Preparation for collective bargaining
  - Relevant statutory provisions
  - Preparation of company’s proposals
- Industrial Court guidelines
  - Principal articles in a collective agreement that have previously been disputed
  - The criteria to follow in deciding the effective date
  - How the legislation clause should be worded
- Wages
  - Wage fixation policy
  - Consumer price index
  - Calculation of CPI for preparation of adjustment
  - Annual increment
  - Wage adjustment
  - Minimum and maximum wages
  - Salary scales
- Current practices
  - Analysis of about 20 CA’s covering more than 50 topics

Target Audience
All those involved in handling personnel and industrial relations functions including other management staff who are also involved in the collective negotiation for the company.

Methodology
- Lectures
- Discussions
- Analysis of collective agreements

Duration
14 hours (2 days)

Disciplinary Procedures

Objectives
This programme is designed to familiarise participants on the procedures that need to be followed in enforcing discipline in the place of employment. The programme will include lectures, case studies and mock domestic inquiries. Participants, upon completion of this programme, would be able to draft charges, prosecute at domestic inquiries or conduct a domestic inquiry.

Topics Covered
- Principles of natural justice
- Duties and obligations of an employer/worker
- Misconduct
- Condonation
- Due Inquiry
- Breach of contract
- Handling workers with excessive leave, absenteeism, malingering
- Dealing with poor performance
- Termination on breach of contract under section 15(2) EA 1955
- Case studies & mock domestic inquiry
- Domestic inquiry procedures
  - Preliminary investigations
  - Role and functions of prosecuting officers/investigating officers
  - Selection of inquiry panel
  - Role of inquiry officer
  - Examination-in-chief
  - Cross examination
  - Re-examination
  - Evidence Act
  - Findings and Decision
  - Punishment
  - Industrial Court guidelines

Target Audience
All those involved in handling personnel and industrial relations functions and those who may be called to act as Investigating or Inquiry Officer.

Methodology
- Lectures
- Discussions
- Mock domestic inquiry

Duration
14 hours (2 days)
Tatacara Menangani Masalah Disiplin

Objektif

Kandungan Kursus
• Asas-asas Keadilan Asasi
• Tugas dan tanggungjawab Majikan/Pekerja
• Salahlaku
• Kemaafan
• Siasatan Sewajarnya
• Perlanggaran Kontrak
• Menangani Pekerja yang bermasalah dari segi kehadiran
• Menangani Pekerja yang lemah prestasi
• Penamatan Perkhidmatan di bawah Seksyen 15 (2) Akta Kerja
• Kajian Kes dan Mock Siasatan Dalaman
• Tatacara siasatan dalaman
  - Siasatan Awal
  - Peranan pegawai pendakwa
  - dan pegawai penyiasat
  - Pemilihan Panel Siasatan
  - Peranan Panel Siasatan
  - Pemeriksaan Utama
  - Pemeriksaan Balas
  - Pemeriksaan Semula
  - Keterangan
  - Penemuan dan Keputusan
  - Hukuman
  - Panduan daripada Kes yang telah diputuskan oleh Mahkamah Perusahaan

Peserta Kursus
Semua yang terlibat di dalam mengendalikan tugas-tugas Perhubungan Perusahaan dan kepada individu yang mungkin dilantik untuk mengendalikan siasatan dalaman sebagai pendakwa atau penyiasat.

Kaedah Kursus
• Syarahan
• Perbincangan
• Mock Siasatan Dalaman

Jangka Masa Kursus
14 jam (2 hari)

Leave and Absenteeism - Effective Control

Introduction
Absence from work has become a major and growing problem in recent years. It affects productivity and is a matter of concern to employers. However absenteeism can be managed and controlled. Management needs to initiate programs to minimise absenteeism. The absence control program must comprise well designed systems that will strike a balance between those who have genuine reasons for absence and those who are abusing the system. Employers often face situations, when for one reason or other, an employee’s non-attendance or unexpected leave becomes issues requiring the attention of the management. The other problem faced by employers is that the numerous types of leave are often vague, and the difficulty in determining the characteristics of such leaves. If left unmanaged leave and absence may cause serious problems to employers.

Topics Covered
• The scope of leave and absenteeism
• Unjustified absence
• The right to take leave
• The authority to grant leave
• Leave to be taken in advance
• Enforcing leave on employees
• Types of leave
• Provisions in the law relating to leave
• Absence control programmes
• Preventive measures
• Procedures for supervisors and managers
• Attendance schemes
• Absent control measures
• Action programmes including disciplinary procedures

Who Should Attend
• Human Resources Managers
• Personnel Executives
• Industrial Relations Officers
• All those involved in personnel management

Methodology
• Lectures
• Discussions
• Practical exercises

Duration
14 hours (2 days)
Termination of Employment

Objectives
This course has been designed to identify specifically the different kinds of termination of employment and dismissal cases. Participants will be informed of the proper procedures that need to be adopted in dealing with different situations. Specific cases dealt with by the Industrial Court identifying the pitfalls will be discussed.

Topics Covered
- Dismissal for misconduct
  - Procedures
- Types of misconduct that merit dismissal
- Some terms of termination of Employment
  - Poor performance
  - Negligence
  - Failure to meet targets
  - Malingering
  - Absenteeism
  - Assault of a superior
  - Retrenchment
  - Retirement
  - Fixed-term contract
  - Constructive dismissal
  - Conflict of interest
  - Confessions
  - Medical Leave
  - Resignation
  - Victimisation

Target Audience
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Discussions
- Analysis of relevant awards

Duration
14 hours (2 days)

Employment Laws For Non-HR Managers

Effective human resource management is more vital today as businesses are venturing into the borderless world. Never before have domestic business and industry faced the intense competition presented by foreign and multinational corporations. As the Malaysian economy is recovering, businesses have to cope with an increased demand with limited resources while maintaining the stakeholders’ interest.

Line managers i.e. operations managers, department/section heads, are in charge of accomplishing the basic goals of the organization. Basically managers get things done through the efforts of others. The production manager meshes resources and workers to produce goods in sufficient numbers and quality; the marketing manager works through sales representatives to sell the firm’s products; and the finance manager obtains capital and manages investment to ensure sufficient operating funds.

Managers too, have the responsibilities of personnel-related activities. This makes the role of line managers even challenging. Human resource managers normally act in advisory capacity, working with other managers regarding human resource matters.

Exactly what personnel management activities are carried out by line managers? Establishing day-to-day relationship of mutual respect and trust with subordinates, applying labour laws and labour contract consistently, handling grievances, discipline etc., Therefore, the knowledge of salient labour regulations are essential for all managers so as to reduce legal exposures.

This two-day course offers in respect of the industrial relation perspective introduction to key issues in Malaysian employment law and provides practical guidance on employment issues. At the end of this programme, participants will be able to apply the relevant provisions in the labour legislations in handling employee relations.

Duration
14 hours (2 days)
The Guide to Redundancy and Retrenchment

Introduction
This programme will provide a great understanding on issues relating to retrenchment, taking into account the laws and practices that govern them. More importantly the programme will guide employers on all matters relating to procedures and guidelines to be adopted in retrenchment exercise in order to avoid any subsequent legal challenge on grounds of mala fide, or that the termination of employees was without just cause or excuse.

Topics Covered
- Meaning & Concept of Redundancy
- Pre-retrenchment Measures
- Code of Conduct of Ind. Harmony
- Consultation with Employees and/or Trade Union
- Principle of Retrenchment
- Last In First Out
- Managing Post Retrenchment

Who Should Attend
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Discussions
- Practical exercises

Duration
7 hours (1 day)

Criminal Misconduct in Employment

Introduction
Criminal misconduct may take several forms namely theft, sexual harassment, committing violence or fraud at the workplace. Employers need to deal specifically with each criminal misconduct, and the laws that govern it from the legal and industrial point of view.

Topics Covered
The course will deal with the general concept of misconduct particularly “criminal” misconduct.

- Meaning and concept of misconduct
- Types of misconduct
- Sources of misconduct
- Meaning and concept of Criminal misconduct
- “Burden of proof” for criminal misconduct
- Inquiry process for ‘Criminal’ misconduct
- Dishonesty and cheating at the workplace
- Theft at the workplace
- Violence at the workplace
- Sexual harassment at the workplace
- Punishment for ‘criminal’ misconduct

Who Should Attend
All those involved in handling personnel and industrial relations functions.

Methodology
- Lectures
- Discussions
- Practical exercises

Duration
7 hours (1 day)
Writing a Contract of Employment - Essential Features and Avoiding Pitfalls

Introduction
A contract of employment is a legally enforceable agreement under which the employer’s basic obligation is to pay wages or salary and the employee’s basic obligation is to provide service. A contract of service is made when the offer of employment by employer is accepted by employee. A number of rights and duties, enforceable through Courts, arise as soon as the contract of service comes into force.

This programme will address the essential features of contract of service and more importantly assist participants to avoid pitfalls in drawing up contract of service so that employers maintain flexibility in operating their business within the framework of the law. Changes occur in working relationship for many reasons and accordingly problems may arise in effecting the changes. An essential part of this programme will be to guide employers in managing changes and term of employment without breaching the contract of service.

Topics Covered
• Contract of Employment / Terms and Conditions of Employment / Employee Handbook
• Effect of Collective Agreements on Employment Contract
• Factors determining contractual relationship.
• Global and umbrella contract of service
• Extra territorial jurisdiction
• Contract of service – contract of employment
• The control test
• Pre-employment steps
• Job offer / withdrawal of offer
• Managing changes
• Variations of contract
• Vicarious liability
• Termination and Resignation
• Change of ownership and the effect on the contract of employment

Who Should Attend
All those involved in handling personnel and industrial relations functions.

Methodology
• Lectures
• Discussions
• Practical exercises

Duration
7 hours (1 day)

Productivity/Performance-Linked Wage System

Objectives
It is important to design a compensation/remuneration/reward system “to survive and prosper and to attract and retain inspired people”. This can only be achieved by designing a compensation package that is equitable and competitive.

Payroll administration is an important aspect of management. It deals with all issues relating to payment of wages, complying with legal and contractual requirements, administration and maintenance of salary records and generally dealing with all matters relating to payments to employees.

Topics Covered
• The reward system
• Industrial Court guidelines
• Wage theories
• Payroll administration
• Factors affecting wages
• Payroll registers/records
• Compensation management
• Employments Regulations 1957
• Job evaluation
• Payroll staff & confidentially
• Wage setting
• Advance of wage
• Employee benefits/fringe benefits
• Three-dimensional reward system
• Flexible wage system

Target Audience
Human Resources Managers/Executives and all those involved in designing compensation packages and payroll administration.

Methodology
• Lectures
• Discussions

Duration
14 hours (2 days)
Employment Relationship

Objectives
The course will assist all who are involved in industrial law especially industrial relations and human resource practitioners to understand better the various facets of employment relationship. The course provides detailed analysis and discussion on employment relationship between employers and employees. An outline will be given on the framework of individual contracts and collective relations as it affects rights, immunities and obligation of employers and employees. The aim is to present a systematic and integrated view of the related laws, regulations and practices that have impacted employment relationship. Various situations that arise in the context of employment relationship will be discussed and analysed. This course would guide employers in avoiding pitfalls in the management of employment relationship especially in the context of rapidly changing work environment.

Topics Covered
- Contract of Employment
- Structure of the Contract
- Obligations of Employers & Employees
- Contractual Performance
- Fixed Term Contract
- Transfer, Relocation & Change of ownership
- Order of a Superior in Employment Relationship
- Termination of Contract of Employment
- Constructive Dismissal
- Employee Handbook
- Retirement Age
- Recruitment and Job Offer
- Drawing the Employment Contract
- The Duty to Exercise Due Care in respect of Occupational Safety & Health
- Sources of Individual Right, Obligations and Restriction Imposed on Employment Contract by Statues
- Variation of Employment contract
- Secondment
- Probationer
- The Right to Dismiss
- Collective Agreement
- Absenteeism and Sick Leave

Who Should Attend
All those involved in handling personnel and industrial relations functions.

Duration
14 hours (2 days)

Performance Improvement Plan

When you identified a performance problem and are looking for ways to improve we may sought to Performance Improvement Plan. The Performance Improvement Plan plays an integral role in correcting performance discrepancies. It is a tool to monitor and measure the deficient work products, processes and/or behaviors of a particular employee in an effort to improve performance or modify behavior.

Objective
Participants will be able to:
- Determine whether it is performance problem or behaviour problem
- Handle a non performer
- Manage performance using the tools taught
- Establish a Performance Improvement Plan for the employee.

Target Participants:
All personnels involved in handling human resource/ industrial relations functions.

Methodology
- Lectures
- Group Discussion

Duration
14 hours (2 days)
"The future depends on what you do today".

Mahatma Gandhi
Training Impact—What Next?

Objective
For training to be accountable, the training process and evaluation process need to be an integrated system. Evaluations require thoughtful planning to gather “critical information,” that reveals the impact of the training to the participants as well as the organisation. Participants will be introduced to the concepts of formative evaluation and summative evaluation and detailed understanding of the Kirkpatrick’s 4 Levels of Evaluations, including the development of the appropriate evaluation tools at each level.

Content
1. Overview of Training Cycle
   - Elements of Training Impact
   - Evaluation System
2. Kirkpatrick’s 4 Levels of Evaluation
   - Classroom Evaluation
   - Post-Training Evaluation
3. Kirkpatrick Level 1 & Level 2
   - Tools development
   - Implementation issues
4. Kirkpatrick Level 3
   - Competency Based Assessment
   - Evaluation Methodology
   - Data collection & analysis
5. Kirkpatrick Level 4
   - Business Impact
   - Qualitative & Quantitative
6. Level 5 – Return on Investment
   - Introduction to ROI
   - Dr. Philips ROI Methodology
   - ROI Calculator Examples

Methodology
- Presentation
- Discussion
- Hands-on tool development
- Self Evaluation

Target Audience
Those who are involved in training, especially HR and Training Managers and Executives.

Duration
14 Hours (2 Days)

Help! I’m A New Trainer!

Objectives
This 1-day introductory course is to enable participants to acquire the confidence and basic skills to conduct a training session effectively.

Topics Covered
SOME BASIC SKILLS FOR NEW TRAINERS
- Survival Skills Inventory
- Trainer’s Skills
- Do’s & Don’ts For New Trainers

ADULT LEARNING
- Know Your Trainees
- Basic Principles
- Steps of Adult Learning
- Methods Variety Scale

DELIVERING TRAINING
- Communication Skills
- Non-Verbal Communication
- Questioning Skills
- Answering Questions/Giving Feedback
- Active Listening
- Building Trainee’s Self-Esteem

Target Audience
New Trainers, Supervisors, Executives and all those who are required to train, instruct, either on a one-to-one basis or as a small group in the work environment.

Methodology
- Lectures
- Individual & group exercises
- Discussions
- Role play

Duration
7 hours (1 day)
Peak Performance Through Effective Training Needs Analysis

Objectives
This programme is designed for personnel who are responsible for their staff’s training and development in order to:
- Create strategies to meet organisational and departmental needs
- To identify the individual training needs and subsequently structure the essential training programmes
- The use of the TNA as an overall management tool

Topics Covered
1. An overview of Training and TNA
   a. The purpose, definition & objectives
2. The Approaches to Conducting TNA
   a. The methodologies and process
   b. The stakeholders for successful TNA
3. The Collection of Feedback
   a. The techniques and design of data collection forms
4. Setting and Identifying Training Needs
   a. Conducting Job Analysis
5. Presentation of Training Plan
   a. Selecting and Prioritising training programmes
   b. The layout of company’s annual training directory
   c. Writing an overall TNA report

Target Audience
Trainers, Managers, Executives and anyone who make decisions about training and involved in analysing, designing and implementing organisational development plan.

Methodology
- Lectures
- Discussions
- Group & Individual Exercises
- Case studies

Duration
14 hours (2 days)

Developing Skills Trainers at the Workplace - OJT Perspective

Objective
On-the-job Training (OJT) is becoming a preferred alternative to classroom training as it is considered more cost effective, less disruptive to the business and more effective, as employees are learning directly from experience, based on company standards and working environment. However the effectiveness of OJT depends on the OJT trainer. An OJT Trainer requires critical skills to ensure effective transfer of knowledge, and this goes beyond showing and following the experienced worker.

This program is designed to equip the OJT Trainer on how to develop and manage OJT efficiently and effectively, with the time and resources available and ensuring trainees learn and internalize the knowledge required to perform the job

Course Outline
1. THE OJT TRAINER
   - What is OJT training
   - OJT team & the coach
   - Selection Criteria of the OJT Coach
2. TRAINEE TRAINER RELATIONSHIP
   - Adult Learners
   - David Kolby’s Experiential Learning
   - Effective Coaching
   - Coaching Checklist
3. STEP-BY-STEP OJT
   - Setting the OJT Objective
   - Planning the OJT Outline
   - Work Processes- Grouping & Order
   - Trainer Perspective On Important Considerations
   - OJT Coaching Methods
4. ASSESSING OJT
   - Self Assessment
   - Effective Communication
   - Knowledge Transfer Assessment

Methodology
- Lectures
- Case Studies
- Role play
- Group Discussion

Who Should Attend
The course is designed for new OJT trainers, at any level.

Duration
14 Hours (2 Days)
Training Techniques for Trainers

Objectives
This 2-day course is designed to enable Supervisors, Executives, Managers and potential trainers to obtain the skills necessary to identify methods of training that are most suitable to the learning needs of their target audience. Thus, the participants would be able to select appropriate training aids relevant to the training programme, using feedback and questioning techniques to stimulate participation and deal with difficult situations arising during the delivery of training.

Topics Covered

THE TRAINING CYCLE
- Analysing Needs
- Training Objectives
- Lesson Planning
- Presentation, Evaluation
- Characteristics of an Effective Trainer

SETTING THE STAGE
- Using Visual Aids/Resource Material
- Room Layout
- Timing

ADULT LEARNING
- Know Your Trainees
- Basic Principles
- The Need For Variety

ASSESSING YOURSELF AS A TRAINER
- Self-Inventory on Assertion
- Problem Participant Strategies
- How can a Trainer Help Trainees learn

DELIVERING TRAINING
- Communication Skills
- Non-Verbal Communication
- Questioning Skills/Answering Questions/Giving Feedback
- Active Listening
- Building Trainee’s Self-Esteem

Target Audience
Trainers, Supervisors, Executives, Managers and all those who are required to train others as part of their job.

Methodology
- Lectures
- Video presentation
- Individual & group exercises
- Role play
- Discussions

Duration
14 hours (2 days)
“Everyone here has the sense that right now is one of those moments when we are influencing the future”.

Steve Jobs
Effective Performance Appraisals (EPA)

Objectives
To enable participants to:
• Understand the performance management framework and benefits to the organisation
• Appreciate the development of performance appraisal techniques
• Apply the organisation’s performance appraisal methods to specific roles
• Analyse current performance levels against performance standards
• Understand the performance appraisal process and how to conduct an effective appraisal
• Focus on employee performance improvement through on-going coaching & counselling

Topics Covered
Module 1 - Overview of Performance Management Systems (PMS)
• What is a PMS?
• Benefits to Organisation & Individual Performance

Module 2 - Performance Appraisal Designs
• Development of Performance Appraisals
• Techniques in Appraising Job Performance

Module 3 – Performance Appraisal Process
• Understanding Organisation’s Performance Appraisal Methods
• Setting Performance Standards
• Performance Expectations: Competency & Results
• Performance Measurement
• Comparative Analysis: Target vs. Current Levels

Module 4 – Conducting the Performance Appraisal
• Preparing for the Interview
• Interview Process
• Communication Skills
• Performance Improvement Plan

Module 5 – Improving Employee Performance
• Monitoring the Performance Improvement Plan
• Benefits of Coaching & Counselling
• Coaching v Counselling
• Overview of Coaching & Counselling Process

Target Audience
Managers, supervisors & human resource personnel who are responsible to conduct / facilitate performance appraisals and monitor employee performance levels for productivity and results.

Methodology
• Lectures
• Role play
• Discussions
• Video Presentation

Duration
14 hours (2 days)

Power of Coaching & Counseling For Performance

Objectives
To enable participants to:
• Understand the importance of Coaching & Counselling at the workshop and how they are part of the change process
• Have a better understanding of their role as a coach and counsellor
• Understand the difference between Coaching & Counselling (Can’t do and won’t do)
• Know when to coach staff and when to counsel them
• Acquire the skills of Coaching & Counselling
• Apply the effective steps of Coaching & Counselling at the workplace

Topics Covered
1. Why do Employees Fail to Perform?
   • Performance Factors
   • Personal Issues

2. Concept of Coaching & Counseling
   • Leadership & People Management skills
   • Key differences / Approach

3. Definition of Coaching
   • Coaching Process
   • Coaching Techniques
   - Identifying work problem
   - Solution and actions
   - Skills required

4. Coaching a Problem Employee
   • Step-by-Step Coaching Interview
   • Situational Role-Play

5. Definition of Counseling
   • Counseling Process & Techniques
   - Personal / Attitude / Motivation
   - Video Presentation

6. Attitude / Motivation
   • Psychology of Human Behavior
   • Maslow / Herzberg’s Motivation
   • Difficult Behaviour

7. Coaching & Counseling Skills:
   • Positive Acknowledgement
   • Constructive Feedback
   • Questioning Skills
   • Listening Skills
   • Body Language

8. Coaching & Counseling Problem Employee
   • Case-study
   • Situational Role-Play

Target Audience
Supervisors & Managers who are ultimately responsible for producing results both directly and indirectly through the effort and competency of others.

Methodology
• Lectures
• Discussions
• Role play
• Video Presentation

Duration
14 hours (2 days)
Handling Employees Grievances & Discipline Through Coaching and Counselling

**Objectives**
At the end of the course, participants will:
- Understand the importance of setting standards that are practical
- Know the factors that they need to evaluate when setting these standards
- Be able to use these standards as a guide for training employees.

**Grievance Handling**
1. Complaint and grievances
2. What is grievances
3. Causes of grievances
4. Grievance handling procedure

**Discipline**
Maintenance of Discipline
1. Principles of natural justice
2. Duties and obligations of an employer/worker
3. Misconduct
4. Major & minor misconduct
5. Condonation
6. Due Inquiry
7. Breach of contract
8. Handling workers with excessive leave, absenteeism, malingering
9. Dealing with poor performer

**Coaching**
1. Definition of coaching
2. Coaching vs. teaching
3. When to coach
4. Barriers to learning
5. Effective steps of coaching
6. Skills of a good coach

**Counselling**
1. Definition of counselling
2. When to counsel
3. Identifying performance gaps
4. Giving & receiving feedback
5. Counselling as tool in motivating staff, improving morale and productivity
6. Skills of a good counsellor

**Duration**
14 hours (2 days)

**Target Audience**
Assistant Managers and Executives

Performance Management System and Understanding Key Performance Indicators

**Objectives**
The performance of organizations is among the top agendas in any management, and quite rightly so. Many organizations however are measuring the “wrong square peg in a round hole”, as demonstrated by them being like busy bees without collecting any honey. And since you cannot hope to manage what you cannot measure properly, it is no wonder many are not performing up to expectations. You may end up praising the bad and reprimanding the good.

**Objectives**
The participants will be able to:
- Define KPI and its relevance to the participants’ areas of responsibility
- Set expectations and work together to improve performance
- Assess and review performance strengths and weaknesses
- Enhance awareness of obstacles to success and take actions to overcome them
- Contribute to organizational objectives.

**Participants**
Supervisors, executives, managers, senior management and anyone who needs to understand and manage performance within their areas well.

**Duration**
2 days
9am to 5pm
Balanced Scorecard For Performance Management

Balanced scorecard management aligns organizational units to company strategy. It provides the crucial link between strategy and strategic initiative management. Understanding the balanced scorecard will assist companies to translate long-term strategy to short-term operational plans and thereby enable the design & implementation of effective performance management.

Who Should Attend
Supervisors, managers, heads of department, senior management, human resource personnel and any level needing to understand and manage business & performance.

Duration
2 days, 9am to 5pm

Objective
• Understand concept of balanced scorecard
• Defining strategic focus areas
• Translate strategy into operational objectives
• Implementing scorecard-based strategy map

Contents
• What is the Balanced Scorecard (BSC)? A look at the 4 perspectives:
  - financial
  - customer
  - internal business
  - innovation & learning
• Strategy and its relationship with cause and effect
• Cascading the Balanced Scorecard
• Why should organization have a scorecard?
• Benchmark Data : comparing companies & industries
• How to Develop the Balanced Scorecard
• Balancing the measurements
• Creating Measurement for objectives
• Case Studies

Understanding the Importance of Compensation & Benefits

How employees are “compensated” takes many forms – salary, benefits, working conditions, challenging/stimulating work, co-workers, etc. The right “mix” for each person is different. Pay policies will differ for every employer – some will focus on cash compensation and some will focus on Total Compensation.

As such, the employer’s main goal is structuring compensation and benefit programs is to be able to attract and retain the right employees needed to help the employer be competitive.

Objective
At the conclusion of this course, participate will be able to:
• Determine the compensation, benefit and non-compensation needs of an organisation.
• Construct an effective compensation, benefit and non-compensation package and strategy.
• Gain a clear understanding of the role of compensation, benefit and non-compensation packages and processes.
• Understand the different components of compensation, non-compensation and benefit packages and processes.
• Explain the compensation, benefit and non-compensation needs of an organisation.
• Discuss an effective compensation, benefit and non-compensation package and strategy.
• Evaluate the effectiveness of compensation, benefit and non-compensation in organisations.

Participants
Supervisors, executives, managers, and anyone who needs to understand and manage compensation and benefits administration within their organisation.

Duration
2 days - 9am to 5pm
“By failing to prepare, you are preparing to fail”.

Benjamin Franklin
Advanced Management Training

Objectives
This 2-day Advanced Management Training – is the final part of the Japan Industrial Training Association (JITA) developed training package. A continuation of the first part, it highlights techniques which are instrumental in propelling organisation towards continuous improvement, innovation, creative thinking, productivity, and international competitiveness.

Topics Covered

**PART I – FUNDAMENTAL CONCEPTS**
- Principles of Management & Organizational Management
- Management and Standards

**PART II – Problem Awareness & Creativity**
- Improvement & Renovation of Work
- Problem Awareness & Enhancements
- Process of Creativity
- Techniques for Creativity

**PART III – ADVANCED IMPROVEMENT OF WORK**
- KAIZEN – Continuous Improvement
- Improvement Analysis Techniques
- Improvement of Job Assignments & Work Methods
- Improvement of Business Activities – Prior & Post
- Improvement Procedures

Who Should Attend
- Newly-appointed Managers
- Aspiring Executives & Managers seeking formal training in Management Skills

Methodology
- Lectures
- Individual, group exercises & discussions
- Case studies
- Video presentation

Duration
14 hours (2 days)

Basic Management Training

Objectives
This 2-day Basic Management Training program contents are developed by the Japan Industrial Training Association (JITA) and targeted at new managers as well as for existing managers who need to upgrade and keep abreast of new management styles. The Basic Management Training is the first of a 2-part training package designed to provide in-depth understanding of the basic principles of Management that nurtures and channels the skills, experience and industry-oriented abilities of individual employees into the competitive strength of the organisation.

Topics Covered

**PART I - PRINCIPLES OF MANAGEMENT**
- Basic Principles of Management
- Principles of Organisational Management

**PART II - OPERATIONAL MANAGEMENT**
- Principles of Planning
- Rules of Directing
- Art of Controlling & Co-ordinating

**PART III - TRAINING & DEVELOPMENT**
- Meaning of Developing Subordinates
- Cultivation of Individual Skills & Abilities
- Cultivation of Team Skills & Abilities

**PART IV - BUILDING OF TRUST IN SUBORDINATES RELATIONSHIPS**
- Understanding Human Behaviour
- Attitudes and Their Development
- Handling Problems Concerning People

**PART V – BASICS OF IMPROVEMENT OF WORK**
- Efficiency Awareness
- Organisation Chart of Functions

Who Should Attend
- Newly-appointed Managers
- Aspiring Executives & Managers seeking formal training in Management Skills

Methodology
- Lectures
- Individual, group exercises & discussions
- Case studies
- Video presentation

Duration
14 hours (2 days)
The Professional Manager (with legal perspective)

Objectives
The success of a particular department is highly dependent on the effectiveness of the Manager(s) managing the department. This 2-day course aims to provide useful insights into the nature of management and the challenges the managers are facing.

Topics Covered
A CAREER IN MANAGEMENT
- The Challenges of A Manager
- Self Assessment – Strengths & Weaknesses
- The Dos & Don’ts
LEADERSHIP AND MOTIVATION
- Identifying Leadership Styles
- Applying effective styles
- Motivation - The Individuals & The Team
CONFLICT MANAGEMENT
- Understanding Group Dynamics Leading to Conflict
- Identifying Strategies For Dealing With Conflict
MANAGING RELATIONSHIPS
- Professionalism and Effective Communication
- Managing your superiors & subordinates
- Teamwork and teambuilding
MANAGING DISCIPLINE
- Principles of natural justice
- Duties and obligations of an employer/worker
- Misconduct
- Condonation
- Due Inquiry
- Breach of contract
- Handling workers with excessive leave, absenteeism, malingering
- Termination on breach of contract under section 15(2) EA 1955
- Domestic inquiry procedures

Who Should Attend
Seasoned, new or soon-to-be appointed Managers
Executives & Supervisors without formal training in management skills

Methodology
- Lecture
- Role play
- Case studies
- Video Presentation

Duration
14 hours (2 days)

Effective Supervisory Skills

Objectives
The course enables all those in the supervisory level to enhance their supervisory skills and techniques with the aim to create better staff morale. This course is designed to help supervisors stimulate their subordinates towards improving productivity and output in order to create a conducive and healthy working environment.

Topics Covered
Module 1: Management Roles
- What are the key roles?
- Roles and responsibilities of supervisors
- Success & Failures of Supervisors
- Transition from Worker to Supervisor
Module 2: Managing Subordinates
- Management Process
- Human management skills
- Motivation principles
- Maintaining Discipline
Module 3: Managing Performance
- Delegation Principles
- Communication Skills
- Counseling & Handling Complaints
Module 4: Introduction to Leadership
- Leadership styles
- Situational Leader
- Supervisor as a Leader

Who Should Attend
Supervisors and Junior Executive whose jobs include supervising a group of subordinates

Methodology
- Lectures
- Case studies
- Discussions
- Video Presentations

Duration
14 hours (2 days)
Penyelia Efektif

Objektif
Program ini diwujudkan bagi membantu para peserta didalam memperbaiki kemahiran mereka serta mempelajari teknik-teknik terbaik didalam meningkatkan semangat kerja kakitangan. Selepas menghadiri program ini dengan jayanya, para peserta juga dijangka berupaya untuk membantu merangsang kakitangan seliaan mereka didalam memperbaiki produktiviti dan bersama mencipta persekitaran kerja yang kondusif dan sihat.

Tajuk-Tajuk
- Modul 1 – Fungsi, Peranan dan Tanggungjawab Penyelia
  o Peranan Penyelia didalam cara penyeliaan masakini
  o Perancangan
  o Arah
  o Kawan
  o Koordinasi
- Modul 2 –Strategi-strategi untuk berjaya
  o Disiplin
  o Delegasi
  o Menyelesaikan masalah dan membuat keputusan
- Modul 3 – Kepimpinan: Menyesuaikan cara dengan kakitangan
  o Apa makna Kepimpinan?
  o 4 cara Kepimpinan
  o 4 Jenis kakitangan
- Modul 4 – Membina kemahiran komunikasi & hubungan manusia
  o Mengapa perlu memperbaiki kemahiran komunikasi & hubungan manusia?
  o Masalah-masalah dalam komunikasi
  o Komunikasi lisan dan bukan lisan
  o Apa makna hubungan manusia?
  o Enam kemahiran dalam hubungan manusia
  o Lima prinsip hubungan manusia
- Modul 5 – Kejurulatihan, Kaunseling dan Motivasi
  o Kejurulatihan
  o Kaunseling
  o Motivasi
- Modul 6 – Mengurus Perubahan Dengan 7 tabiat orang yang berkesan

Peserta Kursus
Kursus ini terbuka kepada pegawai, penyelia, line leader, shift leader dan semua yang menjalankan tugas penyeliaan.

Kaedah Kursus
- Syarahan
- Perbincangan
- Latihan Individu & Kumpulan
- Sesi video

Jangkawaktu
14 jam (2 hari)

Skills Makeover - Non Executive to Executive!

Objectives
Newly promoted executives from the rank-and-file are usually divided into two categories. The first one, being overconfident, projects an image of having a bloated ego and appears cocky. The second, being timid, projects an image of having been unjustifiably promoted and appears misplaced and afraid of making decisions. Neither extreme does any good for the executives and their organisations.

This programme aims to correct the misconceptions the newly promoted executives may have, and thereby hopes to help them eliminate the risks of making costly mistakes in their new endeavour. It can help develop the core executive competencies and skills needed for a successful transition into the new role.

Topics Covered
Module 1
- Defining the role of an executive
- Relationship between executive, employer, subordinates

Module 2
- How to cultivate our communication skills
- How to replace shyness with confidence
- How to relate effectively to others
- How to get to know someone easily

Module 3
- Plan, set goals, delegate, and hold accountable

Module 4
- How to build on your subordinates’ strengths for greater productivity

Module 5
- How to manage your time and set future goals

Module 6
- How to manage other people’s perception about us
- How to manage our thoughts and behaviours

Who Should Attend
Supervisors, junior executives and personnel who are promoted from the rank-and-file to executive positions.

Methodology
Lectures, activities, group discussions and case studies

Duration
14 hours (2 days)
Negotiation & Influencing Skills In The Sales Context

Program Objective
Negotiation Skill is a key element of people management. Within the workplace, multiple issues may arise requiring managers / supervisors to balance staff needs and business productivity. To avoid loss of staff morale and high turnover, managers / supervisors must fine-tune their people management skills by using negotiation techniques towards achieving a "win-win" situation – for the organisation as well as the employees. This program aims to provide an understanding of negotiation skills within the workplace environment.

Content
Module 1 : “Employer – Employee” Relationship
- Underlying Conflict
- Changing role of Managers / Supervisors
- Managing vs Leadership

Module 2 : Negotiating Your Staff
- Why Conflicts Arise?
- Personality Impact
- Modes of Response

Module 3 : Becoming A Negotiator
- Negotiator Character
- Negotiation Tips
- Power of Influence
- Situational Pressure

Module 4 : Negotiation Process
- Initiate Contact
- Data collection & analyses
- Plan for Action & Resolve
- Define Issues
- Identify Underlying Factors
- Generate Options
- Assess and Fine-tune

Methodology
Lectures, group discussions and case studies

Who Should Attend
Managers, supervisors, executives and personnel who are responsible for managing staff within teams, units and departments.

Duration
14 hours (2 days)

Developing Supervisors Into Managers - A Transition Workshop

Introduction
Newly promoted managers from the rank-and-file are usually divided into two categories. The first one, being overconfident, projects an image of having a bloated ego and appears cocky. The second, being timid, projects an image of having been unjustifiably promoted and appears misplaced and afraid of making decisions. Neither extreme does any good for the executives and their organisations.

Developing Supervisors into Managers-A Transition Workshop is a comprehensive workshop on the basic working knowledge of management and provides a full range of the techniques and approaches that will help participants to achieve the best results.

Objectives
- To correct any misconceptions the newly promoted managers may have in their new position;
- To help them develop core managerial competencies and skills needed for a successful transition into the new role;
- To show the ways on how to become an effective manager in meeting the organization, departmental as well as personal goals.

Topics Covered
1. Managing Change – From supervisor to manager
   - Understanding change
   - Planning change
   - Implementing change
   - Consolidating change
2. Communicating Clearly
   - Learning the basics
   - Exchanging information
   - Acquiring more skills
   - Communicating for results
3. Managing Time
   - Understanding time
   - Planning for success
   - Making instant changes
   - Managing the time of others
4. Making Decision
   - Analysing decision making
   - Reaching a decision
   - Implementing a decision
5. Delegating Successfully
   - Understanding delegation
   - Delegating effectively
   - Monitoring progress
   - Improving skills
6. Motivating People
   - Analysing motivation
   - Building up motivation
   - Getting the best from people
   - Rewarding achievement

7. Managing Teams
   - Understanding how teams work
   - Setting up a team
   - Improving team efficiency
   - Working for the future

8. Managing Meetings
   - Using meetings effectively
   - Preparing for a meeting
   - Attending a meeting
   - Chairing a meeting

9. Managing Discipline
   - Principles of natural justice
   - Duties and obligations of an employer/worker
   - Misconduct
   - Condonation
   - Due Inquiry
   - Breach of contract
   - Handling workers with excessive leave, absenteeism, malingering
   - Termination on breach of contract under section 15(2) EA 1955
   - Domestic inquiry procedures

**Methodology**
- Lectures
- Case studies
- Discussions
- Interactive Training Games
- Video sessions
- Role play
- Practical exercises

**Who Should Attend**
The programme is designed for newly appointed managers.

**Duration**
Three (3) days (9.00am to 5.00pm)

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**Quality Control For The New Age Supervisors**

**Objectives**
Quality control is a process employed to ensure a certain level of quality in a product or service. It may include whatever actions a business deems necessary to provide for the control and verification of certain characteristics of a product or service.

The main challenge of today's Supervisors is no longer just meeting their daily output targets but more importantly maintaining high standard of quality due to their nature of responsibility to ensure quality delivery to the organization's customers. Thus, it is very important to ensure Supervisors are equipped with adequate knowledge in quality control functions.

**Lesson 1 - Introduction to Quality control**
- What is Quality? – Definition and Interpretation
- Evolution of Quality
- Importance of Quality Control
- Difference between Quality Control and Quality Assurance.
- Quality Standards

**Lesson 2 - Quality Control Program Fundamentals**
- Voice of the Customer
- Variables
- Inspection
- Sampling
- Measurement
- Documentation

**Lesson 3 - How to achieve Quality?**
- Detection
- Correction
- Corrective action
- Preventive action

**Lesson 4 - Evaluating Quality through Graphs**
- Control charts
- Graphs
- Histogram

**Lesson 5 - Quality Problem Solving Techniques**
- Checklist
- Pareto Chart
- Brainstorming
- Cause and effect diagram
- Tree diagram
- Creative decision making techniques
Who Should Attend
• Existing or newly appointed Production, Operation or Technical Supervisors
• Executives and Engineers and those interested to learn and practice at workplace on what they have learnt.

Methodology
• Lectures
• Individual, Group exercises & discussions
• Video presentation

Duration
• 1 day
“When it is obvious that the goals cannot be reached, don’t adjust the goals, adjust the action steps”.

Confucius
**“Five-Star” Customer Service**

**Objectives**
This course is specifically designed to equip front-line employees in the service industry with a competitive edge in providing superior guest service.

The course provides an action plan for dealing with a variety of guest service situations, enabling the front-liners to transform unhappy guests into satisfied ones and turning challenging situations into happy endings for everyone, thus, creating a win-win situation.

**Topics Covered**
- The hospitality/service/people industry
- How to create that competitive edge
- Who are our “Customers/Guests”?
- Building corporate image through 5-star customer service
- Interpersonal skills
- Understanding customers’ behaviours
- Why are complaints good?
- Creating a customer-driven team

**Target Audience**
Front-line practitioners serving customers.
Staff who have to deal directly with customers in any business which has a customer service dimension.

**Methodology**
- Lectures
- Discussions
- Exercises
- Video Presentation

**Duration**
14 hours (2 days)

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**Frontliners - At Your Service!!**

**Objectives**
This course presents a framework for continuous improvement of service where it really counts - at the point contact with the customers. The introduction of the Kaizen concept in this course would enlighten the participants of the effectiveness of applying Kaizen for continuous improvement in their day-to-day work. In addition to this, this course equips participants with strategies and skills that will help them make the most of their day-to-day interactions with people who receive their services, both inside and outside their organisations. Thus, this is considered as an “all-in-one” course for front liners catering for busy service industries.

**Participants will:**
- Acquire core skills at the root of good service
- Learn to respond to customer needs in ways that both please the customer and build the organisation

**Topics Covered**
- **Module 1 : Your responsibility in frontline service**
  - Analysing your job and managing your time for each task
  - The negative and positive effect of front liner’s attitude to their customers and business
  - Keeping a service oriented attitude
- **Module 2 : Customer Relations**
  - Understanding various personalities of customers
  - Methods of handling each type of customers
  - Using your emotional intelligence
  - Meeting and exceeding customer needs
- **Module 3 : Communicating Effectively**
  - Understanding body language, gestures and facial expression
  - Selling and marketing your service
  - Telephone handling skills
- **Module 4 : Problem Solving**
  - Analysing complaints
  - Handling customer complaints – the emotion and the problem
  - Reducing complaints by continuous improvement (Kaizen)

**Target Audience**
Front-line staff e.g. Front Desk Assistants, Customer Relations Officers and those who come in constant contact with the customers

**Methodology**
- Lectures
- Case studies
- Discussions
- Video Presentations

**Duration**
7 hours (1 day)
Winning Difficult Customers

Objectives
Have you ever run into a tough customer? Our most valued customers are sometimes out most difficult. If it’s handled correctly, difficult can be turned into some of the most loyal, long term customers you’ll ever see.

This course is designed to enhance the self-confidence of participants when responding to customer needs. It also aims to develop their interpersonal skills when dealing with handling customer dissatisfaction.

Topics Covered
- A review of customer service
- Understanding what customer wants
- Customer Service Interpersonal Skills
- Types of difficult customers
- Why other people are difficult
- Understanding individual differences
- Dealing with specific customer situation professionally
- Customer service tools and techniques
- Knowing what and when to say..

Target Audience
Suitable for frontline and support staff who are on direct contact with customers.

Methodology
- Lectures
- Discussions
- Case Studies
- Video Presentations

Duration
7 hours (1 day)

Creating A Service Spirit

Objective
The objectives of this programme are as follows:
- To help participants realize their actual potential and their vast untapped internal resources.
- To show participants the secrets of excellent customer service
- To assist participants develop the right attitudes for success
- To inculcate into each participant the importance of working as a professional team.

Topics Covered
- Motivation
  - The power of the mind
  - Beware of what you feed your soul
  - How to get motivated in life and at work
- Customer service
  - Do you have a spirit of service?
  - Four truths about service
  - How to choose service over self-interest
- Positive attitude
  - How to overcome fear of customers
  - How to turn victim mentality into champion mentality
  - How to gain the courage to change
- Teamwork
  - Being aware and sensitive to team members’ needs
  - Accommodating each other
  - Seek a win-win situation

Who Should Attend
This programme is suitable for all levels of employees.

Duration
7 hours (1 day)
Recovery From Service Failure Using Transactional Analaysis

Objective
Communication becomes difficult when you or a customer is in distress. We can’t tune into the right channel to effectively get our point across. When one’s stress level is significantly high, his ability to tap into his knowledge bank and experience is impaired, thus resulting in ‘self-sabotaging behavior’. This course will show you how to open up communication barriers when executing service recovery.

Learning Outcome
At the end of this training, you will be able to:-
1. Deliver the 4 service quality principles.
2. Response to customers using RATER.
3. Describe 6 customer types and their service expectations.
4. Understanding Transactional Analysis (TA) and 5 different transactional styles.
5. Decode customers’ non verbal cues and response to them positively.
6. Meet customers’ motivational needs when performing service recovery.

Participation Level
Frontline officers, CS or relationship managers, sales and marketing, account managers, call centre team-lead

Duration And Class Size
2 days for 15-20 pax

Training Methods
Questionnaire, pair and group exercises, personal reflection, view videos and receive expert feedback.

Course Outline
- Understanding Service Recovery
  1. Describing the 4 service quality principles.
  2. The mindset of a complaining customer.
- How Customer Uses RATER To Measure Service
  1. What is RATER? How RATER is both preventive and redemptive in practice.
- How Do Customer Say ‘Good-bye?’
  1. Reasons why customers switch their service providers.
  2. Methods to identify threat of customer switching.
- Know Customers’ Personality Types And Expectations
  1. Describing 6 Personality Types.
  2. What do these Types want (don’t want) from you in a service recovery?
- Using Transactional Analysis In Service Recover
  1. Describing the PAC Ego states.
  2. Decoding 5 transactional styles with behavioral cues.
- Watch Your Own Body Language When Communicating Service Recover
  1. Overview of 7 basic emotions and its triggered behaviors.
  2. Pay special attention to negative body language of distressed customers.
- Getting Distressed Customers On Your Side When Executing Service Recovery
  1. Describing 8 motivational needs.
  2. Scripting words to match 8 motivational needs to win back customers.
- Best Practices On Complaint Handling
Measuring Customer Satisfaction

Objective
To assist in identifying Customer Service Needs, by using quantifiable methods to assess whether the needs have been met and resolve potential problem areas in an accurate and objective manner.

Topics Covered

PART 1: CUSTOMER SATISFACTION
- What is Customer Satisfaction
- The Cost of Poor Service and Poor Quality
- Developing a Customer Service System
- Five Techniques to Implement Superior Service Quality

PART 2: MEASURING QUALITY AND CUSTOMER SATISFACTION
- Why we measure Quality and Customer Satisfaction
- The benefits of Measuring Quality and Customer Satisfaction
- Tools of Measuring Quality
- Other Measurement Techniques
- The Why and How of Quality Improvement and Customer Satisfaction
- One last thought about measuring Quality

PART 3: RESEARCHING CUSTOMER SATISFACTION
- Research Methods
- Data collection Techniques
- Summary of Customer Satisfaction Measurement Techniques
- Analyzing Results and Following Up

PART 4: MANAGING CUSTOMER SATISFACTION
- Managing Service Quality and Customer Satisfaction
- Managing Customer Complains
- Strategic Customer Partnerships

Who Should Attend
- Managers who manage Customer Service Relationships
- Executives who manage Customer Service Relationships

Methodology
- Discussion
- Lectures

Duration
1 day (8 hours)

Six Sigma For The Service Industry

Introduction
Six Sigma is a quality methodology that can produce significant benefit to businesses and organizations. Six Sigma, more than anything else, is about “managing by fact.” Most of the pains and problems, not to mention confusion, can be traced to a lack of facts. Six Sigma attempts to rest on obtaining, analyzing and acting on facts — not on fault-finding, finger-pointing or mass executions.

Some people are thinking, “Ok, that’s good theory, but what do I do if I don’t have the data I need?” The answer is to recognize that no data is data. No data just means the project has un-quantified variables. Even when no one knows the appropriate value to assign to a variable, at least a worst-case/best-case/most-likely value can be assigned. And then with that information, the range and probability of potential outcomes can be modeled. Understanding the uncertainty of potential outcomes is, after all, one of the most important facts any manager can have in his or her possession.

Benefits
At the end of this programme, participants will be able to:
- Have a good understanding of 6 Sigma awareness
- Have a working knowledge of 6 Sigma methodologies and processes (DMAIC)
- Understand success principles when applying 6 Sigma
- Differentiate the 3 dimensions in the meaning of 6 Sigma
- Link 6 Sigma to Lean Concepts and Lean Tools

Duration
2 Days, 9am-5pm

Contents
1. Introduction to 3 different dimensions of 6 Sigma
   - philosophy
   - statistics
   - process
2. Major benefits of implementation
3. Management Role in supporting implementation
4. Methodologies of 6 Sigma Improvement Projects
   - Define
   - Project Case
   - Measure
   - Project Case
   - Analyze
   - Project Case
5. Costs and Savings of 6 Sigma
6. Calculation of Process and Benchmarking: World Class or sub-standard?
7. Lean Concepts and 6 Sigma
   - Waste reduction
   - Case Study
8. FMEA
   - Step by Step process
   - SOD data
   - RPN Calculation
   - FMEA reference table
9. Empowerment in Lean and 6 Sigma

Target Group
Managers from the Service industry.

- Improve
- Project Case
- Control
- Project Case
“The most important thing in communication is hearing what isn’t said.”

Peter Drucker
Mind Your Business English

Objectives
The course aims to extend the participants’ vocabulary into areas relating to their jobs and develop fluency and spontaneity so that they are able to establish and sustain business relationships with confidence. The objectives of this course are to enable participants to:

- use basic grammar correctly (Simple Tenses, Continuous Tenses and Perfect Tenses)
- speak and respond appropriately in given work-related situations
- use appropriate language structures and expressions in internal and external written communication (memoranda, minutes, faxes, notices)
- understand and acquire the 4 basic language skills (speaking, listening, reading and writing)

Topics Covered

Module 1: Grammar in Context
- Simple tenses
- Continuous tenses
- Perfect tenses

Module 2: Skills
- Speaking
- Listening
- Reading
  - Pre-reading questions
  - Reading for gist
- Writing
  - Internal written communication (e-mail, facsimile, memoranda, minutes, notices)
  - External written communication (business letters)

Module 3: Situational
- Understanding and expressing greetings and introductions
- Understanding and expressing thanks
- Making and accepting offers and apologies
- Describing events
- Describing jobs and talking about responsibility
- Asking for and giving information and directions
- Telephone etiquette

Target Audience
This course is for non-executives who can “get by” in English but whose skills need refining for use at work.

Methodology
- Brief lectures
- Individual exercises
- Role play
- Case studies
- Individual and group discussion
- A pre-test and post-test on content of course

Duration
14 hours (2 days)

Business Writing - Made Simple!

Objectives
The purpose of this course is to enable employees, specifically secretaries and other support staff to be proficient and business-minded in handling their day-to-day correspondence. This way, they are able to represent their company more effectively and are personally better and confident writers.

Topics Covered

- The Basic Principles of Business Writing
  - to develop a clear focus
  - to create an awareness of purpose
  - to respond to the needs of the reader
- The Proper Organisation and Planning in Writing
  - deciding on the correct channels
  - what to accentuate and what to avoid
  - dealing with writer’s block
  - getting started
  - paragraph development
- Internal Corresponding
  - memos, basic report layout & minutes of meetings
- External Corresponding
  - understanding why we write letters
  - planning the letter
  - format styles
- Good Writing Etiquette
  - The principles of good writing:
    a) Conciseness  b) Completeness  c) Courtesy  d) Clarity  e) Correctness
  - What to avoid: a) Sexism  b) Cliches & Jargons
- Checking
  - spelling & basic grammar checking
  - proof reading

Target Audience
Secretaries, Clerical staff, Admin Assistants and other individuals who wish to improve their business writing skills.

Methodology
- Lectures & discussions
- Individuals and group exercise
- Case studies

Duration
14 hours (2 days)
Present Your Business Case

Objectives
Presentation Skills are one of the first managerial skills which an executive or manager should acquire. This course aims to fulfill that by providing a step-by-step approach to build presentation skills among the participants. It also includes a hands-on-experience in developing an effective presentation and presenting it effectively. The objectives are to enable participants to:
- understand the essential ingredients of presentations
- acquire the confidence, poise and proficiency in presentation/speaking

Topics Covered
Module 1: Before Your Presentation
- Defining your objectives
- Developing and rehearsing your presentation
- Overcoming your nervousness
Module 2: Beginning Your Presentation
- What do you do in the first three minutes
- Being credible
- Setting the right tone
- Exceeding expectations
Module 3: The Body of Your Presentation
- Keeping their attention
- Using the right tools
- Managing your presentation
Module 4: Closing Your Presentation
- Summarising
- Close your presentation right
- Improving continuously

Target Audience
Supervisors, Executives and those who make presentations to internal and external clients and customers.

Methodology
- Lectures
- Individuals and group discussions
- Individuals presentation

Duration
7 hours (1 day)

Communication & Emotional Intelligence

Objectives
Communicating intelligently is an essential tool for every individual. Communication may seem an easy task, however misinterpretation of work instructions, poor staff performance, difficult team relationships or frustrated customers result from lack of emotional intelligence (EQ) in communication. Emotional intelligence is the ability to perceive emotions; to access and generate emotions so as to assist thought; to understand emotions and emotional knowledge; and to reflectively regulate emotions so as to promote emotional and intellectual growth.” This program provides participants with crucial communication skills, which are further advanced with EQ towards improved communication etiquette and personal / work relationships.

Topics Covered
Module 1: What is Emotional Intelligence?
- Definition
- Principles of EQ
- EQ in Communication (CQ)
- EQ and CQ – Self Esteem, Self Image, Self Talk
Module 2: What is Communication Skills?
- Art of Communication
- 9 Behavioural skills of successful communication
- Body Language
- Verbal Communication skills
- Questioning & Listening Skills
Module 3: Improving Communication Using EQ
- Understanding Personalities
- EQ and Personalities
- Handling People Problems
  - Relationships
  - Working in a Team
  - Customer Service

Methodology
- Lectures
- Group discussions
- Video Presentations
- Practical exercises / case studies

Duration
7 hours (1 day)
First Impressions - Public Speaking

Objectives
This 2-day training program aims to provide an understanding of effective public speaking skills. This practical course involves a range of learning activities with emphasis on ‘stand up presentations’.

The objectives are to enable participants to:
- Understand the key steps in preparing for speaking in public
- Making use of appropriate visuals during public speaking
- Practice ways in dealing with questions/comments from the audience
- Receive constructive feedback

Topics Covered

Module 1: Overcoming Your Fears
- How to overcome nervousness?
- How to stop worrying?
- How to control your fear?

Module 2: Purpose in Speaking
- Structure of a Speech
- Four Types of Speaking Objectives
  - To obtain action
  - To convince
  - To inform
  - To Entertain

Module 3: Speech Styles
- Four types of Speech Styles
  - The Manuscript Speech
  - The Memorized Speech
  - The Extemporaneous Speech
  - The Impromptu Speech

Module 4: Preparing the Speech
- Plan your approach
- Know your audience
- Check the situation and environment
- Organize your content
- Guidelines in Using Audio/Visual Aids

Module 5: Delivering the Speech
- Vocal and Visual Characteristics
  - What are the variables?
- Techniques to handle questions effectively

Target Audience
Supervisors, Executives and those involved in public speaking to internal and external clients and customers.

Methodology
- Lectures & Discussions
- Individual & Group Exercises
- Individual Presentations

Duration
14 hours (2 days)

Techniques & Etiquette of the Business Telephone

Objectives
On completion of the course, participants will be able to communicate effectively, efficiently and courteously over the telephone which is today’s most common means of modern communication. This powerful tool, if used correctly, can enhance your corporate image and maintain good customer and inter-department relations.

Topics Covered
- Understanding the importance of the telephone
- Communication awareness
- Listening skills
- Creating good corporate image through telephone etiquette and courtesy
- Making and handling calls correctly
- Handling complaints
- Customer service through the telephone
- Establishing a personal directory

Target Audience
This course is designed to benefit Telephone Operators, Receptionists, Customer Relations staff, Secretaries and all those who wish to master the effective use of the telephone.

Methodology
- Lectures
- Exercises
- Discussions
- Video Presentations
- Role Plays

Duration
7 hours (1 day)
Impact of Positive Interpersonal & Communication Skills at the Workplace

Objectives
To help individuals to excel in their career by recognizing the importance of using Communications & Interpersonal Skills for their development.

Topics Covered
Module 1: Understanding Human Relations
- Understanding the Human Psychology
- Motivation that motivates people.

Module 2: Interpersonal Skills
- Interpersonal Skills
- Communication at the office
- Our Ideal Competency
- Effective Listening Skills.
- Active listening techniques
- Listening and feedback skills
- 7 keys of effective listening
- 3 R’s of effective listening

Module 3: Communicating Between/Across Department
- Communicating with your superior.
- Effective communication skills with superior.
- Effective communications skills with peers.
- Effective communication skills with subordinates.
- Dealing with peers and subordinates

Module 4: Non-verbal Communication
- Message conveyed through non-verbal communication.
- Understanding body language.
- Understanding gestures.
- Communication realm
- Rapport building and influencing skills.

Module 5: Asking Questions
- Ask questions
- Knowing what to ask
- Choosing questions
- Strike the right tone
- Choosing questioning styles

Module 6: Using People Skills In Dealing With Conflict
- Manners
- Handling Complains
- Keep your word
- Follow through
- Turn complaints into winning situations
- Interacting with people.

Module 7: Passing On Information
- Finding out information
- Passing on information
- Being understood
- Giving feedback
- Handling conflict.

Who Should Attend
Any individuals who wishes to excel in their career

Methodology
Role-Play, lectures and games

Duration
14 hours (2 days)

Understanding Body Language For Better Communication

Introduction
What people say is often very different from what they think or feel; but how do you tell? The answer lies in the study of body language. A person’s gestures are very accurate indicators of his or her attitudes, thoughts desires or emotions. This workshop examines aspects of non-verbal communication in a wide variety of everyday contexts. It discusses techniques that show you how to interpret gestures correctly and thus to ‘read’ the underlying thoughts or emotions.

Objectives
This workshop will show:
- How to tell if your opponent is lying;
- How to get cooperation from other people;
- How negative thoughts are expressed and how to overcome them;
- How to make yourself more credible and likeable;
- How to control an interview, negotiation or conversation.

Course Outline
1. A Framework For Understanding
   - Perceptiveness, Intuition and Hunches
   - Inborn, Genetic, Learned and Cultural signals
   - Some basics and their origins
   - Gesture clusters
   - Faking body language
2. Territorial and Zones
   - Personal space
   - Territory and ownership
   - Motor vehicles
   - Territorial and ownership gestures
3. Palm Gestures
   - Openness and honesty
   - Intentional use of palms to deceive
   - Shaking hands
4. Hand and Arm Gestures
   - Hand gestures
   - Gripping hands, arms and wrists
   - Thumb displays
5. Hand To Face Gestures
   - Deceit, doubt, lying
   - Interpreting and misinterpreting
   - Cheek and chin gestures
   - Head rubbing and head slapping gestures
6. Arm Barriers
   - Folded arm gestures
   - Partial arm cross barriers
   - Disguised arm cross gestures
7. Leg Barriers
   - Crossed leg gestures
8. Other Popular Gestures and Actions
   - Straddling a chair
   - Picking imaginary lint
   - Head gestures
   - Aggressive and readiness gestures
9. Eye Signals
   - Gaze behaviour
   - Controlling a person’s gaze
10. Mirroring
11. Body Lowering and Status
12. Pointers
   - Angles and triangles
13. Desks, Tables and Seating Arrangements
   - Table seating positions
   - Square, round, rectangular tables
   - Getting a decision over dinner
14. Putting It All Together

Target Audience
Newly appointed, as well as seasoned supervisors/leaders.

Duration
14 hours (9am-5pm)

Methodology
• Lectures
• Role play
• Discussions
• Practical exercises
• Case studies
• Video presentation

Email Etiquette

Objectives
In this age of technology, emails tend to be the most efficient form of communication. Although emails represent the company to both internal and external customers, most employees misuse, poorly draft and undervalue the significance of emails to the business. From grammar mistakes, unclear content, detailed or sufficient information, to unstructured emails that confuse the reader. This course objective is to educate participants on the business email etiquette to ensure healthy business communications and boost email productivity.

Topics Covered
MODULE 1: PLAN THE EMAIL
• Understanding the Reader
  o Layperson
  o Expert
  o Executive
  o User
• Purpose of Writing
  o Why writing?
  o To whom / level of understanding?
  o What information / message to convey
  o What results needed?
MODULE 2: EMAIL CONTENTS
• Content Classification
  o Request for information
  o Providing estimate of time
  o Acknowledge / Appreciate
  o Reminder or follow-up
  o Provide Solution / Move to Action
• Specific situations
MODULE 3 – EMAIL WRITING ETIQUETTE
• Rules for Emails
  o Legal issues / company policy
  o Structure & Format
• Correct Language
• Reader Courtesy
• Proof Reading

Methodology
• Lectures
• Group discussions
• Practical exercises / case studies

Duration
7 hours (1 day)
“You are ambitious, which, within reasonable bounds, does good rather than harm”.

Abraham Lincoln
You Can Do It! - How To Be Effective at Work

Objectives
Personal Effectiveness relates to an overall approach to optimising your personal life and your career. By understanding your personal goals, approach to life and link to work achievement, an employee would be equipped to discover success at work and experience job satisfaction. Personal effectiveness also motivates towards productivity by developing understanding of the organisation, willingness to learn and excel, as well as fostering effective relationships within the work environment.

Topics Covered
Module 1: Personal Management
  - Self Analysis
    – Attitudes & Personality
  - Motivation levels
  - Value of Goal Setting
  - Job satisfaction and life objectives

Module 2: Your Role & the Organisation
  - Understanding the employer
    – worker relationship
  - Your role in the Organisation’s Culture
  - Your work and potential for success
  - Secrets of achievers and peak performers

Module 3: Time & Stress management
  - Time management grid
  - Prioritization and Checklists
  - Avoiding and dealing with time wasters
  - Understanding stress and symptoms
  - Handling change

Module 4: Managing relationships
  - Professionalism and communication
  - Managing your superiors & subordinates
  - Teamwork and teambuilding
  - Handling conflict

Target Audience
The course is designed for all levels of executives and non-executives in & across all industries.

Methodology
- Lectures
- Case Studies
- Discussions
- Learning Activities

Duration
7 hours (1 day)

Better Than Good: Positive Attitude At Your Workplace

Objective
Positive Work Attitude relates to an overall approach to optimising your personal life and your career by doing the right thing. By understanding your personal goals, approach to life and link to work achievement, an employee will be equipped to discover success at work and experience job satisfaction. Positive Work Attitude also motivates towards productivity by developing understanding of the organisation, willingness to learn and excel, as well as fostering effective relationships within the work environment.

Topics Covered
Module 1: Personal Management
  - Self Analysis – Attitudes & Personality
  - Motivation levels
  - Value of Goal Setting
  - Job satisfaction and life objectives

Module 2: Your Role & the Organisation
  - Understanding the employer – worker relationship
  - Your role in the Organisation’s Culture
  - Your work and potential for success
  - Secrets of achievers and peak performers

Module 3: Time & Stress management
  - Time management grid
  - Prioritization and Checklists
  - Avoiding and dealing with time wasters
  - Understanding stress and symptoms

Module 4: Managing relationships
  - Professionalism and communication
  - Managing your superiors & subordinates
  - Teamwork and teambuilding

Module 5: Managing Conflicts
  - Understanding Group Dynamics Leading to Conflict
  - Identifying Strategies For Dealing With Conflict

Who Should Attend
The programme is designed for all levels of executives and non-executives in and across all industries.

Methodology
Lecture, Case studies, Discussions, Practical exercises, Video presentation

Duration
14 hours (2 days)
Positive Work Culture / Budaya Kerja Cemerlang
(This program is available in English and Bahasa Malaysia)

Objectives
The purpose of this training programme is to develop positive work culture amongst the Malaysian workforce in order to enhance productivity and competitiveness.

After undergoing this course, participants will be able to:

a) Identify strengths, weakness and self potential
b) Internalize the traits of an excellent worker and assimilate the attributes of positive work culture
c) Understand ways to stimulate change and sustain change
d) Improve inter-personal relationships and communication effectiveness
e) Practise various techniques for self-improvement and to effectively contribute towards a positive work culture

Topics Covered
1. Knowing Yourself
   - Identify individual strengths & weaknesses
   - Cultivate open-mindedness & willingness to learn
   - Understand balanced personality

2. Understanding the Environment and Its Challenges
   - Understand Corporate Culture
   - Understand values, norms, assumptions and the facts

3. Understanding the Profile of an Excellent Worker
   - Understanding traits of an excellent worker
   - Understanding current traits observed in Malaysian workers

4. Integrating Change Towards Positive Work Culture and How to Become an Excellent Worker
   - Striving for the best
   - Finding the x-factor (or green button that stimulates excellence)
   - Hard work is therapeutic

5. Understanding Ways To Stimulate and Sustain Change
   - Formula of Stimulating Change
   - Formula For Making Change Permanent

6. Understanding Inter-Personal Working Relationship
   - Inter-Personal Working Relationship
   - Understanding the factors that contribute to more meaningful working relationship
   - Effective Communication

7. Understanding Self Management
   - Time Management
   - Stress Management

8. Implementing Personal Action Plan and Self Contract
   - How to Achieve Joy in Life
   - Self Contract

Target Audience
The course is designed for all workers as well as executives in & across all industries.

Methodology
- Lectures & discussions
- Individuals and group exercise
- Case studies

Duration
14 hours (2 days)
Sikap Kerja Positif

Objektif
Objektif utama kursus ini adalah untuk mempelajari teknik-teknik melahirkan persekitaran yang positif di tempat kerja agar setiap individu yang bekerja di dalam organisasi tersebut dapat menghasilkan kualiti dan produktiviti kerja yang terbaik serta mempunyai nilai dan etika kerja yang mulia.

Kandungan Kursus
• Memahami peranan majikan/pekerja
• Peranan kerja dalam hidup
• Analisa diri sendiri
• Motivasi diri
• Meningkatkan produktiviti dan kualiti kerja
• Meningkatkan komunikasi dan kerjasama berpasukan
• Mengurus diri dan masa
• Mengenalpasti sikap positif dan negatif
• Mempelajari kaedah membina sikap kerja positif

Peserta Kursus
Kursus ini terbuka kepada semua kakitangan termasuk Pegawai, Penyelia, Line Leaders, Shift Leaders, kakitangan perkeranian dan semua yang ingin meningkatkan prestasi diri dan organisasi mereka.

Kaedah Kursus
• Syarahan
• Perbincangan
• Latihan Individu & Kumpulan

Jangkamasa Kursus
14 jam (2 hari)

How To Be A Winner, Not A Whiner!

Introduction
You have the potential. But you need that powerful lift that can vault you over any obstacle: a winning attitude. Your talents and skills are inert without a winning self-image to activate them. Attitude is more important than aptitude. We must think and feel like a winner. Winners are not born - they’re made. We can train our mind and body for high performance by applying the formula in this programme to our everyday life.

Objective
The objectives of this programme are to help participants:
• Find the positive in people and situations;
• Change bad habits;
• Set goals;
• Have more rewarding relationships.

Topics Covered
1. Building a healthy self-image
   • Why self-image and success are interwoven
   • How self-image relates to happiness and accomplishments
   • The steps to a healthy self-image
   • How you can and why you should feel good about yourself
   • Healthy self-image = consistent performance
2. Developing and maintaining the right attitude
   • Why your attitude makes the difference
   • What the right attitude enables you to do
   • The formula for keeping the right attitude
   • Why attitude counts in every area of life.
3. Building Winning Relationships
   • Relationships -- the key to health and happiness
   • A relationship philosophy
   • Family relationships
   • Career relationships
   • Steps to successful relationships
4. Hope: The foundation for successful change
   • Why hope is the activator
   • Making radical changes in minute steps
   • Why you can do something now
   • Why failure is an event and success is a process
   • Keep on pumping
5. The goals program: Why a goals program is a MUST
   • Reasons people don’t have goals
   • Why goals programs will make you happier and healthier
   • Exactly how you set all your goals
   • Exactly how you reach all your goals
Who Should Attend
This programme is suitable for all levels of employees.

Methodology
- Lecture
- Discussions
- Group and Individual Exercises
- Video presentation
- Training activities

DURATION
7 hours (1 day)

Developing Positive Assertiveness

Objective
1. Improve relationship skills.
2. Learn about aggressive, assertive, and non assertive speech and body language.
3. Understand assertive behavior according to personality type.

Course Outline
PART 1: METHODS OF DEVELOPING POSITIVE ASSERTIVENESS
- Understanding 3 Behavior Styles
- Is Behavior Changeable

PART 2: ENSURING POSITIVE CHANGE
- Change using 5 Ps
- Setting correct direction
- Programming yourself for success

PART 3: FEELINGS: THE EMOTIONAL PART OF ASSERTIVENESS
- Assertive Emotions
- Choice and Win Win Relationship
- Recognizing Feelings

PART 4: CHANGING YOUR BEHAVIORS
- Choice of Assertive Words
- Body- Language Signals

PART 5: EXPANDING YOUR ASSERTIVENESS
- Four Assertive Styles
- Sending Assertive Messages
- Identifying Styles to Enhance Communication

PART 6: ASSERTIVE POWER STEPS
- Four steps to Assertive Communication

PART 7: CONFRONTING ASSERTIVELY
- Problem Definition
- 5 Tools for Successful Confrontation
- Active Listening
- Goals for Present & Future.

Methodology
- Case Study
- Lectures
- Games

Participants
Executives, Sales Personnel and Supervisors

Duration
7 Hours (1 Day)
Motivating Your Workforce
A Workshop For Managers & Supervisors

Introduction
It’s no secret that employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This one-day workshop will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

Objectives
This workshop will help participants to:
• Identify what motivation is
• Describe common motivational theories and how to apply them
• Learn when to use different kinds of motivators
• Create a motivational climate
• Design a motivating job

Course Outline
• What is motivation?
• Supervising and motivation
• Motivational theories
• Setting goals
• The role of values
• Creating a motivational climate
• Applying your skills
• Designing motivating jobs

Target Audience
All levels of employee.

Duration
1 day (9am-5pm)

Methodology
• Lectures
• Role play
• Discussions
• Practical exercises
• Case studies
• Management games
• Video presentation
“Let our advance worrying become advance thinking and planning.”

Winston Churchill
Leading Change within Your Team

Objective
This program aims to provide an understanding of the change initiatives required to successfully lead your team through any form of transformation, including being appointed as team lead (i.e. new style of management), new business vision, technology change or process improvements. As a leader, implementing change initiatives are crucial to successfully manage your team by overcoming employee resistance, maintaining productivity and promoting continuous adaptation to current and future changes within the organization.

Topics Covered
Module 1: Leader of Change
• Understanding Psychology of Change
• Leadership towards Change
• Change Leadership Aptitude
Module 2: Change Management
• Assessment of Change Climate
• Elements of Change Management
• Developing Action Plan for Change
Module 3: Initiating Change
• Transforming Compliance to Commitment
• Managing Stakeholders
• Vision Communication
Module 4: Managing Performance
• Assessing performance factors
• Managing Individual change
• Managing team culture
• Organisational Requirements for Change

Methodology
• Lectures
• Group discussions
• Case studies

Who Should Attend
The course is designed for managers, supervisors, executives and personnel who are responsible for managing change within their teams, units and departments.

Duration
14 hours (2 days)

Organisational Change - What Can I Do?

Objectives
This training program provides an understanding of the foundations for individual change to address the challenges faced by employees in any organizational change and to assist increase the employee’s readiness for change. The program modules are designed from the perspective of the employee, providing the requisite assessments and tools to manage personal resistance to change, manage work performance levels as well as reciprocate positively to the change initiatives within the organization to ensure effectiveness of the change with minimal disruption or loss of productivity as well as to promote sustained individual change within the organization.

Topics Covered
Module 1: Understanding Change
• Psychology of change
• Personal Change Quotient
• Transforming Compliance to Commitment
Module 2: Organisational Change Management
• Organisation’s change vision and strategy
• Change enablers & barriers
• Elements of Change Management
• Assessment of change benefits
Module 3: Managing Performance
• Managing Stakeholders
• Training Requirements for Change
• Assessing organisation impact on performance
Module 4: Culture & Leadership
• Managing Superior – Subordinate dynamics
• Positive Work Culture
• Change Leadership Aptitude

Target Audience
The course is designed for executives and junior executives in & across all industries

Methodology
• Lectures
• Group discussions
• Case studies

Duration
7 hours (1 day)
Step-by-step Guide To Change Management

**Objective**
This training program aims to provide an understanding of the foundation of change management, the principles of implementing change using international standards and methodologies. Understanding to Change Management sets out the framework to address the challenges faced in any organisational change and to assist to increase employee’s readiness for change, increase the speed and effectiveness of change with minimal disruption or loss of productivity and to promote sustained change within the organization.

**Topics Covered**
- **Module 1 : Understanding Change**
  - What is Change Management?
  - Significance of Change Management
- **Module 2 : Change Management Framework**
  - Elements of Change Management
  - Implementation Principles
- **Module 3 : Change Vision & Strategy**
  - Articulating Change Vision
  - Assessing Change Climate
  - Developing Action Plan for Organisational Change
- **Module 4 : Communication & Training**
  - Transforming Compliance to Commitment
  - Managing Stakeholders
  - Communication Principles
  - Training Requirements
  - Training Strategy & Plan
- **Module 5 : Culture & Leadership**
  - Culture Assessment
  - Initiating Culture Change
  - Change Leadership Aptitude
- **Module 6 : Organisational Changes**
  - Organisational Impact Assessment
  - Organisation Design
  - Managing People Performance
- **Module 7 : Benefit Assessment & Implementation**
  - Assessment of change benefits
  - Execution Techniques of change initiatives

**Who Should Attend**
The course is designed for managers, those in management and human resource practitioners in & across all industries

**Duration**
14 hours (2 days)
“When it is obvious that the goals cannot be reached, don’t adjust the goals, adjust the action steps”.

Confucius
Get Organised & Set Your Records Straight

**Objectives**
Well-maintained records and efficient filing contributes to the image of an organisation. Based on these factors, clients or customers perceive the particular organisation as organised or disorganised.

**Topics Covered**
- What you need to know about your work
- Your attitude and your work
- Time management tools
  - overcome your paper-noia
- All you need to know about records management
  - tips to develop and maintain good records management
  - simple file retention schedule
- Do’s and don’ts in filing
- Choosing your filing equipment
- Steps in filing
- Filing methods
- How to store your documents efficiently
- Using electronic storage

**Target Audience**
Secretaries, Clerical staff, administrative assistants and other individuals who need to equip themselves with proper record keeping filing skills.

**Methodology**
- Lectures
- Role play
- Video presentation
- Discussions
- Role play

**Duration**
7 hours (1 day)
HR For Beginners

Objectives
The Human Resource Department hardly gets the spotlight on them. Other popular departments such as Marketing and Operations are normally the area of focus. However, the HR Department is indeed the backbone of any organisation unless the organisation can make do without their employees. But managing or working in a HR Department is not an easy task, it requires various skills and people management. This comprehensive course includes various essential skills needed for beginners in a HR Department. The participants should aim to:

- Understand and gain the essential skills in managing human resources
- Understand and acquire the interviewing skills
- Understanding the appraisal process and skills
- Understanding the process and methods of mapping competencies

Topics Covered

**Module 1 : Managing Human Resources**
- What do you need to know as a human resource personnel
- Skills needed in managing human resources

**Module 2 : Recruitment and Selection**
- Understanding personalities to select better
- Process of recruitment, selection and interview session
- Conducting interviews

**Module 3 : Administration After Hiring**
- Documentation involved on first month
- Conducting and organising briefing and orientation
- Monitoring the employees
- Writing Human Resource related letters

**Module 4 : Training and Development**
- Mapping competencies and utilising competencies for analysing training needs

**Module 5 : Job Analysis and Performance Appraisal**
- The process of conducting performance appraisal
- The documentation involved
- The unwritten skills for effective appraisal interview

Target Audience
HR Personnel who have not had any formal training

Methodology
- Lectures
- Individuals and group discussions
- Presentation

Duration
14 hours (2 days)
Kecerdasan Emosi

Objektif
Kecerdasan Emosi (EQ) adalah lebih penting dari IQ, kerana ditempat kerja EQ yang membezakan anda dalam kemahiran komunikasi, penyelesaian masalah, daya kreatif, pengawalan stress dan membina kepimpinan dalam diri anda. Objectif kursus ini adalah untuk memahami konsep Kecerdasan Emosi dan penggunaan EQ untuk memperbaiki komunikasi, perhubungan dengan pekerja dan pelanggan serta menghasilkan kejayaan dalam kerjaya.

Topik

**MODUL 1: APakah KeCerdasan emosi?**
- Prinsip EQ
- Perbezaan IQ dan EQ
- Konsep EQ
  - Kebolehan Kendiri
  - Kemahiran Sosial

**MODUL 2: EQ ditempat kerja**
- Kemahiran Sosial
  - Memahami Organisasi
  - Sikap Berkhidmat
- Kemahiran Perhubungan
  - Memahami Personaliti
  - Corak Komunikasi

**MODUL 3: KEMahiran komunIKASi & perhubuNgaN**
- Penyelia – Pekerja
- Bekerja Berpasukan
- Pelanggan

Kaedah Kursus
- Kuliah
- Perbincangan
- Latihan individu dan berkumpulan

Jangkamasa Kursus
7 jam (1 hari)
The secret of my success is that we have gone to exceptional lengths to hire the best people in the world.

Steve Jobs
Behavioral-based Interviewing Skills (Using Competency Approach)

Objectives
Interviewing and hiring people are one of the most critical tasks performed by managers and executives. Hiring the right person is the ultimate On the other hand, hiring the wrong person for the job can be a costly mistake as a poor performer will undoubtedly hurt productivity.

Using the Behavioral Interviewing approach gives the interviewer more inside about the candidate by asking them the right questions which leads to evaluating the candidates competency levels by asking specific questions and basing the answers on how they had applied it at their previous work place.

Topics Covered

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<td>1. WHY BEHAVIORAL INTERVIEW</td>
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<td>• Understanding the Communications Quadrant</td>
<td>• Understanding STAR (Situation, Task, Action &amp; Task)</td>
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<td>• Discovering Interviewee’s Communication Style</td>
<td>• Probing to evaluate STAR and identifying Positive and Negative Indicators</td>
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<td>4. THE RECRUITMENT PROCESS</td>
<td>6. MOCK INTERVIEW</td>
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<td>• The Job Analysis</td>
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Who Should Attend
- Managers and executives who have to conduct interviews.
- All newly-hired human resource executives.

Methodology
- Lectures
- Group Activities
- Role play
- Video Presentation

Duration
14 hours (2 days)

Behavioral Interview Assessment Using The STAR Methodology

Objectives
To enable candidates to;
- To identify Positive and Negative indicators in evaluating a potential candidate
- To ensure that the interviewee is certain about the criteria of the candidates.

Topics Covered
1. UNDERSTANDING THE NEEDS OF INTERVIEWER AND INTERVIEWEE
2. UNDERSTANDING COMPETENCIES AND QUESTIONING METHODOLOGY (Closed, Open and Probing Questions)
3. WHAT IS S.T.A.R (Situation, Task, Action & Results)
4. USING S.T.A.R TO ACCESS CANDIDATE
5. EVALUATING ACTION (which is a part of S.T.A.R) |
   • Differentiate Positive & Negative indicators
   • Using Probing Questions to access
   • Positive and Negative Indicators
   • Categorizing Positive & Negative Indicators to priority and non priority
6. EVALUATING THE OVERALL INFORMATION AND FILLING IN THE INTERVIEW ASSESSMENT.

Who Should Attend
- Recruitment Managers
- Human Resource Manager/Executive
- Heads of Dept/ Sections Heads.

Methodology
- Discussion
- Lectures

Duration
1 day (8 hours)
## Introduction To Competency Mapping

**Objective**
Having highlighted the strategic importance of employee competencies in today’s business context, this programme will groom HR professionals to systematically find out the gap between the required level of competency by a particular job position and actual level of competency possessed by the employee holding that job position. Such findings can then be used in recruitment and selection, training and development, performance appraisal, succession planning, coaching and other HR activities.

**Course Outline**
1. Introduction to the course and ice breaker
2. Defining ‘Competencies’
3. People competencies as a Strategic Resource
4. The strategic relevance of defining specific job related competencies
5. The concept of Competency Mapping
6. Benefits of Competency Mapping
7. Carrying out Competency Mapping in your organization
8. Illustrations
9. Group Work -Discussion of examples
10. The role of HR

**Participants**
HR Practitioners and others involved in developing Competencies

**Methodology**
- Discussion
- Lectures
- Group Work

**Duration**
1 Day

## Competency Based Human Resource Management

**Objective**
The program has been designed to develop the HR Practitioner’s Skills in identifying and defining Competencies, and utilizing these as foundations for developing Competency-Based HR programs and systems.

**Course Outline**

*Module 1:  FRAMEWORK FOR BUILDING COMPETENCY BASED HR MANAGEMENT*
This introductory module orients participants to understand the different HR Functional Divisions and evaluate Competencies for the functions

*Module 2:  DEVELOPING COMPETENCY MODEL*
This introductory module orients participants on the use of Competencies in Human Resource Management which covers the process of identification and definition of Core and Functional Competencies and levelling of Competencies. How to use the different approached to identifying Core Competencies will also be explored by the participants.

*Module 3:  COMPETENCY BASED INTERVIEW*
The module focuses on how the participants can assess competencies with the use of Competency-based interviews and assessment centres for the selection of job applicants/candidates.

*Module 4:  COMPETENCY BASED CAREER PLANNING*
The module presents how Competencies are linked to Talent Development with an organization.

*Module 5:  COMPETENCY BASED TRAINING & DEVELOPMENT*
This modules involves the participants in developing Competency Based Training and Development plans. Moreover, participants will learn how to anchor career development plans on Competencies.

**Participants**
HR Practitioner who are keen to develop knowledge on Competencies

**Methodology**
- Lectures
- Discussion
- Games

**Duration**
- 2 days
Employee Retention and Succession Planning

Introduction
Employee retention & succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant and must be filled by the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top talented employees.

Topics Covered

MODULE 1 : UNDERSTANDING THE ORGANISATION
What is Organisational Culture?
Assessing Culture & Employee Satisfaction
Culture Assessment
Work Satisfaction Survey

MODULE 2 : SUCCESS FACTORS FOR EMPLOYEE RETENTION / SUCCESSION
Organisation & Employee Vision
Leadership
Employee self-development.
Workforce and talent pool management

MODULE 3 : SUCCESSION PLANNING PROCESS
Step 1: Link Strategic and Workforce Planning Decisions
Step 2: Analyze Gaps
Step 3: Identify Talent Pools
Step 4: Develop Succession Strategies
Step 5: Implement Succession Strategies
Step 6: Monitor and Evaluate

Methodology
Lectures, group discussions and case studies

Who Should Attend
The course is designed for human resource personnel in & across all industries.

Duration
7 hours (1 day)
“Leaders aren’t born, they are made”.

Vince Lombardi
Making Your Workplace Fun!

Objectives
The workplace is ‘home’ to employees for no less than 8 hours every five to six days a week. Yet, despite this, most employees will say that workplace is highly stressful and uninteresting. Thus, this programme is meant to end the traditional ‘hard-work’ mentality of the workplace and replace it with positive outlook in which productivity is achieved in-line with having fun at the workplace. The course focuses on ways to achieve creative thinking and subsequently build on the ability to handle work and life related situations innovatively. It also contains strategies for working with teams to produce new approaches to real-work situations through unconventional ‘fun’ approaches.

Topics Covered
- Introduction to Fun and Creativity
  - Definition
  - Real life examples
  - The thought process
  - Assessing your natural creativity
- Developing Fun and Creativity
  - Overcome Barriers
  - Believing in Change
  - Tools and Techniques for Fun and Creativity
- Applying Creative Approach
  - Selecting the Approach
  - Applying Your Creativity
  - Evaluating New Ideas
- Working with Others
  - Make work relationship more personal
  - Promoting New Ideas
  - Creative Facilitation
  - Coaching for Creativity

Target Audience
Middle and Senior management level personnel who want to create a more stimulating work environment for their team.

Methodology
- Lectures
- Group & individual discussion
- Group & individual exercises

Duration
7 hours (1 day)

Manage Your Team Dynamics

Objectives
Team dynamics refers to the patterns of interaction within the group as the team develops. This program is designed to explore the underlying characteristics of individuals, their impact on group behaviour and the development stages towards effective teams. With knowledge of this pattern of interaction and team development process, participants will be able to address the challenges faced working in teams and apply the measures to rapidly achieve team synergy.

Topics Covered

Module 1: Understanding Individuals
- Human Behaviour
- Personality Types
- Work Style

Module 2: Understanding Groups
- Factors Impacting Groups
- Stages of Group Life-Cycle
- Why Groups Underperform?

Module 3: Effective Teams
- Team vs Group
- Belbin’s Team Role Profile
- Team Performance Profile

Module 3: Managing Team Dynamics
- Leadership & Team Maturity
- Team Development Profile
- People Skills
- Managing Team Conflict

Methodology
- Lectures
- Group discussions
- Games

Target Audience
The course is designed for all levels who are involved in managing or handling groups within the organization.

Duration
7 hours (1 day)
STAR-Leadership Strategies for New Managers (Revised)

Introduction
Professional development is a process of learning skills through experiences over a period of time with the goal of becoming a highly developed individual competent enough to be rewarded with a position in management. Stepping into management can be one of the most exciting events of your career. You’ve achieved the recognition you worked so hard for, and now you’re ready to face all the challenges that lay ahead ... or are you?

The trials of being a new manager are great, not necessarily because the tasks are difficult, but rather due to inexperience and lacking leadership skills. It is even more demanding for new managers to achieve positive results, while at the same time going through a phase of self-discovery — gaining new experiences and developing new leadership skills. Wouldn’t managers start seeing success earlier, if they could expand their experiences and cultivate the needed skill set before, or near, the start of their careers in management?

Objectives
• Understand your role as a manager, and how you can play an effective role in shaping the organizational culture.
• Discover your preferred leadership style, team members’ work style, and how to seamlessly blend them for a harmonious working relationship.
• Solve problems by strengthening your listening and questioning skills.
• Use eight specific, reliable solutions to deal with conflict that help you put aside your differences, control your emotions, and move forward.
• Appreciate the necessary change initiatives required to successfully lead your team through any form of transformation.

What You Will Cover
Module 1 – Defining the Role of Manager
– What is a ‘manager’?
– Top Ten new manager’s mistakes
– Three challenges of the new manager
– Your role in the organization’s culture
– Five key development areas

Module 2 – Assess Ourselves and Our Team: Leadership Revisited
– What we can learn from leadership theories
– The modern leadership
– The three ‘N’s of Leadership

Module 3 – Effective Communication: Cultivate Our Communication Skills
– Seven Communication Mistakes Managers Make
– The Five Inviolable Rules for Effective Communication
– The Seven challenges: Cooperative Communication Skills for Success

Module 4 – Managing Conflicts
– Understanding Constructive disagreement vs Destructive Conflict
– What make conflicts worse
– How to respond with empathy
– How to actively listen
– How to set a limit
– How to find something to agree with
– How to use “I” language instead of “You” language
– How to disengage to cool off
– How to appeal to mutual self-interest
– How to attack the problem, not the person

Module 5 – Leading Change within Your Team
– Understanding Psychology of Change
– Leadership towards Change
– Managing Individual change
– Elements of Change Management
– Developing Action Plan for Change

Who Should Attend
This professional development course can be useful for any business professional who has recently moved into management or is about to be promoted to a managerial or supervisory position and wishes to improve upon their leadership skills.

Methodology
• Lectures
• Discussions
• Practical exercises
• Video presentation

Duration
STAR: Leadership Strategies for New Managers is a two-day seminar that runs on consecutive weekdays from 9:00 a.m. to 5:00 p.m.
STAR: Developing Business Leadership Strategies

Introduction
Organizations depend upon capable leadership to guide them through unprecedented changes. Yet, there is ample evidence in the news and in recent research reports that even some of the best and most venerable organizations are failing to adapt to change, implement their strategic plans successfully or prepare for a more uncertain future. We believe the turmoil we are currently observing has something to do with leadership, and that if we do not change our current approach to leadership development, we will see even more of the same.

STAR: Developing Business Leadership Strategies is a professional development programme that can help change the way organizations develop leaders and create new leadership capabilities. It is also designed to help business professionals develop core leadership competencies and skills needed to be successful in their roles.

Who Should Attend
This professional development course can be useful for any business professionals who feel they can achieve greater results and contribute more if they have the right leadership strategies.

What You Will Cover
I. Introduction
   • From management to leadership: Understanding the importance of leadership skills
   • Leadership lessons from the past and present
   • Styles and levels of leadership
   • The importance of vision in leadership and how to develop it
   • How to manage your leadership: Leadership Measurement

II. Developing Personal Skills
   • Leadership self awareness, attitude and profiling
   • Unlocking Leadership: Time management and Prioritisation
   • How to manage the stress of being a leader
   • The Secret of creative Problems Solving and decision making

III. Developing Inter Personal Skills
   • How to develop effective leadership communication
   • How to motivate your followers
   • How effective leaders deal with Conflict
   • How To Maintain Positive Attitude and Leadership enthusiasm

IV. Applied Business Leadership Communication Skills
   • How to conduct more effective staff meetings
   • How to improve your speaking and presentation skills
   • How to conduct successful interviews
   • How to provide a positive and constructive feedback
   • How to build a winning team
   • How to create and maintain positive change

V. How to Develop Your Managerial Business Leadership

Methodology
• Lectures
• Discussions
• Case study
• Practical exercises
• Video presentation

Duration
STAR: Developing Business Leadership Strategies is a two-day seminar that runs on consecutive weekdays from 9:00 a.m. to 5:00 p.m.
How To Manage Conflicts In The Workplace

Introduction
It is true that there are many things we cannot control when dealing with our coworkers or colleagues. But there are skills we can learn to keep disagreements constructive and resolve conflicts in a positive way. The most important thing to keep in mind is that resolving conflict is not about one person proving the other person wrong. Resolving conflict is about working with the other person to solve the problem and maintain the relationship. This workshop will provide eight specific, reliable solutions: skills that help you put aside your differences, control your emotions, and move forward.

Objective
Participants will learn how to:
• understand common sources of workplace conflict, and behaviours that make it destructive;
• use techniques that can turn conflict into constructive interaction.

Topics Covered
• Understanding Constructive disagreement vs Destructive Conflict
• What make conflicts worse
• How to respond with empathy
• How to actively listen
• How to set a limit
• How to find something to agree with
• How to use “I” language instead of “You” language
• How to disengage to cool off
• How to appeal to mutual self-interest
• How to attack the problem, not the person

Methodology
• Lecture (5%)
• Practical (65%)
• Training games (5%)
• Video (20%)
• Discussion (5%)

Who Should Attend
All levels of business professionals and employees.

Duration
7 hours (1 day)

Emotional Intelligence (EQ) For Leaders

Program Objective
Daniel Goleman, reknowned author of Emotional Intelligence and Leadership: The Power of Emotional Intelligence (EQ), sets out the scientific discovery that the leader-follower dynamic involves powerful emotional and social circuits that prompt brain functions to react consciously & unconsciously to each other. As such, leaders need to be equipped with understanding of EQ, defined as “the ability to perceive emotions; to access and generate emotions so as to assist thought; to understand emotions and emotional knowledge; and to reflectively regulate emotions so as to promote emotional and intellectual growth.” This program provides participants with understanding of EQ towards improved work relationships, communication and people management for leaders.

Content
Module 1: Principles of EQ
• Science behind EQ
• Personal Competence
  • Self awareness
  • Self management
• Social Competence
  • Social awareness
  • Relationship management

Module 2: Social Competence (EQ) at Work
• Leaderships Styles
• EQ Analysis of Leaders
• People management
  • Personality Profiles
  • Generation Gap (Baby Boomers, X, Y)

Module 3 : EQ Skills for Leaders
– Inspirational Leadership
– Teamwork & collaboration
– Conflict management
– Developing others
– Influence
– Change catalyst

Methodology
• Video presentation
• Case-study & discussions
• Group Activities

Who Should Attend
The course is designed for all levels of leaders involved in managing staff and teams within the organization.

Duration
7 hours (1 day)
Leadership Skills For Supervisors

Objectives
This workshop will help participants to:
• Learn ways to prioritize, plan, and manage their time.
• Identify their primary leadership style and techniques for maximizing that style.
• Develop more flexibility to use other leadership styles.
• Search for ways to overcome communication barriers.
• Determine ways they can meet the needs of employees and co-workers through communication and coaching.
• Explore ways to engage in productive rather than toxic debate, and to make conflict a powerful force for creative, well-rounded solutions to problems.

Course Outline
• Managing Time and Energy
  Left and Right brain concepts, SMART goals, and how to organize personal workspace.
• What Makes a Good Leader?
  The Situational Leadership model and The Leadership Effectiveness and Adaptability Description (LEAD).
• Communication as a Leadership Tool
  How to use effective communication, and major elements of communication such as verbal and non-verbal queues, asking questions, and body language.
• The Commitment Curve
  How to ensure new employees understand the commitment curve and recognize that the first few months of any new job will be tough.
• Employee Development Models
  Coaching and Dialogue employee development models; “You” and “I” messages; consequences and benefits of both changing and not changing.
• Dealing with Conflict and Difficult Issues
  Discussion on the difficulties involved when bringing up a concern or issue with another person.

Target Audience
Newly appointed, as well as seasoned supervisors/leaders.

Duration
14 hours (2 days) (9am-5pm)

Methodology
• Lectures
• Role play
• Discussions
• Practical exercises
• Case studies
• Video presentation

Advanced Leadership Skills
A Workshop For Experienced Managers

Introduction
Getting the most from people and organisations requires strong leadership skills. As products and services become more complex and the role of knowledge workers becomes more critical in the success of an organisation, it is essential to know how to lead and how to motivate.

This course covers a variety of topics on leadership and communication skills. It is ideal for those who have had some experience in managing or supervising people and want to improve their skills further.

Objectives
This workshop will help participants to:
• Address various practical issues that they encounter every day;
• Think and re-examine their own attitudes when dealing with people;
• Improve interactions and build trust;
• Learn various techniques to motivate team and people around them
• Practice giving short talks to their team or clients in order to improve their public speaking skills.

Course Outline
1. Managing Your Team’s Aspirations
   • How to set effective goals for your team
   • How to prepare for brainstorming sessions
   • How to help your team to generate ideas so you can benefit from everyone’s inputs
2. Systematic Planning
   • Why some managers are known to be too confusing or demanding? How can you avoid this?
   • What is the 5-steps planning technique and how can it be used for problem solving, brainstorming and general planning?
   • How can you use business planning guidelines to improve your leadership?
3. Giving a Speech
   • How can you improve your public speaking and presentation skills?
   • How can these strategies benefit you when addressing your team?
   • What strategies help you improve the opening of your public talks, whether addressing your team, your clients or your stakeholders?
4. Crisis Management
   • What is a crisis?
   • What types of crisis exist and what are the qualities of each type?
   • What do you need to consider when handling a crisis?
   • What areas do you need to consider when planning for crisis management?
   • What is a contingency plan?
   • What is risk management?
   • What are your options when responding to risks and how can you incorporate these into your contingency plan?
   • How does critical decision making relate to crisis management?
5. Managing People
- How can you improve your communication skills with your team by putting yourself in their position?
- What strategies help you gather more information about difficult cases, before expressing your dissatisfaction or saying something that you could regret afterwards?

6. Forgiving People
- What are the benefits of forgiving people?
- How to use forgiveness to empower your team
- What stops you from forgiving others?
- What are wrong attitudes toward forgiveness and how can you change them?
- How to use the 6-steps forgiveness sequence when forgiving people?

7. Delegation Skills
- What are various levels of delegation and what can you delegate in each level?
- How to select a delegation level based on how much control you want to retain and how much time you want to save
- What strategies help you formulate your request when delegating a task to motivate the person?
- What strategies help you minimise disruption to other team members so you can manage your team effectively as a whole?

Target Audience
This course is ideal for those who already have some experience in management.

Duration
2 day (9am-5pm)

Methodology
- Lectures
- Role play
- Discussions
- Practical exercises
- Case studies
- Management games
- Video presentation
“After climbing a great hill, one only finds that there are many more hills to climb”.

Nelson Mandela
**Think & Decide Beyond The Box**

**Objectives**
In today’s unpredictable business environment, it becomes a prerequisite for the management to take the lead in solving complex problems. Their major challenge is to be creative in solving problems, which will enable positive and practical decision-making to take place. This course will provide the needed skills to guide and ensure answers to problems, and help to mobilise decision-making to replace wearisome practice.

**Topics Covered**
- **Understanding the Nature of Problems**
  Understanding a problem is the first half of the path to solving it. What is a problem? A problem is something that causes pain or stress, an obstacle that we would rather not have, something that must be solved. In short, problems are questions looking for an answer. Understanding the nature of problems will help participants ask the right questions.
- **The Sources of Problems**
  The participants will need to identify, where do most of their work problems come from. In other words, they will identify the factors that may have contributed to the problem.
- **Analysing Problems – Identifying and Prioritising**
  After identifying the core problem and the factors that may have contributed to it, the participants will be taught to clarify the relationship between the problem and the contributing factors. This is where they will learn to formulate the problem statement. This part is very important because with a clear problem statement the participants are enabled to systematically point out why this particular solution to the problem is chosen, and what they hope to achieve with the proposed solution.
- **Perceiving Total Situations**
  Problems should be seen more as challenges and opportunities than as difficulties. In fact we should welcome problems as a stepping stone, so to speak. When the participants master this art of perceiving problems as non-negative and actually welcome them whenever they arise, they will not only increase the quality of their existence, but will also increase the level of success that they can achieve as an employee, a person, and a decision maker.

- **Making Decisions**
  Every day we are faced with decisions. Some are mundane while others can be life altering. Many people are so afraid of making the wrong decision that they make no decision at all, but this is also a decision! But how can you be sure you’re making the best decision possible? The participants will be shown some strategies that they can employ to avoid making the wrong decision, not making a decision at all or making impulsive decisions.
- **Steps for Decision Making**
  The participants will be introduced to the steps in normal decision-making process such as Defining the problem, Collecting necessary information, Developing options, Devising a plan, Executing, and Following-up.
- **Decision-Making Tools**
  Every day we need tools to help expedite and ease our task. The participants will be introduced to decision making model ‘Vroom-Yetton-Jago’ on deciding how to decide; and decision making tools – to choose between options (Grid Analysis, Pareto Analysis, Decision Trees), deciding whether to go ahead (PMI Technique), improving decision making (The Ladder of Inference and Six Thinking Hats), group decision making (MultiVoting).
- **Action & Creative Thinking**
  The participants will learn some tools in creative thinking process (DO IT, TRIZ, GNI), and to develop creative solutions to problems (Brainstorming, Mind Mapping, Reverse brainstorming, and Starbursting).

**Target Audience**
Management level personnel who are looking for solutions to their organizational problems and wish to make better and wiser decisions that will help them be more proficient in the workplace.

**Methodology**
- Lecture
- Group discussion
- Group & individual exercises
- Experiential learning activities
- Presentation

**Duration**
14 hours (2 days)
Kemahiran Pengurusan Masa dan Dokumen

Objektif
- Mempelajari teknik-teknik pengurusan masa yang efektif
- Mempelajari teknik-teknik mengurusi dokumen

Kandungan Kursus
- Modul 1: Analisa Diri
  - Faktor-faktor yang menyebabkan masalah pengurusan diri
  - Analisa pengurusan masa dan diri anda
- Modul 2: Pengurusan Masa
  - Apakah yang berlaku sekiranya kita tidak mengurus masa
  - Strategi melaksanakan tugas dengan cekap dan cepat
  - Tahap-tahap pengurusan masa
  - Menganalisa factor-faktor pembaziran masa
  - Kos pembaziran masa kepada organisasi
  - Merancang tugas harian
  - Merangani masalah gangguan semasa melaksanakan tugas
  - Mengatasi masalah penangguhan kerja
  - Teknik pengagihan kerja
- Modul 3: Pengurusan Dokumen
  - Memahami asas pengurusan dokumen (teknik JIAF)
  - Asas pengurusan fail

Peserta Kursus
Sesuai untuk individu yang banyak mengurus dokumen dan perlu menyelesaikan pelbagai tugas dalam jangkamasa yang ditetapkan terutama sekali Setiausaha, Kerani Am dan juga Eksekutif.

Kaedah Kursus
- Kuliah
- Perbincangan
- Latihan individu dan berkumpulan

Jangkamasa Kursus
7 jam (1 hari)

Add Power To Your Hour: Effective Time Management Techniques

Objectives
Business executives need to work smarter and faster in order to meet the demands of their jobs, customers, superiors, peers, subordinates, family, and society. This 1 day programme aims to provide useful insights into the nature of effective time management techniques in order to provide better services. This would also put them in better control of work situations and thus enhances their success in their jobs or career and life.

Topics Covered
- Time management and its impact on results & productivity
- Determining key tasks
- Urgent vs. Important
- Progress vs. maintenance
- Understanding the “Pareto Principle”
- Discover & analyse time-wasters
- Cost of time wastage to the company
- Planning the work day
- Dealing with interruptions
- Overcoming procrastination
- Effective Delegation tips & techniques

Who Should Attend
Business executives and other individuals who need to equip themselves with better time management techniques at the work place.

Methodology
- Lectures
- Exercises
- Role play
- Discussions
- Video Presentations

Duration
7 hours (1 day)
Precise Report Writing

Objectives
Participants will be able to write clear, concise and comprehensive technical reports which will suit any industry. The course will help provide technical ideas and information that will assist and guide the participant of the correct way of writing technical reports.

Topics Covered
1) Introduction to Stages of Report Writing
   a. Drawing the need and awareness
   b. Selecting the right material
2) Stage 1: Investigation
   a. How is a good structure like?
   b. Getting the readers’ interest
   c. Language use: tenses, clarity, brevity, etc.
3) Stage 2: Planning
   a. Defining your aim
   b. Organise with clarity according to paragraphs, headings, etc.
4) Stage 3: Writing; Structuring the Document
   a. How is a good structure like?
   b. Getting the readers’ interest
   c. Language use: tenses, clarity, brevity, etc.
5) Stage 4: Presenting the Report on Paper
   a. Report Professionally
   b. Proof-reading
   c. Detecting and correcting common mistakes

Target Audience
Executives, officers, office personnel and whoever needs to produce reports when working.

Methodology
- Lectures
- Individual & Group Exercises
- Case studies

Duration
7 hours (1 day)

Problem Solving Techniques

1.0 Introduction
All of us encounter all kinds of problems daily and often we are required to solve them by making “wise” decisions. This course aims to familiarize the participants with the necessary skills, tools and techniques in systematically solving day-to-day problems at the workplace. Participants will equip themselves with effective strategies in identifying, analyzing and solving work related problems, thereby improving performance.

2.0 Course Objectives
At the end of the program the participants will be able to:
- Understand the systematic framework for identifying, analyzing and solving work related problems
- Develop your creative energy in making decisions to gain competitive advantage
- Familiarize themselves with effective tools and techniques to be used in effective problem solving
- Identify workplace problems clearly and specifically, and prepare a concise problem definition statement
- Enhance their knowledge and experience in identifying the root causes of the problems, and propose effective actions to solve the problem

3.0 Course Outline

MODULE # 1: INTRODUCTION TO PROBLEM SOLVING PROCESS
- Definition
- Differences Between Problem, Issue, Facts And Opinions
- Basic Skills in Problem Solving
- Mistakes in dealing with problem solving
- Attitude required For Problem Solving
- Six Steps to Problem Solving

MODULE # 2: DEFINE PROBLEM ACCURATELY AND CLEARLY
- Checklist to determine problem
- Methods to define problem
- Workshop # 1 – Develop a checklist to determine a problem exist at your work place.

MODULE # 3: IDENTIFY SOURCES OF POTENTIAL PROBLEM
- What is Cause?
- Tools to Identify Causes
- Attitude required to identify the Real Cause
- Workshop # 2 – Identify the causes using right tools for the problem identified in

MODULE # 4: GENERATE POSSIBLE SOLUTION
- Creative Thinking in Problem Solving
- Evaluate all Possible solutions
- Selecting solution Through ranking
- Identify the Best Solution
- Workshop # 3 - What attitude do you require for creative Solution?
How To Spot Lies And Protect Yourself From Deception

Have you ever wished you knew how to accurately read people’s emotion, spot whether they are lying, build rapport, enhance relationships, gain an upper hand in negotiation or diffuse sticky conflict situations? This course will help managers, employees and anyone to use in everyday situations where telling the truth from a lie can prevent us from being a victim of fraud, scams and deception.

**Learning Outcome**

Our training can help you:

1. Understand the nature of lies and deception
2. Establish a baseline behaviour through 5 behavioural cues
3. Understand 7 basic universal emotion and its triggered behaviors
4. Dislodge psychological entrenchment by
   i. Analysing facial clues of deceit with micro-expression
   ii. Conducting Statement Analysis
   iii. Interviewing and interrogative questions
5. Analysis cues from body postures and hand gesture in business negotiation
6. Accelerate your lie detection skill through practical exercise.

**Participation Level**

HR, IR, Internal Audit, Security, Investigation unit, Legal, Mediation, Customer service managers and Procurement from any industries.

**Duration And Class Size**

2 days

**Training Method**

Lecture, group activities, videos and role plays. Participant need to bring a hand mirror and local cinema footage (via YouTube stored in thumb drive).

**Course Content**

*Understanding the mind of liars and lies*

1. Why is it difficult for a person to lie and for lie catcher to spot easy and hard lies
2. Establishing baseline of one’s expression and behavioral languages.

*Macro-expression With 7 Basic Universal Emotions*

1. Why study emotion and facial-expression?
2. Describing 7 basic emotions and triggered behaviors.

*Detecting Micro-expressions With FACS*

1. Highlighting facial muscle movement on ‘Smile’, ‘Duping delight’ and ‘Shifty eyes’.

*Conducting Statement Analysis To Analyze Deceptive Verbal Languages*

*Overcoming Psychological Entrenchment And Alibi With interviewing And Interrogative Questions*

1. Learn to ask presumptive, bait, opinion and catch all questions.

*Signs Of Lies And Deception Through Hand Gestures And Body Postures*

1. Non-verbal cues shown through hand gestures and body postures.
2. Discussion on self touch and anchor point movements.
Being Happy At Work And In Life!
A Workshop To Greater Confidence & Security

Objectives
This workshop will help participants to be happy through:
- Understanding themselves;
- Being able to laugh at themselves;
- Becoming more prosperous;
- Being able to forgive themselves.

Course Outline
- **LIFE CHANGES WHEN WE CHANGE**
  - Patterns;
  - Self-image;
  - Self-image and the subconscious;
  - Health;
  - Pain;
  - We become part of our everyday world;
  - Prosperity
- **LIVING IN THE NOW**
  - Live, Now!
  - Waiting for things;
  - Forgiveness;
  - Happiness;
  - Dealing with depression;
  - Humour
- **OUT THOUGHTS DETERMINE WHAT WE REAP**
  - Toward the direction of our dominant thoughts;
  - Your subconscious;
  - Imagination;
  - Mental rehearsal;
  - We get what we expect;
  - The Law of Attraction;
  - We attract what we fear;
  - The power of words;
  - Gratitude
- **GOALS**
  - Goals;
  - Limitations;
  - Problems;
  - Mistakes;
  - The Law of Sow and Reap;
  - Risks;
  - Commitment;
  - Effort;
  - Eleventh hours;
  - Persistence;
  - Ask!
  - Reasons or Results?
- **LEARNING FROM NATURE**
  - Nature;
  - Learning from children;
  - Keep moving;
  - Use it or lose it;
  - Change;
  - How much do we really understand?
  - You give life its value
- **HERE IS WHERE YOU BEGIN**

Target Audience
All levels of employee.

Duration
14 hours (2 days) (9am-5pm)

Methodology
- Lectures
- Role play
- Discussions
- Practical exercises
- Case studies
- Management games
- Video presentation
“It’s fine to celebrate success but it is more important to heed the lessons of failure”.

Bill Gates
ISO 14001:2004 EMS Awareness Training

Introduction
The most important factor for applying ISO 14001 is to understand the contents of the requirements. This session provides an understanding of the ISO 14000 requirements and a basic overview of how they apply to the design of a functional and effective Environment Management System (EMS). All of the ISO 14001:2004 elements are reviewed comprehensively to establish a firm prerequisite for ISO 14000 implementation.

Training Objective
The objectives for the program are:
- Elevate ISO 14001 awareness level
- Understand ISO 14001:2004 elements
- Familiarize with ISO 14001 intent and key requirements

Course Outline
- Introduction to Environmental Management Systems
- ISO 14000:2004 Series
- Environmental Management System Principles
- Elements of an ISO 14000 EMS
- Environmental policy
- Environmental aspects
- Legal and other requirements
- Objectives and targets
- Environmental management program
- Structure and responsibility
- Training, awareness and competence
- Communication

Training Methodology
The program consists of classroom lectures, group discussion and workshops

Who Should Attend
EMS Project Team members and those who are expected participate and manage company’s Environmental Management System.

Duration
One day

Finance For Non-Finance Managers & Executives

Course Objectives
This programme is designed to facilitate Managers and Executives understand and be equipped with sound financial management knowledge to better understand financial reports; helping them become better leaders and managers in their daily work and professional relationships.

Who Should Attend
1. General Managers with Profit Responsibility
   Head of Departments, Branch and Divisional Managers
3. All Managers, Executives and Technical Specialists

1. UNDERSTANDING FINANCIAL STATEMENTS
- The importance for Managers to value Accounting
- Accounting Concepts & Rules
- The Accounting Process
- The Contrast between Financial and Management Accounts
- Key Financial Statements
- Profit Distribution & Dividend Policy
- Reading the Profit and Loss Statement & Balance Sheet
- Off Balance Sheet Items and its impact

2. CASHFLOWS AND BUSINESS FLOWS
- Demystifying the Financial Jargon & Key Terminologies
- The Operating Cycle, Working Capital, Depreciation
- Comprehending the difference between Cash and Profit

3. CORPORATE FINANCIAL PLANNING
- The basis for Corporate Control
- Capital & Revenue Budgets and its link:
  Planning for Profit & Cash
  - Budgeted Profit and Loss Account
  - Budgeted Balance Sheet
  - Budgeted Cash Flow Statement
  - Budgeted Cash Flow Plan
  - Sales Budget, Purchases Budget, Inventory Budge

4. FINANCIAL ANALYSIS
- Vertical and Horizontal Analysis
- Ratio Analysis as a Tool to Measure Business Performance
- Performance Ratios
- Solvency Ratios
- Liquidity Ratios
- Stock Market Ratios
- Efficiency Ratios
- "How to Read The Financial Pages?" - PE, DY, NTA, EBIT
- "How to Read between the Lines?"
- "Creative" Accounting & "Window Dressing"

Methodology Duration
- Discussion 2 days
- Case Study
Effective 5S for Good House-keeping, Safety & Workplace Improvements

Objectives:
- 5S is for everyone to practice basic good house-keeping as well as for continuous improvement or “Kaizen” benefits.

At the end of the course, participants should be able to:
- Understanding the fundamentals, philosophy and the power of 5S
- How does good 5S practices leads to in relation to continuous improvements or “Kaizen”
- Creating a good quality environment practices and habits.
- Ensuring the success through proper training and application skills, through PDCA methodology
- Understanding the power of internal auditing practices
- Continue to understand the next two 5S — Safety & Savings

Topics Covered

1) INTRODUCTION and UNDERSTANDING 5 S OBJECTIVES
   - The fundamentals from Japanese lessons of “Kaizen”
   - When are the customers really satisfied?
   - Key Factors for successful 5S; The Japanese way
   - 5S in application to an individual’s personal activities

2) IN-DEPTH DETAILS OF EACH 5 S – SORT, SET-IN-ORDER, SHINE, STANDARDIZE AND SUSTAIN
   - Each 5 S and the details of activities for each S
   - Application of Plan, Do, Check and Action methodology in consideration

3) IMPLEMENTATION OF 5 S AT COMPANY’S WORKPLACES
   - Highlights of positive impacts and some negative effects if wrongly carried out
   - Other aspects of good implementation activities

4) ROLES OF STEERING & WORKING COMMITTEES, 5 S CORDINATOR, FACILITATORS & TEAM LEADERS
   - Planning a good or ideal organization chart for 5 S
   - Establish each roles

5) INTERNAL AUDITING (Classroom Training and Discussion Only)
   - What are the purpose and why
   - How and when to conduct internal audits
   - Create a checklist and conduct a shop-floor auditing
   - Conduct and inspection and an internal auditing
   - Review audit results and propose countermeasures
   - Conduct and inspection and an internal auditing

Who Should Attend
- Newly appointed Managers or Executives who are interested to implement 5S
- Aspiring Executives & Managers seeking formal training in Management Skills
- Supervisory staff in in the areas of Operations, Technical, Services, Warehouse and other related industries

Methodology
- Lectures and notes
- Individual, group exercises & discussions
- Case studies / Role play

Duration
- 1 day
Basics Of Effective 5S

Objectives:
5S is for everyone to practice basic good house-keeping as well as for continuous improvement or “Kaizen” benefits.

At the end of the course, participants should be able to:
- Understanding the fundamentals, philosophy and the power of 5S
- How does good 5S practices leads to in relation to continuous improvements or “Kaizen”
- Creating a good quality environment practices and habits.
- Ensuring the success through proper training and application skills, through PDCA methodology
- Understanding the power of internal auditing practices
- Continue to understand the next two 5S – Safety & Savings

Topics Covered
1) INTRODUCTION and UNDERSTANDING 5 S OBJECTIVES
2) IN-DEPTH DETAILS OF EACH 5 S – SORT, SET-IN-ORDER, SHINE, STANDARDIZE AND SUSTAIN
3) IMPLEMENTATION OF 5 S AT COMPANY’S WORKPLACES
4) ROLES OF STEERING & WORKING COMMITTEES, 5 S COORDINATOR, FACILITATORS & TEAM LEADERS
5) INTERNAL AUDITING (Classroom Training & Discussion Only)

Who Should Attend
- Newly appointed Managers or Executives who are interested to implement 5S
- Aspiring Executives & Managers seeking formal training in Management Skills
- Supervisory staff in in the areas of Operations, Technical, Services, Warehouse and other related industries

Methodology
- Lectures and notes
- Individual, group exercises & discussions
- Case studies / Role play

Duration
- 1 day

Awareness On Kaizen

Objectives
Kaizen, Japanese word for “Improvement” or “Change for the Better” refers to the philosophy or practices that focus on Continuous Improvements in the manufacturing, engineering and other areas of business management.

The effective of building an effective culture of Kaizen starts from all those in leadership positions, starting from those in supervisory positions onwards. This programme, in summary enables participants to:
- Understand the fundamentals, philosophy and the power of Kaizen concepts, philosophies and practices
- Evaluate those weak, normal, good or excellent Kaizen practices
- Making Kaizen work for your company and for oneself for a win-win aspect

Topics Covered:
MODULE 1: Introduction
MODULE 2: About Kaizen Approaches & Successful Implementation
MODULE 3: Gemba Kaizen
MODULE 4: Putting Kaizen in Place & Approach to Problem Solving
MODULE 5: Roles of Leaders for Kaizen Success

Who Should Attend
- Existing or newly appointed Production, Operation or Technical Supervisors
- Executives and Engineers and those interested to learn and practice at workplace on what they have learnt.

Methodology
- Lectures and notes
- Individual, group exercises & discussions
- Case studies / Role play

Duration
- 1 Day

Note: Beside the above or any other agreed days, etc. the programme can also be done at the company as an in-house one.
Awareness On Kaizen Concepts And Practices

Objectives
Kaizen, Japanese word for “Improvement” or “Change for the Better” refers to the philosophy or practices that focus on Continuous Improvements in the manufacturing, engineering and other areas of business management. The effective of building an effective culture of Kaizen starts from all those in leadership positions, starting from those in supervisory positions onwards. This programme, in summary enables participants to:

- Understand the fundamentals, philosophy and the power of Kaizen concepts, philosophies and practices
- Evaluate those weak, normal, good or excellent Kaizen practices
- Making Kaizen work for your company and for oneself for a win-win aspect

Topics Covered:
Module 1: Introduction
1.1. Introduction
1.2. Simple activities related to customer care & satisfaction and why Kaizen in needed
1.3. Kaizen in TQM
1.4. Areas targeted by TQM in Japan

Module 2: About Kaizen Approaches & Successful Implementation
2.1. Innovation and Kaizen
2.2. Why require Kaizen & Gemba Kaizen mind-set
2.3. Case studies of successful Kaizen implementations – look at Toyota, Canon & few others
2.4. Essential concepts and guidelines Kaizen
2.5. What are the right approaches for successful implementation
2.6. Focus on the reduction of the 7 elements of Wastages

Module 3: Gemba Kaizen
3.1. What Gemba Kaizen addresses
3.2. Benefits & results of Gemba Kaizen

Module 4: Putting Kaizen in Place & Approach to Problem Solving
4.1. Top-down & bottom-up employees’ participation
4.2. Systematic Plan, Do, Check & Action methodology
4.3. 5S activity for effective House-keeping & Safety
4.4. Problem Solving & Creative thinking
4.5. Effective use of Quality Control (QC) tools
4.6. Small Group Activities/Quality Control Circles/“Kumpulan Kawalan Mutu”
4.7. Total Productivity Maintenance
4.8. Suggestion system
4.9. Other methods for short discussions

Module 5: Roles of Leaders for Kaizen Success
5.1. Leaders roles
5.2. Functions of various committees and leaders to move Kaizen effectively
5.3. Development true Kaizen mind-set
5.4. Core principles and values
5.5. Regular internal audits and reviews
5.6. Ensuring developments of good SOPs, Work Instructions & Process Flow-charting

Who Should Attend
- Existing or newly appointed Production, Operation or Technical Supervisors
- Executives and Engineers and those interested to learn and practice at workplace on what they have learnt.

Methodology
- Lectures and notes
- Individual, group exercises & discussions
- Case studies / Role play

Duration
- 1 Day

Note: Beside the above or any other agreed days, etc. the programme can also be done at the company as an in-house one.
**7 QC Tools**

**Introduction**
Seven QC tools are fundamental instruments to improve the quality of the product. They are used to analyze the production process, identify the major problems, control fluctuations of product quality, and provide solutions to avoid future defects. Statistical literacy is necessary to effectively use the seven QC tools. These tools use statistical techniques and knowledge to accumulate data and analyze them.

Seven QC tools are utilized to organize the collected data in a way that is easy to understand and analyze. Moreover, from using the seven QC tools, any specific problems in a process are identified.

**Training Objective**
The need to meet and exceed customer expectations in a cost competitive environment has made the correct usage of the QC Tools imperative to:

- Develop and sustain strong customer focus.
- Improve all processes by:
  - Identifying them
  - Improving them.
- Employee training and involvement at all levels.
- Get the most of your data for decision-making and continuous improvement.

At The End Of This Workshop, Participants Would Be Able To Attain The Above.

**Course Outline**
- Understanding Continuous Improvement and Process Dynamics.
- Principles, case studies and exercises in the application of their Tools of QC and interpretation of results.
  - Check Sheets
  - Histograms
  - Pareto Chart
  - Cause & Effect Diagrams
  - Graphs
  - Scatter Diagrams
  - Control Charts
- The PDCA System for improvement using a storyboard model.

**Methodology**
This Workshop Provides A Complete Learning System With Defined Objectives That Are Achieved Through:
- Instruction, Discussion and Facilitation
- Reference Manual and Handouts
- Group Exercise on Known Processes/Products

**Who Should Attend**
Supervisors, Engineers and Department Heads responsible for manufacturing, quality assurance, product development and product improvement.

**Duration**
Two days

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**Six Sigma : Improvement Program**

**Introduction**
Six Sigma is a quality methodology that can produce significant benefit to businesses and organizations. Six Sigma, more than anything else, is about “managing by fact.” Most of the pains and problems, not to mention confusion, can be traced to a lack of facts. Six Sigma attempts to rest on obtaining, analyzing and acting on facts – not on fault-finding, finger-pointing or mass executions.

Some people are thinking, “Ok, that’s good theory, but what do I do if I don’t have the data I need?” The answer is to recognize that no data is data. No data just means the project has un-quantified variables. Even when no one knows the appropriate value to assign to a variable, at least a worst-case/best-case/most-likely value can be assigned. And then with that information, the range and probability of potential outcomes can be modeled. Understanding the uncertainty of potential outcomes is, after all, one of the most important facts any manager can have in his or her possession.

**Benefits**
At the end of this programme, participants will be able to:
- Have a good understanding of 6 Sigma awareness
- Know the 6 Sigma methodologies, either for existing (DMAIC) or for new (DMADV) processes
- Understand success principles when applying 6 Sigma
- Differentiate the 3 dimensions in the meaning of 6 Sigma
- Link 6 Sigma to Lean Manufacturing

**Duration**
2 Days, 9am-5pm

**Target Group**
This programme would be highly beneficial to Managers, Executives, Officers and Supervisors who are involved in the improving organizations.

**Contents**
1. Introduction to 3 different dimensions of 6 Sigma
   - philosophy
   - statistics
   - process
2. Methodologies of 6 Sigma Improvement Projects
   - DMAIC
   - DMADV
3. Costs and Savings of 6 Sigma
4. Companies adopting 6 Sigma
5. Organizational Structure of 6 Sigma
6. Roles & Definitions
   - Quality Leader/Manager
   - Master Black Belt
   - Process Owner
   - Black Belt
   - Green Belt
7. Calculation of Process
8. Hard & Soft Savings
9. Major Benefits of Implementation
10. Lean and 6 Sigma
Manufacturing Strategies:  
Cost Reduction Without People Reduction (M&E)

Introduction
Organizations have been always in the competitive environment, the only difference now is the pace and complexity of competition due to such common themes as globalization, Information Technology and Internet revolution. Therefore to be competitive, organizations need to reduce cost and improve quality – but there is a catch. Mention cost cutting most employees would shiver and run for cover. Reasons? People have associated cost cutting with cuts in overtime, benefits, or even retrenchment – no wonder. The session aims to share techniques of cost savings and simultaneously looks at handling your competitive advantage i.e. your people.

Benefits
At the end of the session, the participants will be able to:
- acquire a comprehensive understanding of measurement techniques
- help in the organization’s cost savings plan
- differentiate between subtleties of fixed and variable items
- know how to focus and prioritize on areas of importance
- acknowledge the importance of systems improvement
- handle people better in the process of cost reduction

Target Group
This program will benefit all supervisors, engineers, managers, and those who have been assigned to improve productivity and reduce cost for the organization, and for those who wish to improve their understanding and skills in relation to managing cost.

Duration
2 Days, 9am to 5pm.

Course Outlines:
- Definition Of Cost Savings And Concept
- The Cost “Pie” – Cost Components In Manufacturing
- Measurement : A Partner In Savings
- Types Of Savings
  - System Or Productivity-Based Savings
  - Non-System Or Non-Productivity-Based Savings
- Introduction To Base Measurement
- Generic Savings Calculation
- Types Of Base Measurement
  - Straight Line
  - Comparable Volume
  - Equivalent Units
  - Linear Regression

- Base Deployment: Potential Areas For Cost Reduction Or Savings For Various Departments
- Horse Stable Case
- A Look At Key Volume Indicator (Kvi)
- Fixed & Variable Items
- How To Develop And Implement Cost Reduction Programme
- Why Cutting Ot, People & Benefits Are Not Good Ideas
- Understanding The Psychology Behind Big Changes
- Andaian Sdn Bhd Case Study

Requirements For Preparation:
- Basic Understanding Of Microsoft Excel, Maths And Graphs
- Bring Along Calculators
Crisis Prevention Analysis (M&E)

Introduction
It is inevitable that each of us will be affected by a crisis at one time or another. Virtually no organization - irrespective of its size, nature of business or location - is immune from a crisis situation. Emergencies can arise at any time and from many causes.

Typically, proactive crisis management activities include forecasting potential crises and planning how to deal with them. Hopefully, organizations have time and resources to complete a crisis management plan before they experience a crisis. Crucial to achieving this is the "health" of the workplace – an empowering thought.

Duration
2 days. 9-5pm

Target Group
Anyone who wants to learn about crisis prevention analysis.

Benefits
By attending this hands-on-workshop, you will:
• Acquire an eye for the symptoms & causes of crises, and the knowledge on how to handle them
• Critically examine a few selected crisis case studies to learn about effective vs. ineffective ways of handling a crisis situation
• Participate in interactive exercises
• Learn how to effectively deal with the various stakeholders
• Understand the leadership styles that can help or blind you
• Critically examine the potential causes of attitudinal issues

Contents
• Introduction to Crisis Management. What is it?
• Why employees don’t DO the tasks they already KNOW : Values, Attitude, and Behavior
• The creation of attitude and culture in relation to Psychological Contract
• What do employees want?
• Wake up Call : Case study 1
• Perception can sting you
• Pre-Planning for the crisis
• This is painful : Case Study 2
• Crisis Dimensions
• Get your thermometer ready : Symptoms of a crisis
• Soft Landing : Case Study 3
• What are the Causes of crisis?
• Leadership Styles
• Harsh Lesson : Case Study 4
• Crisis Management
• Common Sense & Excuses
• Rejoice : Case Study 5
• Weaknesses in Crisis Management
• Checklist for Crisis Management
• Coping with Change
• Psychological aspects of change

Failure Mode & Effect Analysis (M&E)

Introduction
Applicable to many industries, FMEA is a simple, proactive approach which can help reduce the number of product failures that customers experience. FMEA’s basic premise is that it is more cost-effective to predict failures of product, process and service than to ride out storms of customer complaints. If “I told you so” is the response of your engineers to field problems, then FMEA is for you. FMEA enables organizations to reduce failure costs, shorten time to market, and reduce the volume of engineering changes required to fix field problems.

Benefits
At the conclusion of this program, participants are expected to:
• Have an overview of FMEA, including its benefits and principles
• Learn how to calculate and prioritize issues
• Be conversant in the step by step guide to Design failures
• Realize the importance of Process failures

Who Should Attend
This program is suitable for all levels of personnel in R&D, Sales & Marketing, Engineering, QA, Production and Operations, and Training, and anyone in his direct or indirect capacities to delight customers in the QCD (Quality, Cost, Delivery) domains.

Duration:
2 days, 9am to 5pm.

Contents
1. What is FMEA?
2. Background
3. How FMEA fits with TQM
4. Causes of FMEA Failures
5. Benefits & Application of FMEA
6. FMEA Step by Step Process
7. A look at Severity, Occurrence, and Detectability (SOD)
8. Calculation of RPN
9. Estimations for SOD
10. FMEA Table and Cut-Off Chart
11. Adjusted FMEA
12. How leadership should handle technical people?
13. Decision Making Tool
14. Team Selection
15. Differences between Design & Process FMEA
16. FMEA Procedural Guide
17. Case Study
**Toyota Production System**

**Introduction**
The Toyota Production System (TPS) is an integrated socio-technical system, developed by Toyota, that comprises its management philosophy and practices. The TPS organizes manufacturing and logistics for the automobile manufacturer, including interaction with suppliers and customers. The system is a major precursor of the more generic “Lean manufacturing.” Taiichi Ohno, Shigeo Shingo and Eiji Toyoda developed the system between 1948 and 1975.

Originally called “Just In Time Production,” it builds on the approach created by the founder of Toyota, Sakichi Toyoda, his son Kiichiro Toyoda, and the engineer Taiichi Ohno. The founders of Toyota drew heavily on the work of W. Edwards Deming and the writings of Henry Ford. When these men came to the United States to observe the assembly line and mass production that had made Ford rich, they were unimpressed. While shopping in a supermarket they observed the simple idea of an automatic drink resupplier; when the customer wants a drink, he takes one, and another replaces it. The principles underlying the TPS are embodied in The Toyota Way.

**Benefits**
Participants will be able to:
- Understand the concepts and implementation of TPS
- Have a working knowledge of a socio-technical system
- Enhance awareness of the roles of culture
- Gain knowledge of various TPS tools
- Help improve company bottom line through cost reduction, process efficiency, time savings
- Ensure continuous improvement

**Target Group**
This program targets personnel from the manufacturing sector and those who wish to improve their understanding and skills in relation to the application of TPS in enhancing work efficiency.

**Duration**
2 Days, 9am to 5pm.

**Contents**
1. Introduction, history, and perspectives of TPS
2. What is a socio-technical system?
3. Major tools to help TPS (examples, case discussion/studies, commentary, and/or video for each tool):
- Andon
- Genchi Genbutsu
- SMED
- Heijunka
- Jidoka
- Just In Time
- Kaizen, linked to system
- Kanban
- Manufacturing supermarket (push & pull)
- Muda
- Mura
- Muri
- Poka-yoke

**Kanban Management System**

**Introduction**
Kanban scheduling systems are among the most simple, effective and inexpensive means for manufacturing production and inventory control. The concept is proven to reduce inventory, eliminate stockouts, displace massive computers and slash overhead. They improve both service and quality.

So why doesn’t everyone employ this miracle? In many situations, it is inappropriate - other methods work better. Even when Kanban is an excellent choice, firms may ignore it. Kanban scheduling often evokes strong emotional responses along the culture backdrop and sets a variety of organizational phenomena at work against it. Kanban is a key component of Lean Manufacturing strategies.

**Benefits**
Participants will be able to:
- Understand the concepts and implementation of Kanban
- Help companies improve efficiency & reduce cost
- Enhance their awareness of wastes reduction, lean/JIT, and link to Kanban
- Increase employee participation in problem solving
- Realise impact of production types in managing efficiency

**Contents**
1. Introduction to JIT, Lean, Value-Added job
2. Waste Reduction and the Just In Time System
3. Types of Production
4. Concept of Push and Pull Manufacturing
5. What is Kanban?
6. The Kanban Approach & its benefits
7. Implementation & System Design
8. Integrating Kanban & Other Scheduling Systems
9. Hierarchy of Methodology
10. Case Study

**Target Group**
This program will benefit all personnel from operations, planning, logistics/warehousing, purchasing/procurement, engineering, quality, and all those who wish to improve their understanding and skills in relation to the application of Kanban in their organizations.

**Duration**
2 Days, 9am to 5pm.
Lean Organization (or Manufacturing) For Optimum Efficiency (M&E)

Introduction
The concept of lean organization leading to its optimization is a quantum leap in the advancement of efficiency. It all started from the 1991 book “The Machine That Changed The World” by Jim Womack, Daniel Jones and Daniel Roos, and suddenly every organization wants to be a Toyota. Lean is the systematic elimination of waste. As the name implies, lean is focused at cutting “fat” from production activities. It has also been successfully applied to administrative and engineering activities as well. Lean results include the better utilization of resources which are in alignment with organizational vision and objectives, hence leading to better cost management and enhanced competitiveness.

Benefits
Participants will be able to:
- Understand the concepts and implementation of Lean Organization
- Have a working knowledge of Continuous Improvement
- Enhance awareness of wastes reduction
- Play constructive roles in supporting improvement
- Use the various tools available to further enhance effectiveness

Contents
1. Introduction to Lean
   - What is Lean Concept?
   - Benefits of Being Lean
   - Requirements for implementation
   - Cases: a) Planning, b) Designing
3. The Roles of Management in Lean
   - Types of Leadership Styles
   - Emotional Context
   - Change Context
4. Cost Reduction To Achieve Lean: Inventory Perspectives
   - Types of inventory
   - Costs of inventory
   - ABC analysis & the EOQ
   - Cases: Cost Savings on EOQ & Bulk Buy
5. The Other Tools for Achieving Lean
   > 6 Sigma
   > FMEA
   > Poka Yoke
   > Pull Concept
   > VSM
   > Takt Time & Case
6. Method Time Measurement (MTM)
   - Introduction to MTM
   - Types & Uses of MTM
   - Unit of measurement
   - Sample data card
   - Exercise
7. Production Study
   - Introduction
   - Case Exercise
8. Activity Sampling
   - Introduction
   - Case Exercise
9. Operations Scheduling (OS)
   - Internal focus: scheduling techniques
   - External focus: sequencing techniques
10. Flow Analysis & Balancing
    - Introduction to Cycle Time
    - How to control cost and delivery
    - Machine interference

Target Group
This program targets managerial level personnel and those who wish to improve their understanding and skills in relation to the application of lean management.

Duration
2 Days, 9am to 5pm.

Work Measurement Techniques

Introduction
Speak to any business man or woman today and the subject of conversation will almost always fall within the boundary of tough competition, cost reduction, shrinking market share, globalization, and cheaper labour in some countries. Yet despite these facts, there are organizations that seem to be ahead even though they face the same threats as their competitors. So if outside factors are affecting all, they must have done something good internally for them to stand out from the crowd. One of the reasons is in how they measure the work. It is the aim of this program to share the measuring techniques for enhancing competitiveness – you cannot control your destiny unless you put your own house in order.

Contents
1. Introduction to work measurement
   - Definition of Work Measurement
   - Major Techniques
2. Time study
   - Reasons for Time Study
   - Steps in performing
   - A model for practical allowances
   - Case Exercise
3. Method Time Measurement (MTM)
   - Introduction to MTM
   - Types & Uses of MTM
   - Unit of measurement
   - Sample data card
   - Exercise
4. Production Study
   - Introduction
   - Case Exercise
5. Activity Sampling
   - Introduction
   - Case Exercise
6. Operations Scheduling (OS)
   - Internal focus: scheduling techniques
   - External focus: sequencing techniques
7. Flow Analysis & Balancing
   - Introduction to Cycle Time
   - How to control cost and delivery
   - Machine interference

Benefits/Objectives
- to acquire a comprehensive understanding of the principles and techniques of various work measurement
- to focus and differentiate on the micro and macro measurements
- to understand the international language in productivity management
- to introduce the concept of scheduling and sequencing and the evaluation

Target Group
This course would be beneficial to:
- Production Managers/Executives and Supervisors
- Production planning managers/executives
- Quality/Logistics/Materials managers/executives
- Engineering/Human Resource support staff
- Other related personnel

Duration
2 days, 9am to 5pm.
**Pokà Yoke (Mistake Proofing)**

**Introduction**
Pokà-Yoke is foolproofing, which is the basis of the Zero Quality Control (ZQC) approach. It is a technique for avoiding and eliminating mistakes. Generally this technique is used in manufacturing process but has much wider uses, such as: offices - order and invoice processing, hospitals - drug dispensing, aircraft maintenance - particularly with processes having the potential of inducing catastrophic in-service failures. Idea is how can we make errors, defects and mistakes either so ‘visible’ that we can detect them at source or even better eliminate them altogether? The answer is by applying Pokà Yoke techniques. The term Pokà Yoke is derived from the Japanese words ‘Pokà’ meaning inadvertent mistake and ‘yokeru’ – meaning to avoid.

**Content**
- What are we doing now and why are we doing it?
- Principles behind ZQC and Pokà-Yoke
- Is Zero defect realistic?
- Continuous improvement redefined
- The importance of culture and attitude
- Types of quality costs
- Types of inspection
- Errors and mistakes
- Pokà-Yoke function and devices
- ZQC implementation
- Concept of empowerment & ownership
- Value Adding work versus non-value adding work
- Practice examples of Pokà-Yoke techniques, devices and case studies

**Benefits**
- Understand and implement the Pokà-Yoke methodology
- Understand and practically employ the basic techniques associated with Zero Quality Control (ZQC) and Pokà-Yoke.
- Identify where ZQC and Pokà-Yoke can be used for best effect
- Coordinate and motive the Pokà-Yoke team to provide real, tangible solutions to what appear to be intractable quality problems.
- Train others in the ZQC and Pokà-Yoke methodology

**Who Should Attend?**
All workers, supervisors, managers, continuous improvement personnel, quality improvement personnel and engineers.

**Duration**
2 days, 9am to 5pm

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**Supply Chain Management (M&E)**

**Introduction**
In the simplest sense, the supply chain is the process of creating products for customers. Supply chains span from raw materials, to manufacturing, distribution, transportation, warehousing, and product sales. As you can imagine, when the number of resources, operations, and functions increase, managing this supply chain can become very complex. As a result, managing a portfolio of assets and relationships to transform raw material into finished goods for consumers in the most efficient manner will provide a competitive edge for your organization.

**Benefits**
At the end of this programme, participants will be able to:
- Have a comprehensive overview of the various aspects of Supply Chain Management
- Link Forecasting to Capacity
- Enhance Understanding and Decision making capability in Scheduling & Sequencing
- Better quantify, measure, and seek improvements
- Understand and anticipate issues to reduce costs and wastes
- Improve handling of the critical component – culture & human resource

**Target Group**
This programme would be highly beneficial to Managers, Executives, Officers and Supervisors who deal with a whole spectrum of business and organization process, from sales, purchasing, manufacturing, warehousing, logistics, and so on.

**Duration**
2 Days, 9am-5pm

**Contents**
1. Introduction to Supply Chain Management (SCM)
   - Definition of SCM
   - Hierarchy of SCM objectives
   - Why SCM?
   - The bullwhip effect

2. Understanding of Supply Chain Optimization
   - Formula for Return On Assets
   - Ways to increase revenues and reduce expenses
   - Assets utilization
3. Roles of Sourcing & Purchasing
   - From the start: Types or Operation – MTS or MTO?
   - Forecasting: types and applications
   - Forecasting Case
   - Inventory management
   - Types of inventory costs
   - EOQ vs MOQ
   - Case exercises

4. Capacity
   - Pure Definition
   - Break Even Analysis
   - Bottle Neck Analysis

5. Not forgetting Human Matrix Optimization
   - Knowing the types of people working for you
   - Spend the correct type of effort on the right people

6. The Role of JIT
   - Requirements & criteria for JIT
   - Case studies
   - JIT Waste

7. 5 Basic Activities of a Supply Chain, Linking to Long Term and Short Term Decisions in these activities

8. Operational Scheduling & Sequencing
   - Scheduling Types
   - Decision making on Scheduling
   - Prioritization principles in Sequencing
   - Exercise on Sequencing

9. Supply Chain Success
   - 5 keys to success
   - 8 Roadblocks to success

Essential Steps Towards Production Planning, Scheduling and Control

Introduction
In today’s competitive global and business environment, it is essential to have a thorough knowledge and understanding of production planning and scheduling so as to reduce the overall manufacturing costs and thus improve productivity. Production planning and scheduling are concerned with the volume and timing of outputs, the utilization of operations capacity, forecasting and developing material requirement plans, managing inventory, and managing for world-class competition just-in-time manufacturing and managing for quality.

Contents
1. Operation Management and Production Planning & Control
   - Objectives of operations management
   - Functions of operations management
2. Forecasting
   - Why forecast
   - Types & applications
   - Methods of forecasting
   - Exercise on forecasting
3. Aggregate Planning & Capacity Planning
   - Definitions
   - Break-even analysis
   - Case study
4. Master Scheduling for Production (MPS)
   - Steps in doing MPS
   - Case study
5. MRP
   - Definition and benefits
   - BOM
6. Operations Scheduling (OS)
   - Relationship of OS and the above subjects
   - Internal focus: scheduling techniques
   - External focus: sequencing techniques
7. Inventory Management
   - ABC & VED analyses
   - Various costs in inventory
   - Exercise on inventory costing
   - Quantity discounts

Benefits
At the end of this programme, participants will be able to:
- Explain a comprehensive overview of the various aspects of operation
- Enhance forecasting skills
- Elevate material planning linkage to operational effectiveness
- Improve their Scheduling
- Use tools and techniques for the analysis of production problems
- Save time, cost & inventory

Duration
2 Days, 9am-5pm

Target Group
This programme would be highly beneficial to Production Managers, Executives and Senior Supervisors who are responsible for manufacturing. Others involved in planning and production control would also benefit from this programme, which includes personnel from planning, purchasing, and customer control.
Project Management Tools And Techniques

Programme Overview
Constant change is impacting on all aspects of society and, in particular, business organisations which are faced with constantly shifting customer demand for innovative products and quality service. Increasingly, organisations are required to develop products and services with a unique set of features for each individual customer, placing increased emphasis on the need for project management skills.

Programme Objective
At the end of the programme, participants will be able to identify:
- Define project management, its benefits and key applications
- Develop effective project definitions
- Generate project management tools such as work breakdown structures, project networks, Gantt charts, resource loading charts, budgets and risk management plans
- Use project management techniques and the above tools to facilitate communication, decision making and problem solving
- Control projects more effectively by tracking progress, analyzing performance variances and defining corrective actions

Outline
- Introduction to project management
- Step 1 : Define the project
- Step 2 : Generate Tasks
- Step 3 : Determine Roles and Responsibilities and Develop Estimates
- Step 4 : Define Task Interdependencies (sequential or parallel) and Analyze Critical Path
- Step 5 : Develop Schedule
- Step 6 : Perform Resource Loading (forecast, types & quantity of resources) and Leveling (distribution of resources, priority on Critical path)
- Step 7 : Generate Project Budget
- Step 8 : Develop Risk Management Plan (Identify threats, estimate risk – eg decision tree diagram, manage risk – use existing resource, contingency, or invest new resource which also includes insuring risk)
- Step 9 : Track and Manage the Project
- Step 10 : Perform Post Project Review + Johari

Learning Methodology
Participants will benefit from a mix of knowledge and skills acquisition in an interactive classroom where group discussions, case studies and exercises are used, participants are encouraged to be active learners.

Target Audience
Participants will some basic knowledge of Project Management and would like to enhance their understanding of this field further in a practical environment.

Duration
2 Days

Productivity Improvement Techniques

Introduction:
An interesting thought: Some organisations do less with more, some do more with less. The questions are: which organisation do you belong to? Which organisation do you think you should belong to? Are you facing the hand-to-mouth situation and doing the fire-fighting job? Why are some organizations running like a rabbit while others like tortoise? Productivity is a solid philosophy which helps build competitiveness, confidence and smartness, leading to profitability. This is precisely what this program aims to foremost achieve.

Duration:
2 x ½ days (9am to 1230pm each). Break between 1030am to 1050am.

Target Participants:
Managers, Supervisors, Executives, Officers & other personnel involved in Operation, Sales, Production, Planning, Quality, Engineering, Training and anyone wishing to gain knowledge on productivity to increase their performance.

Objectives:
- define the real meaning of productivity & its application
- measure and improve on a continuous basis
- understand the concept of value-add
- comprehend the relationship between work & time
- enhance skills in understanding yourselves and managing people

Course Outlines:
1. Introduction to Productivity:
   - look at intro & real measurement of productivity, using client’s own examples & critique
2. Why improve productivity
3. Case Study on productivity & measurement
   - introduce a special method of unifying measurement when you have multiple products
4. Concept of Best Performance
   - instill upon the idea of what is best in order to take care of losses
5. Parkinson Principle – look at the importance of this principle & how to apply at workplace
6. Cycle Time & Line Balancing Improvement
   - share techniques & methods for the above, with cases for both
7. Type of People Matrix for Maximising Productivity
   - how to handle those who help or hinder productivity
8. Relationship between productivity and cost
9. The international concept of VA in cost and productivity improvement
   - elaborate & benchmark using Value Add concept
Strategic Procurement & Inventory Management

Introduction
Purchasing plays an important role in the profitability and success of every business. The way the purchasing function is managed and run will greatly influence the company’s bottom line. This programme aims to provide Purchasing personnel with the knowledge to be efficient, effective and ultimately to purchase materials and services at the best prices without sacrificing quality and service. It highlights on how Purchasing personnel can help to increase productivity and achieve savings through effective purchasing.

Contents
- Definition of Procurement
  - Roles and responsibilities of procurement
  - Operational strategies
  - Financial strategies
  - Marketing strategies
  - The 5 ‘Rights’ of procurement
- Procurement Profitability And Added Value
  - The evolution of procurement
  - Procurement and the change
  - Buyer’s and seller’s strengths matrix
  - Negotiation In Procurement
  - The 6 basic steps in negotiation
  - Negotiation guides to preparation
  - The 3 categories in negotiation
  - General rules in negotiation
  - Cost Reduction Techniques
  - Purchasers’ cost reduction responsibilities
  - Changing the roles of procurement and its perception
  - Cost reduction process
  - ABC cost reduction analysis
  - Direct materials cost reduction
  - Indirect Materials Cost Reduction (MRO items)
  - Suppliers cost reduction responsibilities
  - Developing procurement personal’s KPI/KRA

Objectives
At the end of the programme, participants will be able to:
- understand the operational, financial and marketing strategies of procurement;
- obtain up-to-date negotiations techniques and effective guides in preparing a negotiation;
- master the cost reduction process and techniques in procurement;
- develop competency and commitment in cost reduction responsibilities;
- understand the benefits of benchmarking application in procurement management;
- master the five crucial stages of benchmarking implementation process; and
- improve the procurement functions and contribute to organisation’s efficiency, productivity and profitability.

Target Group
Purchasing Managers, Purchasing Executives and Purchasing Officers.

The New TPM : Total Productive Manufacturing

Introduction
The modern business world is a rapidly changing environment, so the last thing a company needs if it is to compete in the global marketplace is to get in its own way because of the way in which it approaches the business of looking after its income generating physical assets. So, it is important to have a fundamental rethink of business processes to achieve improvements in cost, quality, speed etc.

The New TPM – Total Productive Manufacturing is a manufacturing led initiative that emphasizes the importance of people, a ‘can do’ and ‘continuous improvement’ philosophy and the importance of everyone, not just production staff, working together. It is presented as a key part of an overall manufacturing philosophy.

Objectives
At the end of the program, participants will learn how to:
- Achieve leaner organizational structures and reduce cost
- Rigorously reappraise the way things are done - towards simplification
- Improve performance through the use of appropriate measurement
- Handle changes as a result of having to do things differently
- Instill upon the concept continuous improvement

Duration
2 days. 9-5pm

Target Group
The target audiences include ALL supervisors, Executives, Engineers and Managers from Maintenance, Quality, Process, Planning, HR & Safety, and Production. This course is particular useful for companies aiming to improve productivity and also machine utilization to achieve a more profitable and efficient operation as well as transforming the work force culture.

Contents
- What is a World Class Organization?
- TPM Definition
- Features of TPM
- Origins of TPM and comparison with TQM and Traditional Maintenance
- TPM principles
f) Eight Major Pillars of TPM
1. Autonomous maintenance
   - Process, Objectives, and Empowerment
2. Equipment and process improvement and Overall Equipment Effectiveness
   - Equipment losses, Manpower losses, OEE Calculation, other losses
3. Planned maintenance
   - Definition of a plan
4. Early Management of New Equipment
   - Relationship with Ergonomics
5. Process Quality management
   - Understanding process quality related statistics & computation
6. TPM in administrative and support departments
   - How to get others to be involved?
7. Education and training
   - Communication, team formation, problem solving
8. Safety and environmental management

g) TPM implementation
   - 3 requirements for fundamental improvement
   - 12 implementation steps & 4 phases

h) TPM benefits – tangible and intangible

Value Stream Mapping

Introduction
Value Stream Mapping enables a company to identify and eliminate waste, thereby streamlining work processes, cutting lead times, reducing costs and increasing quality. Through Value Stream Mapping, a team of employees can map the current state from customer back to raw material including all steps, both value-added and non-value-added, and develop a future state vision to act as a blueprint for Lean activities. The Future State often represents a significant change compared to the way the company currently operates. The VSM team will develop an implementation strategy to make the Future State a reality. The most urgent needs will be addressed first, and can typically be accomplished in a very short time frame with the appropriate resources applied.

Contents
1. Introduction to VSM
2. Characteristics, benefits and importance of VSM
3. Current State Map : Step by Step guide
4. Establish Take Time
5. Compile Present State Map
6. Future State Map : Step by Step guide
7. Compile Future State Map
8. Common symbols used
9. Limitations of VSM
10. Supporting Tools & Techniques

Target Group
Engineer, Executives, Supervisors and Managers from all the departments and others who are most likely to be involved in streamlining work processes, cutting lead times, reducing costs, improving customer satisfaction and increasing quality.

Benefits
- “See the flow” of your value stream and wastes in the flow
- View all products from a system perspective
- Understanding both material and information flows of your value stream
- Draw a blueprint for Lean transformation—the Future State Map
- Prioritize activities needed to achieve the Future State

Duration
2 days, 9am to 5pm
“If you only have a hammer, you tend to see every problem as a nail”.

Abraham Maslow
Accident Investigation

Objectives
• Understand the provision: under Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease Regulations 2004 (NADOPOD 2004)
• Able to conduct effective accident investigation
• Able to identify the Basic, Direct and Indirect causes of accidents
• Make practical recommendation to prevent accident from recurring at the workplace

Topics Covered
• NADOPOD 2004
• Policy of Accident Investigation
• Accident Causation Models
• Investigation Methodology
• Principle of Loss Prevention
• Tools and Techniques for Investigation
• Performance Measurement and Accident Calculation Rates
• Accident Report Writing

Target Audience
• Human Resource Managers, Safety and Health Committee, Accident Investigation Team

Methodology
• Lectures
• Discussions
• Case studies & Simulation

Duration
14 hours (2 days)

Formation of an Effective Safety & Health Committee

Objectives
• To understand and implement the requirement of the Safety and Health Committee
• Understand the provisions of OSH Act 1994
• Implement the Safety and Health Meeting effectively
• Able to conduct effective workplace inspection
• Able to conduct and report accident investigation effectively

Topics Covered
• OSH Act 1994 and its Regulations
• FMA Act 1967 and its Regulations
• Safety and Health Committee Regulations 1996
• Hazard Identification, Risk Assessment and Control
• OSH Records and Accident Calculation Rates
• Managing the Committee Meeting
• OSH Promotion and Communication Program

Target Audience
Safety and Health Committee Members, Safety and Health Officers, Human Resource Manager, Executives, Production Managers and Production Supervisor.

Methodology
• Lectures
• Discussions
• Case studies
• Role play

Duration
14 hours (2 days)
Occupational Safety & Health Act 1994

Objectives
- Understand the self-regulatory concept
- Explain the requirements and provisions under the Act
- Comply to the duties and responsibilities of the employers, self-employed persons, manufacturers, designers and suppliers
- Confirm to the duties and responsibilities of employees
- Implement safety and health organisations, notifications of accidents, dangerous occurrence, poisoning and diseases
- Understand the liability for offences

Topics Covered
- Historical Perspective of OSH Legislation
- Important OSH Definitions
- General Duties of Employers and Self-Employed Persons
- General Duties of Employees
- Safety and Health Organisations
- Notification of Accidents, Dangerous Occurrence, Occupational Poisoning and Occupational Diseases and Inquiry
- Liability for Offences
- Regulations

Target Audience
Human Resource Managers, Safety and Health Supervisors, Safety and Health Committee Members, and Safety and Health Practitioner.

Methodology
- Lectures
- Discussions
- Case studies

Duration
7 hours (1 day)

Occupational Safety & Health at the Workplace

Objectives
- To increase awareness and understanding that occupational safety and health is an integral part of management
- To induce positive attitude towards safe working environment
- To reduce industrial accidents
- To promote the role and importance played by safety committees

Topics Covered
- OSH Historical Perspective
- Malaysian Perspective on OSH
- Understanding OSHA 1994
- Creating a Safety and Health Policy
- OSHA Regulations
- Creating a Safe System of Work
- Hazard Identification, Assessment and Control
- Risk Assessment
- Safety Inspections
- Accident Investigation
- OSH Training

Target Audience
Human Resource Managers, Safety and Health Supervisors, Safety and Health Committee Members, and Safety and Health Practitioner.

Methodology
- Lectures
- Discussions
- Case studies
- Video presentation

Duration
14 hours (2 days)
OSH Management System for Executives (OSHMS)

Objectives
- Establish OSH systems and procedures for the organisation
- Implement OSH programs effectively
- Implement effective management system
- Plan, Do, Check and Take Action on the management system
- Maintain Safety and Health as an integral part of the business system

Topics Covered
- Historical Perspective of OSH Legislation
- ILO OSH Management System vs OHSMS ISO 18000
- OSH Policy, Organisation, Arrangement and Documentation
- Management of Hazards, Risks Assessment and Control
- Principles of Loss Prevention
- Accident Theories
- Emergency Preparedness and Incident Investigation
- Performance Measurement and Monitoring
- Management Review and Corrective Action

Target Audience
Human Resource Managers, Safety and Health Supervisors, Safety and Health Committee Members, Safety and Health Practitioners, and Executives.

Methodology
- Lectures
- Discussions
- Case studies

Duration
14 hours (2 days)

OSH Performance – for Small-Medium Enterprises

Objectives
- to make aware of the importance of safety and health in small-medium enterprises
- to impart safety and health elements to improve work condition
- to cultivate safety and health culture at the work place

Topics Covered
- Accidents in the SME
- Establishing a OSH Steering Committee
- Identifying and Assess Workplace Hazards and Risks
- Control the Workplace Hazards and Risks
- Low-Cost Improvement for the Workplace
- Maintain and continually Improve the Workplace

Target Audience
- SME owners and SME employees.

Methodology
- Lectures
- Discussions
- Exercise

Duration
7 hours (1 day)
Understanding & Implementing OSH Act 1994 and Its Regulations

Objectives
- Understand the self-regulatory concept
- Explain the requirements and provisions under the Act
- Explain the requirements and provisions under the Regulations
- Confirm to the duties and responsibilities of employers and employees
- Implement safety and health organisations, notification of accidents, dangerous occurrence, poisoning and diseases
- Understand the liability for offences

Topics Covered
- Historical Perspective of OSH Legislation
- Important OSH Definitions
- General Duties of Employers and Self-Employed Persons
- General Duties of Employees
- Safety and Health Committee Regulations 1996
- Control of Industrial Major Hazard Installation Regulations 1996
- Classification, Packaging and Labelling of Hazardous Chemicals Regulations 1997
- Safety and Health Officer Regulations 1997
- Use and Standards of Exposure of Chemicals Regulations 2000
- Liability for Offences

Target Audience
Human Resource Managers, Safety and Health Supervisors, Safety and Health Committee Members, and Safety and Health Practitioner.

Methodology
- Lectures
- Discussions
- Case studies

Duration
14 hours (2 days)

Understanding and Implementing Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease Regulations 2004 (NADOPOD)

Objectives
- Understand the provisions under the Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease Regulations 2004 (NADOPOD 2004)
- Able to distinct between Work-Related Incidences and Non-Work Related Incidences
- Able to use the appropriate form for reporting purposes to the Department of Occupational Safety and Health

Topics Covered
- Main purposes of reporting
- Definition of terms
- Deciding whether a case should be notified and reported
- The mechanics of notifying and reporting
- Location, retention and maintenance of Record
- Penalty

Target Audience
Human Resource Managers, Safety and Health Committee, Accident Investigation Team & Safety and Health Officers

Methodology
- Lectures
- Discussions
- Exercises

Duration
7 hours (1 day)
Behavioral Based Safety (BBS)

Objectives
Upon completion of the course, participants will be able:
- To understand the factors influencing human errors at the workplace
- To prevent accidents using Behavioral Based approach
- To improve staff efficiency at the workplace

Topics Covered
- Overview and Introduction of Motivating Workers Through Behavioral Based Safety (BBS)
- The seven principles of BBS
- Behavioral-Based Observation & Feedback
- Motivating and Maintaining Safe Behavior
- Maintaining Safety Improvement
- Discussion – The Next Step

Who Should Attend
Human Resource Manager, Safety and Health Committee members and Safety and Health Officers

Methodology
Lectures, Role plays and exercises

Duration
7 hours (1 day)

Job Safety Analysis (JSA)

Objectives
Upon completion of the course, participants will be able to:
- Conduct risk assessment on work activities
- Identify hazard, assess risk and provide control measures for work activities
- Document Job Safety analysis

Topics Covered
- Introduction to Job Safety Analysis
- Identifying scope of task and target setting
- Classifying task to basic steps
- Hazard identification
- Risk analysis and risk evaluation
- Risk control
- Recording and documenting

Who Should Attend
Human Resource Manager, Safety and Health Committee members and Safety and Health Officers

Methodology
Lectures, Group work

Duration
7 hours (1 day)
Occupational Safety and Health in the Office

**Objectives**
Upon completion, the participants will be able to:
- Understand the hazard and risk associated to the office environment;
- Aware of injuries related to computer works and manual handling in the office;
- Identify office appliance that may compromise health and safety in the office;
- Implement intervention to improve work performance and comfort;
- Improve staff efficiency at the workplace.

**Topics Covered**
- Introduction to office safety and health
- Work related risk factors in the office
- Ergonomics stressors in office workstation
- Manual handling activities in the office
- Maintaining good housekeeping
- Fire and emergency response in the office
- Indoor air quality in the office

**Who Should Attend**
Human Resource Manager, Safety and Health Committee members, and Safety and Health Officers.

**Methodology**
Lectures, Demonstration and exercises

**Duration**
7 hours (1 day)

Fire and Emergency Response Plan

**Objectives**
- Identify potential emergency situation at the workplace
- Estimate the risk level
- Develop an Emergency Response Protocol

**Topics Covered**
- Hazard Identification Risk Assessment and Risk Control
- Introduction to Emergency Response Plan (ERP)
- Basic fire characteristics
- Emergency control facilities
- Potential emergency situation at the workplace
- Developing an Emergency Protocol

**Who Should Attend**
- Safety & Health Committee Members,
- Safety & Health Officers,
- Human Resource Manager,
- Executives, Production Managers and
- Production Supervisor.

**Methodology**
- Lectures
- Group work

**Duration**
- 7 hours (1 day)
Hazard Identification, Risk Assessment And Risk Control (HIRARC)

Introduction
Generally every employee is exposed to hazards at work. However not many are aware of the threats posed by these hazards that could harm and endanger life. It is therefore important for organizations to conduct Hazard Identification, Risk Assessment and Risk Control (HIRARC). The organizations that have carried out HIRARC reported positive change and reduced the risks. This course aims to deliberate the systematic and objective approach on HIRARC with reference to the published Department of OSH Guidelines for Hazard Identification, Risk Assessment and Risk Control, 2008.

Objectives
By the end of the 2-day course, the participants should be able to:
• Identify physical hazards at work;
• Analyze and Estimate risk of the identified hazards;
• Select a suitable control; and
• Conduct documenting process.

Content
• Provisions of OSH Act 1994 on HIRARC
• Purpose of HIRARC
• Basic Concepts
• Planning and Conducting of HIRARC
• Control
• Documenting HIRARC

Target Audience
This course is designed to train:
• Safety and Health Committee members;
• Person in-charge of OSH activities at the workplace; and
• Human resources specialist.

Methodology
The course comprises lectures, video session, and practical exercises.

Duration
• 2 days

Chemical Safety: Managing Chemical Hazard At The Workplace

Introduction
Majority of workers today are either exposed or work directly with hazardous chemical at work. Unfortunately only few really understand the consequences of hazardous chemicals. The frequency and period of exposure or contact with hazardous chemical has the potential to cause chronic health effect on the workers. In due time, workers may suffer chronic health condition such as cancer. Therefore it is utmost important for workers to be equipped with the right information, in handling chemical thus improve their working condition. This workshop will deliberate the chemical safety programme that should be practiced at the workplace.

Objectives
By the end of the two days’ course, the participant will be able to:
• Understand the legal requirements on hazardous chemicals;
• Understand basic toxicology effects of hazardous chemicals; and
• Understand the safe work practices with hazardous chemicals.

Content
The workshop is designed and divided into eight modules:
Module 1: Legal requirements on chemical hazardous to health
Module 2: Understanding Chemical Safety Data Sheets
Module 3: Toxicology health effects to humans
Module 4: Physicochemical properties of chemical
Module 5: Hazard Communication
Module 6: Chemical fire & explosion
Module 7: Personal protective equipment
Module 8: Emergency response preparedness

Target Audience
This course is designed to train:
• Safety and Health Committee; and
• Chemical user or chemical handlers; and
• Procurement officer or person in charge of chemical supplier.

Methodology
The facilitator will apply combinations of the following method to ensure experiential learning takes place:
• Brief lecture on key elements of the topics;
• Case study based on video presentation;
• In-class assessments and
• Group or individual work exercise.

Duration
• 2 days
“It’s fine to celebrate success but it is more important to heed the lessons of failure”.

Bill Gates
Executive Diploma in Industrial Relations

MEF Academy Executive Diploma in Industrial Relations — the only comprehensive industrial relations course in collaboration with and endorsed by the International Labour Organization (ILO).

The Executive Diploma is designed as an in-depth advanced course targeted at Human Resource practitioners and specialist Industrial Relations / Labour Laws personnel. This is a highly acclaimed and private sector recognized course, conducted by industrial relations practitioners, lawyers, human resource specialist, academicians and representatives from the ILO. The syllabus covers an excellent blend of theory and practical knowledge covering the entire scope of industrial relations & labour laws in Malaysia and its application within the human resource management framework.

The program is designed to:
- Formalize the competency standards required for effective application of the industrial relations & labour law activities within an organization.
- Provide formalised qualification and recognition for Industrial Relations & Labour Laws specialist.
- Provide a comprehensive and in-depth understanding of the practice of Industrial Relations & Labour Laws, focusing on critical areas which equip participants with the skills to handle industrial relations.
- Develop knowledge and skills in providing practical advisory and implementation of industrial relations and labour laws, including first-hand experience in union related scenarios and proceedings in industrial and labour courts.

Certification

Executive Diploma in Industrial Relations will be awarded by the MEF Academy, in collaboration with the International Labour Organisation (ILO) upon completion of all program requirements.

Who Should Obtain this Certification?

Assessment

<table>
<thead>
<tr>
<th>Assignment &amp; Project Paper</th>
<th>40% of competency assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants are required to research and develop 2 assignments / project papers to display level of understanding on specific modules</td>
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</table>

<table>
<thead>
<tr>
<th>Examination</th>
<th>60% of competency assessment</th>
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<tr>
<td>Participants are required to prepare &amp; sit for 4 examination on specified modules to display level of understanding on each module</td>
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Course Fee

<table>
<thead>
<tr>
<th>Programme Fee*</th>
<th>(RM)</th>
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<tbody>
<tr>
<td>MEF Members</td>
<td>7000.00</td>
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<td>Non-Members</td>
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<tr>
<td>Graduates of MEFA CHRM / CIR</td>
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</table>

Non-Member: All fee are to be made payable to MEF Academy Sdn Bhd Member: All fee are to be made payable to Malaysian Employers Federation

* Inclusive of examination, Study Pack, Starter Kit and supporting materials

Organizations are encouraged to provide formal certification Diploma in Industrial Relations & Labour Laws competencies for the following categories of staff:
- Human Resource Management (HRM) executives, supervisors and managers
- Industrial Relations (IR) executive, officers & managers involved in the IR administration functions and activities
- Individuals with or without experience, having an interest in Industrial Relations & Labour Laws and seeking to pursue a career in IR or HRM.

Venue

MEF Training Centre, 3A06 -3A07, Block A, Pusat Dagangan Phileo Damansara II No. 15, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor Darul Ehsan,

Date of Commencement

February 2014

Time

9am - 1pm (Sunday) And / Or
2pm - 6pm (Saturday)

Entry Requirements:
- Qualification : Minimum 3 credits in SPM/SPVM or MCE with 2 years working experience in human resource or industrial relations.
<table>
<thead>
<tr>
<th>Modules</th>
<th>Objectives</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Introduction To Employment Laws - Employment Act 1955 (Amendments) &amp; Regulations</td>
<td>1. Common Law position of employer-employee relations 2. Employment Law - Rights, Liabilities and Remedies 3. Employment Act 1955 • Definition of employee under EA 1955 • Applicability of the EA 1955 • Wages • Deductions • Prohibitions • Allowances • Hours of work, rest day etc. 4. Registers, Returns and Notice Boards 5. Discussion of Cases on Employment Law 6. Other Employment Legislations &amp; Regulations • Regulations under Employment Act • Termination and lay-off • overtime • Children &amp; Young Person’s Act • Weekly Holidays Act • Workers Housing Act • Wages Council Act • Workmen Compensations Act (foreign workers) • Provisions of the EPF / SOCSO laws • Provisions of the HRDF Act 7. Role of Labour Department and Labour Court • Briefing by Labour Dept • Field Visit to Labour Court</td>
<td>64</td>
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<tr>
<td></td>
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<td>12</td>
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<tr>
<td></td>
<td><strong>Tutorial &amp; Examination</strong></td>
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<tr>
<td></td>
<td><strong>Total Hours – Module 1</strong></td>
<td>76</td>
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<tr>
<td>2 Industrial Relations In Malaysia - Industrial Relations Act 1967 &amp; Regulations</td>
<td>1. Overview of the Industrial Relations Act 1967 2. Protection of Rights of Workmen and Employers • Rights of workmen and employers protection • Rights and Prohibitions on employers / trade unions • Reference of complaint to Industrial Court 3. Managerial Prerogatives 4. Industrial Court • Composition • Jurisdiction • Awards 5. Dispute Resolution • Negotiation • Conciliation</td>
<td>56</td>
</tr>
<tr>
<td>3 Trade Union Movement &amp; Trade Union Act</td>
<td>1. Trade Unionism in Malaysia • Classification of unions • Number of unions by sector • Role and influence of the MTUC / MEF 2. The Trade Union • Definition • Registration • Composition • Recognition • Membership 3. Trade Union Act 1959 • Workers right to participate in union activities • Federal constitutions • ILO conventions • Registration &amp; de-registration of Trade Unions • Officers and employees of Trade Unions • Rights and liabilities of Trade Unions • Strikes</td>
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<td><strong>(Examination Combined With Module 4)</strong></td>
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<tr>
<td>4 Dynamics of Collective Bargaining &amp; Productivity/Performance Linked Wage System</td>
<td>1. Legal Framework on Collective Bargaining/Collective Agreements • Definition • Right to collective bargaining • ILO Convention No. 98- the Right to Organise and to Bargain Collectively • Statutory provisions relating to collective bargaining &amp; collective agreement (IRA): Justification for statutory provisions.</td>
<td>76</td>
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<tr>
<td>Modules</td>
<td>Objectives</td>
<td>Hours</td>
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<tr>
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<tr>
<td>• Union’s proposal for collective agreement</td>
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<tr>
<td>2. Collective Bargaining/ Collective Agreements Process</td>
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<tr>
<td>• The company’s preparation for collective bargaining</td>
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<tr>
<td>• Review of financial capacity to pay wage increase</td>
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<tr>
<td>• Review of comparative terms and conditions of service with Wage fixation policy: Industrial court Awards</td>
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<tr>
<td>• Consumer Price Index (CPI) &amp; salary adjustment</td>
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<tr>
<td>3. Performance /Productivity Linked Wage System</td>
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<tr>
<td>• PLWS concept</td>
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<tr>
<td>• Organization, trade union and individual objectives of PLWS</td>
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<tr>
<td>• Developing Salary Structure</td>
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<tr>
<td>• Types of incentives</td>
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<td>• What is gain sharing</td>
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<td>• Model of flexi-wage</td>
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<td>• Model for generating profit sharing pool</td>
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<td>4. PLWS at Work - Implementation of PLWS</td>
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<td>• Case Study 1</td>
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<td>• Case Study 2</td>
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<tr>
<td>5. Principles of Collective Agreements</td>
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<tr>
<td>6. Knowing your Collective Agreement Awards</td>
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<tr>
<td>7. Issues in Collective Bargaining</td>
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<td>8. Mock Collective Bargaining Process</td>
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<td>Total Hours – Module 4</td>
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<tr>
<td>5 Grievance Handling, Disciplinary Procedure &amp; Termination of Employment</td>
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<tr>
<td>1. Grievance Handling</td>
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<tr>
<td>• Four-step approach to handling grievances</td>
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<tr>
<td>• Grievance Procedure – In Unionized &amp; non-unionized companies</td>
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<td>• Grievance Case Study – Exercise</td>
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<tr>
<td>2. Meaning of Discipline</td>
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<tr>
<td>• Meaning of positive and negative discipline</td>
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<tr>
<td>• Definition of misconduct</td>
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<td>• Misconduct arising from breaches of express and implied duties</td>
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<tr>
<td>• Concept of Social Justice</td>
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<td>3. Disciplinary Procedures</td>
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<tr>
<td>• Domestic Inquiry</td>
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<tr>
<td>• Legal &amp; contractual requirements, demands of Natural Justice and Industrial Court Guidelines</td>
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<tr>
<td>Modules</td>
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<td>Hours</td>
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<td>• Domestic Inquiry Procedures:</td>
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<td>4. Employee Misconduct</td>
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<td>• Due inquiry</td>
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<td>• Natural justice</td>
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<td>• Issues under Section 14 EA</td>
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<tr>
<td>5. Case Studies on handling disciplinary problems</td>
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<td>6. Misconduct in Employment</td>
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<td>7. Constructive Dismissal</td>
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<td>• Test for CD</td>
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<td>• Substantive breach</td>
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<td>• Forced resignation</td>
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<tr>
<td>• Handling claims of CD</td>
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<td>8. Forms of termination of employment</td>
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<td>9. Mock domestic inquiry exercises</td>
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<td>Tutorial &amp; Examination</td>
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<td>Total Hours – Module 5</td>
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<td>6 International Perspective On Employment / Industrial Relations</td>
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<td>1. International evolution of Industrial Relations (NEW)</td>
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<td>• Social clauses &amp; WTO</td>
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<td>• Global compact</td>
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<td>• Free Trade Agreements</td>
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<td>• Social Security Net</td>
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<tr>
<td>2. Corporate Social Responsibility</td>
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<td>• Principles &amp; Concept</td>
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<td>• CSR &amp; HR Management</td>
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<td>• Fair Employment Practices</td>
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<td>3. International Labour Organisation (ILO)</td>
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<tr>
<td>• Functions of ILO</td>
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<td>• International Labour Standards (ILS) and industrial relations</td>
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<td>• ILO Conventions</td>
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<td>Final Project Paper:</td>
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<td>Total Hours Executive Diploma In IR</td>
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Executive Diploma in Human Resources Management & Development

MEF Academy Executive Diploma in Human Resources Management & Development is designed to provide comprehensive approach for personnel working in / entering into Human Resources field. The course covers the macro understanding of human resource (HR) planning and implementation of effective HR management initiatives, with crucial elements of industrial relations, occupational safety and strategic integrated HRM. This uniquely developed course also incorporates concepts of organisational development and the international aspects of labour management, in collaboration with the International Labour Organization (ILO). This is a highly distinctive course, conducted by human resource practitioners, specialist, legal consultants and representatives from the ILO.

The program is designed to:
- Formalize competency standards required for effective human resource management activities
- Provide qualification and recognition for human resource personnel
- Provide strong foundation on the practice of Human Resources Management, focusing on key HR areas which equip participants with skills in resource planning, compensation structures, performance management and Malaysian labour & safety laws as well as international concepts on labour.
- Develop knowledge and skills in Human Resource Development, including organizational behaviour, motivation models, change management and organization culture

Certification
Executive Diploma in Human Resource Management & Development will be awarded by the MEF Academy, in cooperation with the International Labour Organisation (ILO) upon completion of all program requirements.

Assessed Competencies

<table>
<thead>
<tr>
<th>Research &amp; Project Paper Assignments</th>
<th>40% of competency assessment</th>
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<tbody>
<tr>
<td>Participants are required to research and develop 2 assignment to display level of understand on specific modules</td>
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<table>
<thead>
<tr>
<th>Examination</th>
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<tr>
<td>Participants are required to prepare &amp; sit for a comprehensive examinations to display level of understanding on each module</td>
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Course Fee

<table>
<thead>
<tr>
<th>Programme Fee*</th>
<th>(RM)</th>
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<tbody>
<tr>
<td>MEF Members</td>
<td>6500.00</td>
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<tr>
<td>Non-Members</td>
<td>7000.00</td>
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<tr>
<td>Graduates of MEFA CHRM / CIR</td>
<td>6000.00</td>
</tr>
</tbody>
</table>

* Inclusive of examination, Study Pack, Starter Kit and supporting materials

Who Should Obtain This Certification?
Organizations are encouraged to provide formal certification in human resource management and development competencies for the following categories of staff:
- Human Resource Management (HRM) / Personnel executives, assistance, non-executives and clerical staff seeking formal qualification in HRMD.
- Operational company personnel currently involved and/or providing assistance in HR functions and activities
- Individuals with or without experience, having an interest in HRMD and seeking to pursue a career in HRMD.

Entry Requirements
- Minimum 3 credits in SPM / SPVM or MCE with 2 years working experience

Venue
MEF Training Centre, 3A06 -3A07, Block A, Pusat Dagangan Phileo Damansara II No. 15, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor Darul Ehsan.

Date of Commencement
March 2014

Time
9am - 5pm (Sunday)
### Modules

#### 1. Management Process - Theory & Practice
- Objectives:
  - Provides solid foundation on understanding organizations & management:
  - Management concepts & functions
  - Development of people management theories
  - Strategic Human Resource Management
- Hours: 24

#### 2. Employee Resource Planning & Policies
- Objectives:
  - Introduction to Human Resource Management
  - HR Balance Scorecard
  - Manpower planning & job evaluation
  - Resourcing strategy, demand & supply forecasting
  - Organisational structure & design of jobs
  - Breakdown of job contents of task, activities, tools & equipment and person specification
  - Recruitment & employment contract
  - Succession and career management planning.
- Tutorial & Examination: 12
- Total Hours: 92

### Modules

#### 3. Designing, Benefits Compensation Plans & Policies
- Objectives:
  - Introduction on Reward Systems
  - Wage theories like Compensation Management, Job Evaluation Wage setting
  - Development of Salary Structures
  - Employee benefits/fringe benefits
  - Productivity / Performance Linked Wage System (PLWS)
  - Three dimensional reward system and Industrial Court Guidelines
- Hours: 56

#### 4. Performance Management & Employee Development
- Objectives:
  - Performance management process & methods
  - Performance appraisals – quantitative & qualitative approaches
  - Concepts of Balance Scorecard
  - Appraisal techniques - competency, key performance indicators, key result areas, management by objectives
  - Practical aspects of implementing the performance appraisal
  - Poor performance improvement
  - Performance development - training needs analysis
  - Adult learning principles for development
  - On-the-job training / performance coaching
- Tutorial & Examination: 12
- Total Hours: 124

### Modules

#### 5. Industrial & Labour Laws of Malaysia
- Objectives:
  - Introduction to Labour Relations and the Malaysian Industrial Laws.
  - Scope of the Employment Act 1955
  - Employment Law - Rights, Liabilities and Remedies
  - Scope of Industrial Relations Act 1967
  - Rights of workmen and employers protection
  - Employment contract & terms of service
  - Employee issues on absenteeism, discipline & misconduct
  - Disciplinary Procedures & domestic inquiry
  - Termination of Employment
- Hours: 40

#### 6. Employee Health & Safety Laws of Malaysia
- Objectives:
  - Introduction to M’sian legislation
    - OSH Act, 1994
    - Factories and Machinery Act, 1967
    - Safety and Health Committee Regulation 1996
  - Occupational Health
    - Overview of Occupational Health
    - Occupational Diseases & Health Related Problem
  - Occupational Safety
    - Housekeeping and Physical Arrangement
    - Physical Hazards
- Tutorial & Examination: 12
- Total Hours: 76

#### 7. Organizational Behaviour & Development
- Objectives:
  - Understanding of Organisational Behaviour
  - Theory on human behaviour
  - Motivation Models
  - Impact of Organizational Structure
  - Group & Team Dynamics
  - Organisational Leadership
  - Development of Organizational Culture
  - Principles of Change management
- Hours: 40

#### 8. International Aspects of Human Resource Management
- Objectives:
  - Understanding international aspects of human resource management
    - Social clauses & WTO
    - Global compact
    - Free Trade Agreements
    - Social Security Net
  - Corporate Social Responsibility
    - Principles & Concept
    - CSR & HR Management
    - Fair Employment Practices
- Hours: 40
## Certificate In Human Resource Management

The MEF Academy Certificate Program in Human Resources Management is designed to provide practical knowledge and skills for individuals currently employed in the human resources and administration function and who are considering entering the Human Resources field.

The program is designed to:
- Formalize the competency standards required for effective administration of the human resource administration activities
- Provide basic qualification and recognition for human resource non-executives, clerical assistants and executives.
- Provide an overview of the practice of Human Resources Management, focusing on key HR administration areas which equip participants with skills in performing and supervising activities in the HR department
- Develop knowledge and skills in providing practical assistance in human resource practices including motivation, maintaining and retaining organization employees

### Awarding of Certification

Certificate will be awarded by MEF Academy to participants upon successful completion of the course. This programme is the foundation for the Executive Diploma in HRM & Development.

### Venue

MEF Training Centre, Pusat Dagangan Phileo Damansara II, Petaling Jaya,

### Date of Commencement

April 2014

### Assessment

#### Research & Project Paper Assignments
Participants are required to submit an assignment (2,500 words/10 pages) on:
- Organisational HR Management Project (25%)
- Performance Management Systems Project (25%)

#### Examination
Participants are required to prepare & sit for a comprehensive examination on all 5 modules to display level of understanding on each module

### Course Fee

<table>
<thead>
<tr>
<th>Programme</th>
<th>MEF Members (RM)</th>
<th>Non-Members (RM)</th>
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<tr>
<td>Programme Fee*</td>
<td>3000.00</td>
<td>3400.00</td>
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*Non-Member: All Fee are to be made payable to MEF Academy Sdn Bhd
Member: All Fee are to be made payable to Malaysian Employers Federation

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<table>
<thead>
<tr>
<th>Modules</th>
<th>Objectives</th>
<th>Hours</th>
</tr>
</thead>
</table>
|         | • International Labour Organisation (ILO)  
- Functions of ILO
- International Labour Standards (ILS) and industrial relations
- ILO Conventions  
Tutorial & Examination | 12 |
| Total Hours | 92 |
| 9. Assessments |  
- Organisational HR Project Paper (50%)  
- Tutorial for Examination (50%) | 16 |
| Total Hours Executive Diploma In HRMD | 400 |
## Certificate in Industrial Relations

The MEF Academy Certificate in Industrial Relations is designed to provide basic and practical knowledge & skills for all levels of employees, including industrial relations personnel, human resources personnel, operational supervisors & managers requiring a wide understanding of the industrial relations and labour laws in managing human resources.

The program is designed to:
- Formalize the competency standards required for effective application of the industrial relations activities within an organisation
- Provide basic qualification and recognition for human resource and industrial relations non-executives, clerical assistants and executives.
- Provide an overview of the practice of Industrial Relations & Labour Laws, focusing on key areas which equip participants with the skills in performing and supervising human resource management.
- Develop knowledge and skills in providing practical assistance in disciplinary procedures, termination, collective bargaining and compensation administration.

### Awarding of Certification

Certificate will be awarded by MEF Academy to participants upon successful completion of the course. This programme is the foundation for the Executive Diploma in Industrial Relations.

### Date of Commencement

May 2014

### Assessment

#### Research & Project Paper Assignments

Participants are required to submit an assignment (2,500 words / 10 pages) on:
- Module 1 & 2 Project Paper (25%)
- Module 3 & 4 Project Paper (25%)

#### Examination

Participants are required to prepare & sit for a comprehensive examination on all 5 modules to display level of understanding on each module

### Course Fee

<table>
<thead>
<tr>
<th>Programme</th>
<th>MEF Members (RM)</th>
<th>Non-Members (RM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Fee*</td>
<td>3200.00</td>
<td>3500.00</td>
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</tbody>
</table>

*Inclusive of examination, Study Pack, Starter Kit and supporting materials

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**The Modules**

<table>
<thead>
<tr>
<th>Modules</th>
<th>Objectives</th>
<th>Hours</th>
</tr>
</thead>
</table>
| 1. Human Resource Planning       | • Overview of HR function  
                                 | • Understanding HR planning process  
                                 | • HR Policies & Procedures  
                                 | • Skills of the HR Practitioner  | 8 hours |
| 2. Human Resource Administration | • Recruitment & Selection Process  
                                 | • Job Analysis & Job Evaluation  
                                 | • Conducting Interviews  
                                 | • Employee Induction Program  
                                 | • Probationary requirements  
                                 | • Maintenance of employee records  
                                 | • HR documentations  
                                 | • Assignment: Organisational HR Project (25%)  | 16 hours |
| 3. Performance & Reward Administration Systems | • Appraisal Interviews  
                                 | • Understanding compensation structures  
                                 | • Performance management systems  
                                 | • Payroll administration processes  
                                 | • Assignment: Performance Management Systems Project (25%)  | 16 hours |
| 4. Industrial Relations And Safety & Health | • Overview of OSHA 1994 & Regulations  
                                 | • A Safety & Health Policy  
                                 | • Overview of Employment Act 1955  
                                 | • Overview of Industrial Relations Act 1967  
                                 | • Discipline & Termination  | 16 hours |
| 5. Organisational Behaviour, Communication & Development | • What is Organisational Behaviour?  
                                 | • Creating the Employee – Organisational Linkage  
                                 | • HR Communications Systems  
                                 | • Training Needs Analysis & Employee Development  | 8 hours |
| 6. Assessments                   | • Examination (50%)  | 4 hours |

**Total Hours**

Over Duration Of 2 Months

68 Hours
### Ventures

**Venue**
MEF Training Centre, Pusat Dagangan Phileo Damansara II, Petaling Jaya,

**Duration**
2 months

**Time**
Sunday: 9.00am – 6.00pm

### The Modules

<table>
<thead>
<tr>
<th>Modules</th>
<th>Objectives</th>
<th>Hours</th>
</tr>
</thead>
</table>
| 1. Employment Act 1955 & Regulations        | • Introduction to Act 1955  
• Fundamental minimum terms of employment e.g. hours of work, annual / sick leave, priority of wages, advances, deductions, contracts  
• Employment Regulations                    | 16 hours |
| 2. Industrial Relations Act 1967            | • Rights of Workmen & Employers  
• Management functions  
• Trade Union  
• Recognition of Trade Union  
• Collective bargaining & agreement  
• Industrial Court matters  
• Assignment: Project on Module 1 & 2 (25%) | 8 hours |
| 3. Disciplinary Procedures                   | • Principles of Natural Justice  
• Misconduct  
• Due Inquiry  
• Excessive leave, absenteeism and poor performance  
• Domestic Inquiry Procedures                | 16 hours |
| 4. Discipline & Termination Of Employment   | • Types of misconduct  
• Dismissal  
• Termination of Employment eg. poor performance, retrenchment, constructive dismissal, fixed term contract  
• Assignment: Project on Module 3 & 4 (25%) | 16 hours |
• Industrial Court Guidelines  
• Analysis of Collective Agreements           | 8 hours |

### Certificate In Training Administration

The Certificate in Training provides participants with a solid foundation in understanding the strategic role of training within an organization and the practical implementation of the training cycle.

The program is designed to:
- Formalize the competency standards required for effective administration of the complete training cycle activities
- Provide basic qualification and recognition for training / human resource non-executives, clerical assistants and executives.
- Develop knowledge, skills and expertise in the administration of training activities including the National Human Resource Development Funds (HRDF) schemes
- Develop knowledge and skills in providing practical assistance in conducting training needs analysis, planning, development of training documentation and training evaluation

### Awarding of Certification

Certificate will be awarded by MEF Academy to participants upon successful completion of the course. This programme is the foundation path for the Executive Diploma in HRM & Development.

### Venue

MEF Training Centre, Pusat Dagangan Phileo Damansara II, Petaling Jaya,

**Date of Commencement**
June 2014

**Time**
Monday & Wednesday: 6.00pm – 8.00pm
Saturday: 9.00am – 5.00pm

**Duration**
2 months

### Assessment

**Research Assignments**
Participants are required to submit an assignment (2,500 words/ 10 pages) on:
- Training Needs Analysis Project  
- Research & Concept Skills in Materials Development

60% of competency assessment

30% for each assignment

**Examination**
Participants are required to prepare & sit for a comprehensive examination on all 5 modules to display level of understanding on each module

40% of competency assessment

### Course Fee

<table>
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<tr>
<th>Programme</th>
<th>MEF Members (RM)</th>
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<tbody>
<tr>
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</table>

* Non-Member: All Fee are to be made payable to MEF Academy Sdn Bhd  
Member: All Fee are to be made payable to Malaysian Employers Federation  
* Inclusive of examination, Study Pack, Starter Kit and supporting materials
The Modules

<table>
<thead>
<tr>
<th>Modules</th>
<th>Objectives</th>
<th>Hours</th>
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</thead>
</table>
| 1. Fundamentals of Training     | • Overview of Organisational Development  
                                 | • Understanding the strategic approach to training  
                                 | • Comprehensive knowledge on the steps involved in a training cycle | 4 Hours  |
| 2. Planning for Organisational Development | • Understanding the importance of the Training Needs Analysis (TNA) for performance and organisational development  
                                 | • Knowledge on the step-by-step process and the role of training administrator to assist in the TNA.  
                                 | • Understanding the competency analysis and the training intervention required.  
                                 | • Understanding the development of the Training Strategy  
                                 | Assignment: Project Paper on Training Needs Analysis | 16 Hours  |
| 3. Effective Program Development & Administration | • Basic Adult learning principles  
                                 | • Understanding learning objectives and program structure  
                                 | • Basic skills in research and concept development for assisting with the development of training materials  
                                 | • Planning and assisting with the program administration requirements  
                                 | Assignment: Project Paper on Research & Concept Skills | 8 Hours  |
| 4. Training Evaluation Tools    | • Understanding the effectiveness of training with the 4 levels of Evaluation  
                                 | • Knowledge on the development of training evaluation tools  
                                 | • Understanding of the administrative aspects of assisting with the evaluation tools | 4 Hours  |
| 5. Training Administration      | • Defining the national training framework in Malaysia  
                                 | • Importance of the training administrator role in the training department / organisation  
                                 | • Understanding the Human Resource Development Fund Schemes  
                                 | • Practical information on the completion of the relevant forms to fully utilize the organization’s contribution | 8 hours  |

Assessments

<table>
<thead>
<tr>
<th>Assesments</th>
<th>Examination</th>
<th>4 Hours</th>
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</thead>
</table>

Total hours

<table>
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<tr>
<th>Total hours</th>
<th>Over duration of 2 months</th>
<th>44 hours</th>
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</thead>
</table>

Certificate In Business English

This program is designed primarily to improve proficiency in English language to be used confidently, effectively and efficiently in business situations, involving internal staff and external customer service.

Participants are provided step-by-step guidance to equip them with the essential macro-skills of language learning principles and communicative strategies specifically for business contexts, to build their self-confidence with correct and appropriate English. This intensive course addresses the academic and practical aspects of Business English including pre-assessment tests, demonstration of English usage in business situations and examination of English principles.

The program is designed to:
- Provide participants with the general proficiency in Business English, which covers four language skills namely, listening, speaking, reading and writing.
- Enable participants to converse, interact and express themselves in a variety of business related situations, with internal and external customers.
- Provide the confidence in speaking and writing in any professional context.

Awarding of Certification

Certificate will be awarded by MEF Academy to participants upon successful completion of the course.

Date of Commencement

July 2014

Assessment

**Assignment & Demonstrations**

Participants are required to successfully demonstrate the use of Business English as well as complete the e-learning assignments

- English Demonstration Assessments (30%)
- E-learning module completion (30%)

**Examination**

Participants are required to prepare & sit for a comprehensive examination on all 4 modules to display level of understanding on each module

40% of competency assessment

Course Fee

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*Inclusive of examination, Study Pack, Starter Kit and supporting materials

Non-Member: All Fee are to be made payable to MEF Academy Sdn Bhd
Member: All Fee are to be made payable to Malaysian Employers Federation
Certificate In Occupational Safety and Health Management

The MEF Academy Certificate Program in Occupational Safety and Health (OSH) Management is designed to provide practical knowledge and skills for individuals currently employed in the occupational safety and health or Human Resources function and who are considering entering the OSH field.

The program is designed to:
- Formalize the competency standards required for effective management of the occupational safety and health activities.
- Provide basic qualification and recognition for individuals implementing occupational safety and health activities in particular non-executives, clerical assistants and executives.
- Provide an overview of the legal requirements and OSH management focusing on four main areas namely OSH managements, OSH legislation, Safety management and Health management.

Awarding of Certification
Certificate in Occupational Safety and Health Management will be awarded by the MEF Academy upon completion of all program requirements.

Venue
MEF Training Centre, Pusat Dagangan Phileo Damansara II, Petaling Jaya,

Target Audience
- OSH Assistants/non-executives
- HRM/Personnel executives, assistants, non-executives, clerical staff
- OSH committee members/representatives

Date of Commencement
September 2014

Time
Tuesday & Thursday : 6.00pm – 8.00pm
Sunday : 9.00am – 6.00pm

Duration
3 months

Assessment

Mini Assignments
Participants are required to submit an assignment (1,000 words/5 pages) at the end of each module:
- 50% of competency assessment
- 12.5% for each mini assignment

Examination
Participants are required to sit for a comprehensive examination on all 4 modules to display level of understanding on each module:
- 50% of competency assessment
### Course Fee

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* Inclusive of examination, Study notes and supporting materials

### The Modules

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</table>
| 1. OSH Management            | • Introduction and history perspective of OSH  
• Principle of Incident Prevention  
• Risk Assessment Technique  
• OSH Management Systems  
• Emergency Response Preparedness and Recovery Planning  
• Incident Analysis and interventions  
• Mini Assignment 1 (12.5%) | 14.5 hours |
| 2. OSH Legislation           | • Introduction to OSH Legislation  
• OSH Act 1994  
• Factories and Machinery Act 1967  
• Safety and Health Committee Regulation 1996  
• Mini Assignment 2 (12.5%) | 10 hours |
| 3. Occupational Health       | • Overview of Occupational Health  
• Occupational Diseases & Health Related Problem  
• Biological Hazards  
• Chemical Hazards  
• Ergonomics  
• Mini Assignment 3 (12.5%) | 11 hours |
| 4. Occupational Safety       | • Housekeeping and Physical Arrangement  
• Physical Hazards  
• Fire safety  
• Office Safety | 10 hours |
| 5. Assessment                | • Four (4) mini assignments (50%)  
• Examination (50%) | 2.5 hours |
| Total Hours                  | Over Duration Of 3 Months | 48 hours |