



EXECUTIVE TRAINING PROGRAMS

2026 - 2027



EM NORMANDIE
BUSINESS SCHOOL



Contents

04		About us
07		Introduction
12		Course Offering 2026-2027
17		Shipping and Port Management
26		Multimodal transportation and International trade
30		Supply chain Management and Logistics
35		Operations and Quality Management
40		Sustainability and Ethics
42		Digital Transformation and Data analytics
46		Senior Management and Leadership
51		Marketing and Sales
54		Financial Management
58		Customized Training



About Us

6 CAMPUSES



CAEN



LE HAVRE



PARIS



OXFORD



DUBAI



DUBLIN

OUR RAISON D'ETRE

EM Normandie guides those who are set on meeting the challenges facing Humanity. Its overarching purpose is to inspire and train the generations of yesterday, today and tomorrow to become stakeholders in a sustainable world.



**Free to think,
Free to learn,
Free to create.**

SCHOOL FOR LIFE

If its students are to become stakeholders in a sustainable world, they must remain the focus as we develop and evolve and commit to a new way of thinking: the notion of School for Life.

SCHOOL FOR GOOD

EM Normandie is committed to a transforming its model, within its ability, to have a positive environmental and societal impact by 2030. It is working with its stakeholders, staff, students, institutions and partners to enact this change.

WHO ARE WE

In Summary

An international Business School anchored in the past, looking to the future

01 Established in 1871

A school established more than 150 years ago

02 6 campuses- Caen, Le Havre, Paris, Oxford, Dublin and Dubai

2 new campuses in Boston, USA and Vietnam opening soon

03 7,000 plus students

Including more than 1000 international students of more than 65 nationalities.

04 Top 1%

Top 1% of global business schools with triple accreditation (AACSB, EQUIS and AMBA)

05 26,000 alumni members

26,000 members of the EM Normandie Alumni network globally

06 +200 partner universities

200+ partner universities worldwide
5000+ partner companies globally

WHO ARE WE

A Top ranked International Business School



Ranked 93rd in the Financial Times European Business Schools Ranking 2025, with its Master in Management ranked 85th worldwide, EM Normandie Business School continues to be recognized among Europe's leading institutions.

93rd

European Business Schools
FT Ranking 2025



Ranked #141–150 Worldwide in
QS Masters in Management (2026)

#141–150

Worldwide

WHO ARE WE

Our Accreditations and Labels



The UAE Ministry of education, through the
Commission for Academic Accreditation (CAA)



The Association to Advance Collegiate Schools
of Business (AACSB)



EFMD Quality Improvement System (EQUIS)



Association of MBAs



IPER: INSTITUTE FOR TEACHING AND PORT RESEARCH

What is IPER

Based in Le Havre, France's leading port for foreign trade, the Port Institute for Education and Research is recognized worldwide as an expert in the field of maritime and port professional training.

Created in 1977 by the Chamber of Commerce and Industry of Le Havre and the port of Le Havre, it has become the specialist in the continuous training of executives in the maritime, port and logistics sector.



IPER: Institute
for teaching and
port research

More than **9,000**
people from over 150 countries have
already benefited from IPER's expertise





Introduction

INTRODUCING THE EM NORMANDIE EXECUTIVE PROGRAMS

Deliver unparalleled performance with an Oxford Executive Diploma

Our executive programs offer a deep dive into specialty areas in the field of logistics and port management. These programmes are designed for experienced professionals to refine their advanced expertise and drive superior performance.

Courses take place over 10 days, with the first six days in Dubai and 4 days in one of our French campus (Le Havre or Paris). During the time spent in France, participants will attend three immersive seminars and get practical insights from port/company visit.

QUICK FACTS



10 Days

Duration



Dubai, Le Havre, Paris

Module location



Classroom

Format



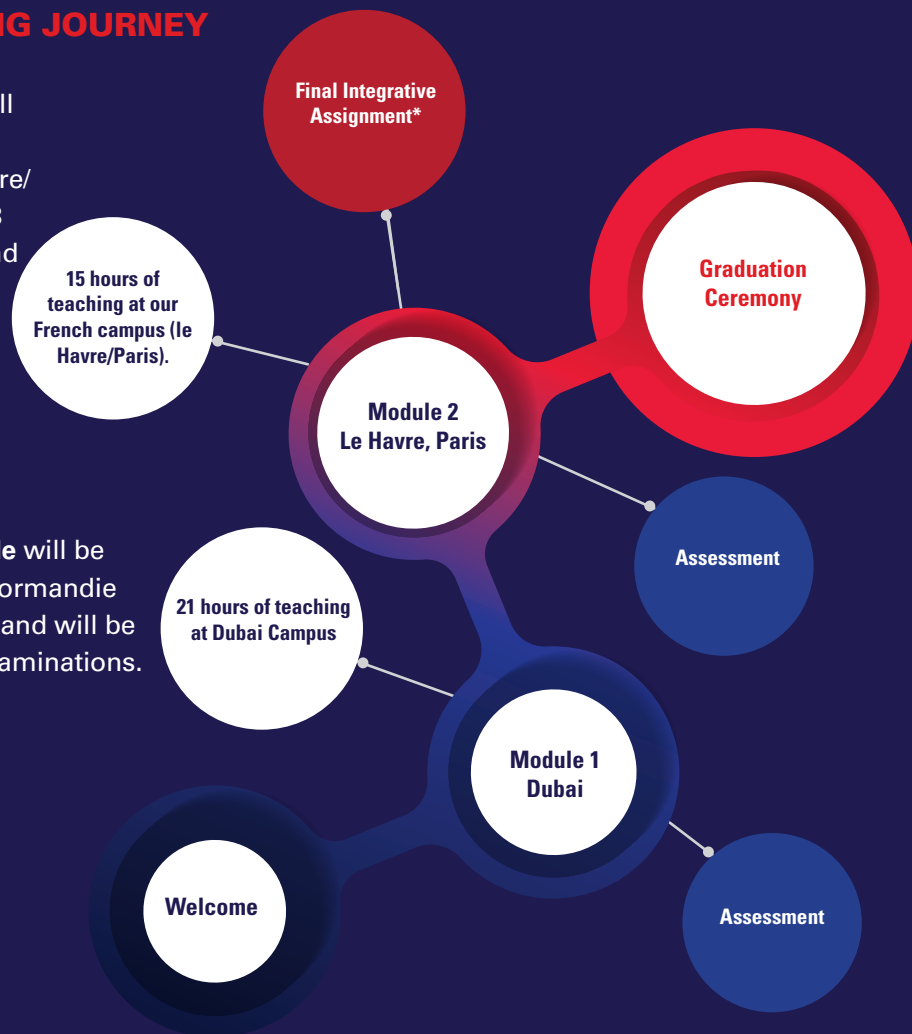
20 experienced executives

Estimated class size

YOUR LEARNING JOURNEY

The second module will be taught in one of our French campus (Le Havre/ Paris) and will involve 3 immersive seminars and port/company visit

The first module will be taught in EM Normandie Dubai Campus and will be assessed by examinations.



WHY CHOOSE EM NORMANDIE EXECUTIVE PROGRAMS IN LOGISTICS AND PORT MANAGEMENT ?

You will

- Join a network of seasoned professionals throughout the world who are, or strive to be, authorities in logistics and port management.
- Successfully navigate the ethical issues and seize the benefits it brings, expand your knowledge of technology and its use in logistics and port management.
- Learn from real-world examples, such as seasoned professionals and special guests who are subject matter authorities in their fields.
- Learn from teachers who are leaders in their fields at a centre for logistics and port management research, and have access to cutting-edge knowledge.
- Become a knowledgeable executive who is prepared to lead effectively in the digital era.
- Become a member of one of the most elite alumni networks in the world to have lifetime access to EM Normandie.

Your organisation will

- Obtain the specialized knowledge and skills necessary to rethink their strategy in the fast-paced corporate environment.
- Obtain the professional tools necessary to foster an innovative culture and keep a competitive edge in the digital age.
- Gain from participant diversity that promotes thinking outside of specific organizations, sectors, and geographical areas.
- Retain and develop top achievers and high-potential employees.

EM NORMANDIE ACADEMIC RIGOUR AND ASSESSMENTS

The core of the design of the Executive certifications is the simultaneous emphasis on academic theory (and «thinking») underpinning current organizational and global issues, as well as the practical procedures (and «doing») by which to successfully navigate them.

This structure's rigour, which honors our longstanding international reputation for academic brilliance, underpins the distinction of these programs.

After completing the programs, participants have the top qualifications, credibility, and skills necessary to influence others inside and outside of their businesses.

Teaching approach

The Executive Certificate programs are taught through a combination of lectures, case studies and syndicate group discussions.

The content is highly interactive and students are encouraged to contribute throughout.

Assessment

The modules will be assessed by an assignment related to your organisation or industry. The assignment would be based on a real time business challenge faced by you or your organisation or your sector.

EXECUTIVE CERTIFICATE

Post completion of both the modules, participants will be awarded EM Normandie business certificate (attested by KHDA) at a traditional EM Normandie end of course ceremony.

Benefits of earning an Executive Certificate

An EM Normandie Executive Certificate is an official declaration of your dedication to lifelong study and professional advancement. Pursuing an Executive Certificate enables you to further your business knowledge and skills on a schedule of your own design. In addition to the knowledge and immediately applicable frameworks you will gain by attending your selected courses, you will:

- Learn from our world-renowned faculty; some of the world's leading management thinkers
- Engage in hands-on, highly interactive learning experiences designed to solve real-world business issues
- Network with a global group of your peers from various industries and functions
- Receive a digital, verified version of your Executive Certificate (Smart Certificate) which you can post on LinkedIn
- Get access to our 26,000 + alumni network across the world

EM NORMANDIE ALUMNI ASSOCIATION

The Association's missions

Founded in 1875, the EM Normandie Alumni Association has 26,000 members in over 100 countries. Its main missions are:

- To unite the EM Normandie community by promoting meetings during professional or festive events: Open Talks, Galas, General Assembly of the Association, anniversaries of the graduating classes or meetings of members from the same city...
- To assist its members throughout their professional careers, from their entry into the School to the end of their working life with the «Future Path» and the «Entrepreneurs Club».
- To support the School's strategy by participating in the influence of its degrees: involving graduates in all the School's highlights, supporting and assisting the Foundation in its development and actions.



+26,000
members



%72
of graduates



%28
of students



%55
lifetime
members



%15
of graduates as
entrepreneurs
since 2014

LEARNING FROM WORLD LEADERS

Meet the faculty

The Executive certificate programs will be delivered by our expert international faculty members and industry experts. Each of our faculty members brings a wealth of expertise and a distinct viewpoint to the table. They are a dynamic blend of seasoned industry experts and renowned scholars. Their varied experiences and areas of expertise cover a broad spectrum of fields, offering participants a deep and all-encompassing educational journey.

To know more about our faculty please scan the code below:



FEES AND FUNDING

The fees for our executive certificate programs are AED 30,000. This includes:

- Tuition
- Course materials
- Essential reading texts
- Assessments
- Supervision
- Daily refreshments during the modules
- Seminars in our international campus (Le Havre,Paris)
- Company/Port visit in one of our international locations (Le Havre,Paris)
- EM Normandie Alumni Membership
- A special evening dinner with your cohort during each module

Travel, visa and accommodation cost is not included in the fees.



COURSE OFFERING 2026 - 2027



Please browse our options, arranged by program topic, in the portfolio below. Further details about the subjects and learning objectives addressed in each course are available on pages 18-60.

All our programs are offered over two modules in Dubai and in our international campus in Le Havre/Paris. Our programs are divided into two categories: Foundation and Masterclass based on the level of expertise covered in the program.



FOUNDATION PROGRAMS

The purpose of Foundation Programs is to help learners who are unfamiliar with the subject matter develop conceptual building blocks. By doing this, conceptual clarity will be ensured before moving on to specialized areas.

MASTERCLASS

These are highly specialized advanced courses taught by subject matter specialists. Participants in these program would be expected to have pertinent conceptual knowledge of the subject matter or maybe asked to do some pre course reading before starting the program.



If our course offering don't meet your training requirements, we can design customized programs based on your requirement. Please get in touch with us to arrange a customized program consultation.

SHIPPING AND PORT MANAGEMENT

Our course offering for the year 2026-2027 in the areas of shipping and port management

Foundation

- Introduction to Port Management: Foundation

Masterclass

- Shipping and port management: Masterclass
- Risk Assessment and security plan for Ports: Masterclass
- Design and construction of port docks: Masterclass
- International Ship and Port Facility Security (ISPS) code training: Masterclass
- Crisis management and port security: Masterclass
- The legal framework of port activities: Masterclass
- The challenges of maritime and port trade: Masterclass
- Port project management: Masterclass
- Health Safety Environment (HSE) Management: Masterclass
- Strategic planning of port operations: Masterclass
- Monitoring and maintenance of port structures: Masterclass
- Port Information Systems: Masterclass
- Operational marketing, KPI's and commercial promotion in Ports: Masterclass
- Financial management in the port environment: Masterclass
- Budgetary control in the port environment: Masterclass
- Ecological transition and environmental management in the port environment: Masterclass

MULTIMODAL TRANSPORTATION AND INTERNATIONAL TRADE

Our course offering for the year 2026-2027 in the areas of Multimodal transportation and International trade

Foundation

- Introduction to Multimodal transportation: Foundation
- Introduction to International trade principles: Foundation

Masterclass

- Transport modes: Masterclass
- International trade principles : Masterclass
- Financing International Trade : Masterclass

SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Our course offering for the year 2026-2027 in the areas of Supply chain Management and Logistics

Foundation

- Introduction to Supply Chain Management: Foundation
- Introduction to Logistics 4.0: Foundation
- Introduction to Sustainability in Supply Chain Management: Foundation

Masterclass

- Supply Chain Management: Masterclass
- Logistics 4.0: Masterclass
- Sustainability in Supply Chain Management: Masterclass

OPERATIONS AND QUALITY MANAGEMENT

Our course offering for the year 2026-2027 in the areas of Supply chain Management and Logistics

Foundation

- Introduction to Operations management : Foundation

Masterclass

- Quality management systems and models: Masterclass
- Agile framework: Masterclass
- Kanban: Masterclass
- Creating an Innovative mindset: Masterclass
- Keeping customers happy: Masterclass

SUSTAINABILITY AND ETHICS

Our course offering for the year 2026-2027 in the areas of Sustainability and Ethics

Foundation

- Introduction to Sustainability: Foundation

Masterclass

- Cases in Ethical Business and Sustainable Development: Masterclass

DIGITAL TRANSFORMATION AND DATA ANALYTICS

Our course offering for the year 2026-2027 in the areas of Digital Transformation and Data analytics

Foundation

- Certificate in Data Analytics: Level 1: Foundation

Masterclass

- Digital disruption and industry 4.0: Masterclass
- Cybersecurity essentials: Masterclass
- Analytics using Python: Masterclass

SENIOR MANAGEMENT AND LEADERSHIP

Our course offering for the year 2026-2027 in the areas of Senior Management and Leadership

Masterclass

- Leading In Multicultural Environments: Masterclass
- Change Management and Organizational Transformation: Masterclass
- Critical issues in Management : Masterclass
- Corporate Governance for leaders: Masterclass
- Creating a compliance culture: Masterclass
- Leading in a disruptive era: Masterclass
- Coaching skills for Managers: Masterclass

MARKETING AND SALES

Our course offering for the year 2026-2027 in the areas of Marketing and Sales

Foundation

- Selling skills Level 1: Foundation

Masterclass

- Social Media and Digital marketing: Masterclass

FINANCIAL MANAGEMENT

Our course offering for the year 2026-2027 in the areas of Financial Management

Foundation

- Certificate in finance : Level 1: Foundation

Masterclass

- Certificate in finance : Level 2: Masterclass
- Certificate in finance : Level 3: Masterclass



Shipping and Port Management



Introduction to Port Management: Foundation

The course offers an introduction to a number of port management topics, including how to oversee port operations and meet local and regional development demands. It offers a conceptual grasp of operations, key players, and port management policies.

Course Goals

Upon completing this course, students will be able to:

- Understand the conceptual basics on port management.
- Learn the global trends in the port industry.
- Understand the dynamics of stakeholders, policies, and issues related to port operations.
- Evaluate strategies and design operations for specific contribution to port management.

Topics covered include

- Introduction to ports- History, roles, governance and importance in global supply chains
- Port Planning
- Basics of terminal operations
- Port investment and finance
- Port performance analysis
- Port safety and security and regulatory framework
- Case studies and on-site demonstration

Shipping and port management: Masterclass

The aim of the course is to familiarize students with the specificity of seaports as complex and important economic facilities, its equipment, subject of activity, production process, provided services, management and directions of development.

Course Goals

Upon completing this course, students will be able to:

- Assess the role and importance of seaports as elements of state infrastructure, transport nodes and links of transport chains.
- Analyse statistical data that characterize port activities, compare and classify seaports, analyse transport accessibility of seaports, analyse port potential usage and duration of ships stay in port.
- Evaluate advantages and disadvantages of various systems and methods of seaport management, interpret changes in technical and organizational development of seaports.
- Devise strategies appropriate for the shipping industry.

Topics covered include

- History of ports
- Port ownership, structure and organisation
- Port management and economic growth
- Port and terminal strategy and investment
- Port authorities and regulatory framework
- Future of ports
- Operating environment of shipping companies
- Case studies and on-site demonstration



Risk Assessment and security plan for Ports: Masterclass

The objective of this training is to provide participants with an in-depth understanding of how to assess risks and deploy security plan for port installations.

Course Goals

Upon completing this course, students will be able to:

- Understand the normative environment of maritime and port security
- Know the main threats to maritime transport and port operations
- Know how to assess risks and deploy a security plan for port facilities
- Know how to manage security on an operational level
- Know and master the principles of crisis management

Topics covered

- The challenges of maritime transport security
- The international normative environment
- The ISPS code
- The main threats
- Risk assessment and security plan
- Crisis management and business continuity
- Case studies and on-site demonstration

Design and construction of port docks: Masterclass

The objective of this training is to provide participants an indepth understanding of the various aspects of the design and construction of port docks.

Course Goals

Upon completing this course, students will be able to:

- Learn the main techniques
- Know how to choose the type of work, its design, the method of consulting companies and its method of implementation
- Know the major aspects of taking soil into account
- Know how to understand sizing and execution calculations

Topics covered include

- Port structures and their functions
- The quay project - preliminary data, criteria for choosing structures
- Geological reconnaissance
- Technical provisions in consultations
- The design of a port
- The design of piled docks
- The design of quays on superficial foundations (gabion weight walls)
- The design of retaining type quays (diaphragm wall sheet piles)
- Sheet pile driving
- Cathodic protection
- Case studies and on-site demonstration

International Ship and Port Facility Security (ISPS) code training: Masterclass

Like safety, maritime security is critical to a ship's operation. On 1 July 2004, the International Ship and Port Facility Security (ISPS) Code went into effect. It covers all vessels over 500 grt engaged in international trade, as well as the ports that provide services to them.

This training covers all aspects of ISPS and provides participants with information on what to anticipate and know how to act in the face of threats.

Course Goals

Upon completing this course, students will be able to:

- Know the ISPS code and security levels
- Know, apply and enforce controls within the premises
- Know how to observe and report concepts about malevolence

Topics covered

- The ISPS code: why?
- The different threats and the means to deal with them
- The organization of access control
- Case studies and on-site demonstration

Crisis management and port security: Masterclass

This training provides participants with the keys to detecting and managing crises related to safety and cyber security within a port area.

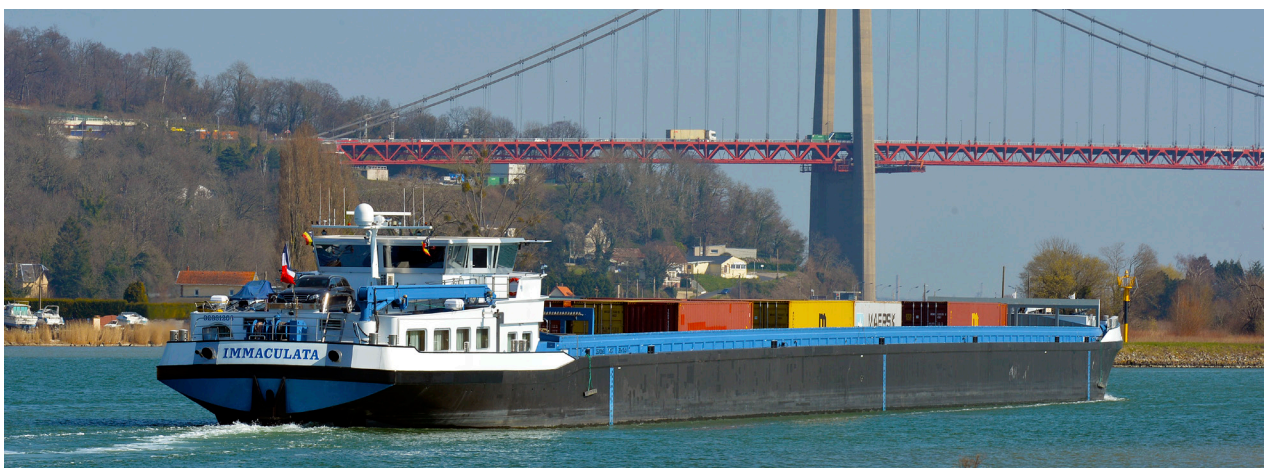
Course Goals

Upon completing this course, students will be able to:

- Manage a crisis situation related to safety and cyber security within a port area
- Know the fundamentals of ISP and cyber security
- Master the fundamentals of crisis management
- Lead, participate in a crisis unit
- Develop the principles of the business continuity plan

Topics covered

- Crisis management theory and practical case
- The continuity plan
- Cyber security
- ISPS security
- Case studies and on-site demonstration



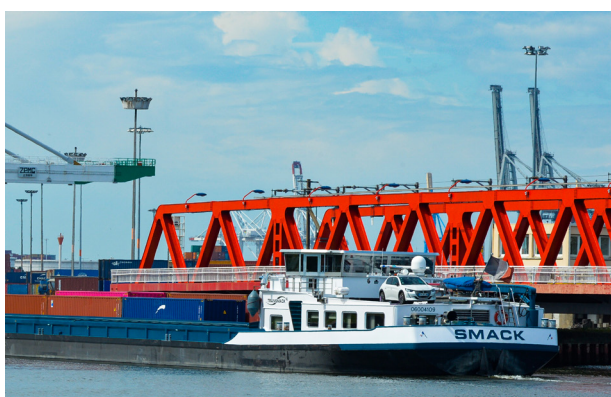
The legal framework of port activities

This training deals with various legal aspects of port activities including claims files or contracts, development/concession projects, etc.

Course Goals

Upon completing this course, students will be able to:

- Know and master the legal context of port management
- Understand the articulation of the roles and responsibilities of the different port stakeholders
- Locate the major risks and issues and be able to insure and prevent them



Topics covered

- The evolution of the port authority
- Organization and missions of a legal service
- Roles and responsibilities of the port handler
- Missions and responsibilities of other port stakeholders
- Port authority liability regimes
- Contractual management of the public port domain
- Port concessions
- Port security and safety
- ISPS and ISO 28000 management by a terminal operator
- Port management and environmental law
- The role of Maritime Affairs
- Regulation of dangerous goods
- Customs missions – The different customs regimes
- Case studies and on-site demonstration

The challenges of maritime and port trade: Masterclass

This training aims to provide participants with an understanding of the main developments in the maritime and port economy and the fundamentals of operating a port terminal.

Course Goals

Upon completing this course, students will be able to:

- Understand the main developments in the maritime and port economy
- Understand port as a modal interface for international trade and an essential link in the logistics chain
- Know how to identify and measure the elements of sustainable port competitiveness
- Know the fundamentals of operating a port terminal
- Understand the challenge of controlling port information flows

Topics covered

- Changes in the maritime and port economy
- The market structure of the port industry
- New threats and opportunities
- The port in the global logistics chain
- Financing and evaluation of port projects
- Port performance and its measurement
- Port pricing
- Operating a container terminal
- The issue and control of information flows
- Case studies and on-site demonstration

Port project management: Masterclass

This training provides participants with the tools needed to effectively manage a port project from design to delivery.

Course Goals

Upon completing this course, students will be able to:

- Assimilate the fundamentals of project management
- Be able to lead the organization phase of a project
- Know how to lead planning processes and use a schedule during the steering phase
- Know how to analyze risks

Topics covered

- The key factors of project success and failure
- Basic concepts of project management
- The different levels of planning: master planning, detailed planning
- The PERT method and its implementation
- The planning and management process
- The use of dashboards to provide reporting and decision support
- Case studies and on-site demonstration

Health Safety Environment (HSE) Management: Masterclass

The focus of this training is to identify various HSE risks and ways to mitigate them within port structures.

Course Goals

Upon completing this course, students will be able to:

- Identify and assess professional risks within a defined scope
- Develop prevention measures and propose them to the head of the establishment
- Implement technological and regulatory monitoring of prevention
- Draw up an inventory of the different concepts (Green) and their links and issues with port activity

Topics covered

- The OHS Organization: the employers responsibility, the actors, the issues, the integration of risk prevention
- Staff Representative Bodies: roles, rules, actions
- Prevention tools: assessment of professional risks, serious and imminent danger, right to alert, analysis of incidents and accidents, specific port risks, communication
- The environmental transition
- HAROPA PORT du Havre's approach (Projects, activities and impacts)
- Environmental inclusion in infrastructure projects
- The environmental impacts of port activities
- Case studies and on-site demonstration

Strategic planning of port operations: Masterclass

This training allows participants to better understand the logistics chain in the context of port management.

Course Goals

Upon completing this course, students will be able to:

- Appropriate the notion of a master plan and become fully aware of the challenge of effective planning
- Measure the importance of integrating port operations in the service of a global logistics chain
- Know the keys to smooth port passage of goods
- Know how to apply fair port pricing
- Implement computerized port management systems

Topics covered

- The evolution of port authorities
- Port economy
- Port performance measurements
- Strategic port planning
- Securing the supply chain - the ISO 28000 standard
- Project evaluation
- Port pricing
- The process of facilitating the passage of goods
- The performance of mass land transport and the regulation of flows
- Planning the port information system and the challenge of controlling information flows
- Case studies and on-site demonstration

Monitoring and maintenance of port structures: Masterclass

The focus of this training is on understanding various aspects of maintenance and monitoring policies of port structures.

Course Goals

Upon completing this course, students will be able to:

- Adopt methods of monitoring and maintaining port structures.

Topics covered

- The maintenance policy for port structures (master plan, purpose, organization and method of monitoring and maintenance)
- Cathodic protection monitoring
- Monitoring of structures using topographical and bathymetric methods
- The instrumentation of the works
- Maintenance dredging
- Cavity detection
- Case studies and on-site demonstration

Port Information Systems: Masterclass

This training focusses on various aspects of Port Information Systems and the Port Single Window with discussions of operations associated with it.

Course Goals

Upon completing this course, students will be able to:

- Have an awareness among the functional departments of port authorities of the present and future realities of Port Information Systems (SIP) and the Port Single Window (GUP)
- Define all concepts, functionalities, benefits, keys and methodologies
- Support participants in the diagnosis of the implementation and operation of the port information system and the port single window.

Topics covered

- The fundamentals of the Port Information System
- Management of stopovers and associated services
- Management of dangerous goods and waste
- Technologies (hardware, software, protocols etc.)
- Human Resource Management
- Statistics and dashboards
- Case studies and on-site demonstration

Operational marketing, KPIs and commercial promotion in Ports: Masterclass

This training is aimed at managers and executives of port marketing departments wishing to develop their skills in port marketing.

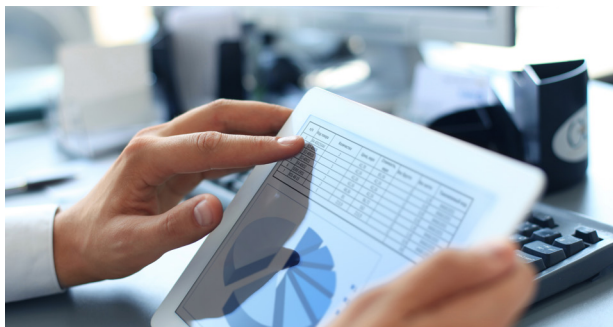
Course Goals

Upon completing this course, students will be able to:

- Appropriate the specificities of port marketing
- Understand the role of marketing in the competitive port context
- Know how to develop a commercial development and promotion plan
- Know how to define and monitor commercial actions

Topics covered

- Marketing in a port context
- Performance indicators
- Strategic marketing and operational marketing in support of the commercial approach
- Concept of major accounts / Sectors.
- The organization and promotion of the port community
- "Smart port" positioning
- Establishing a port promotion plan and forming actions
- Methods and tools for port marketing: economic studies, statistics
- The project approach in collaborative mode
- Case studies and visit to the port of Le Havre
- Study on best commercial practices to be competitive with shipowners.
- Case studies and on-site demonstration



Financial management in the port environment: Masterclass

The objective of this program is to provide a detailed understanding in terms of financial management in the port environment with a special focus on challenges and the possible solutions.

Course Goals

Upon completing this course, students will be able to:

- Optimize the port financial management structure
- Deepen knowledge of analytical accounting and budgetary analysis
- Know how to use performance indicators
- Know how to establish traffic forecasts and develop port pricing
- Know the financial aspects of major port projects

Topics covered

- The legal and operational environment of port activities
- Port economy
- Port traffic forecasts
- Port pricing
- Port planning
- General and analytical compatibility
- Budget management
- Port statistics
- Financing and evaluation of port projects
- The financial arrangement of port concessions
- Case studies and on-site demonstration

Budgetary control in the port environment: Masterclass

This provides a detailed insight into the entire process of budgeting and budget analysis, including various methods for building budgets and forecasting results. The training is unique in that it covers the basics of building a budget and budget analysis in port environment.

Course Goals

Upon completing this course, students will be able to:

- Develop and monitor budget management
- Identify and build reporting tools
- Analyze performance

Topics covered

- Managing the business through budget
- The place of the budget in company strategy
- Developing a complete budget
- Gap measurement and analysis
- Managing the budget process
- Case studies and on-site demonstration

Ecological transition and environmental management in the port environment: Masterclass

This training helps improve practices related to port activities with an objective to preserve natural environments.

Goals

Upon completing this course, students will be able to:

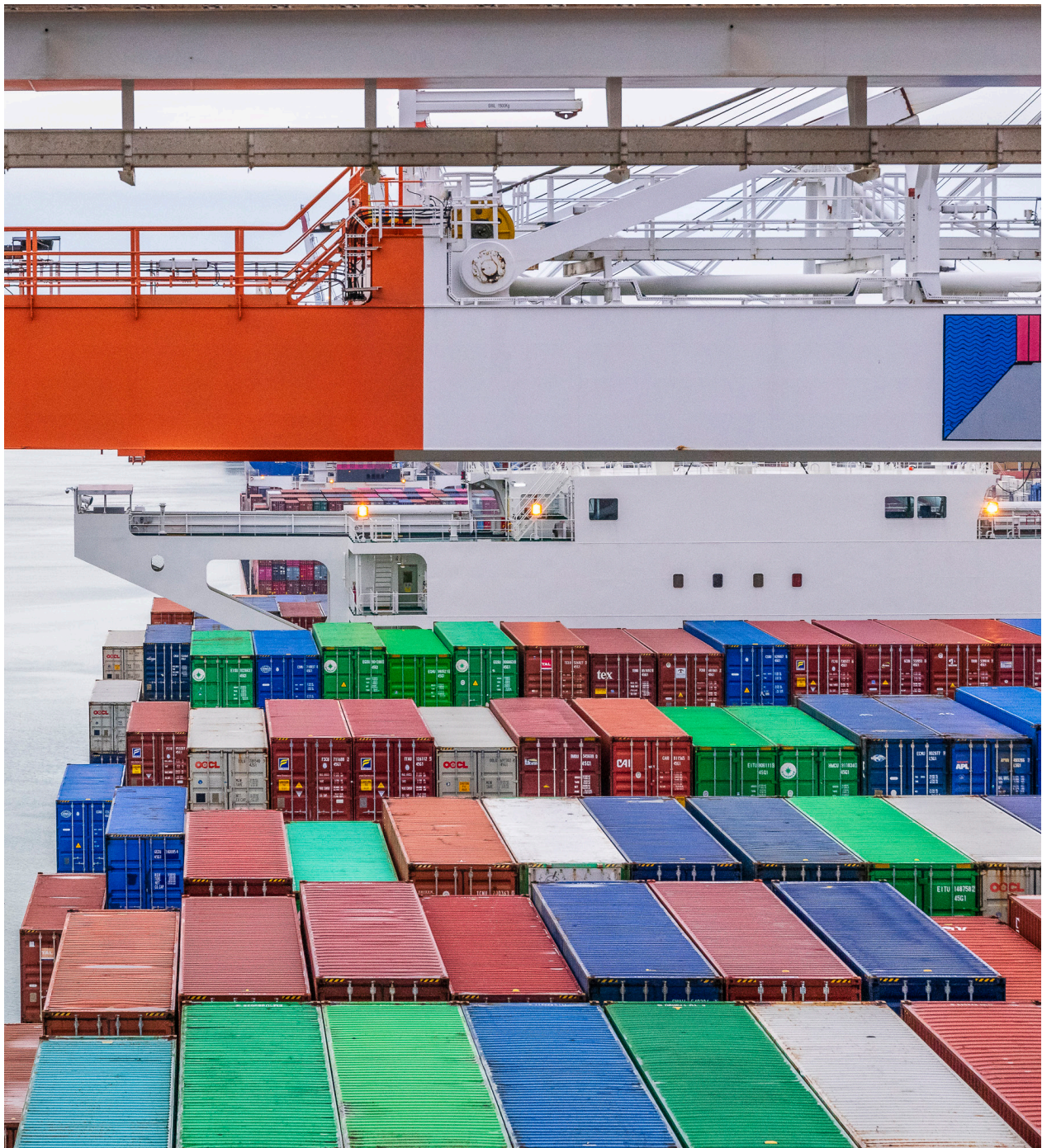
- Understand and control the impacts of various port works on natural environments
- Know how to present projects or practices in favor of the environment

Topics covered

- Maritime and river dredging
- Management of polluted sites and soils
- Waste management linked to port activities
- Treatment of ship waste
- Case studies and on-site demonstration



Multimodal transportation and International trade



Introduction to Multimodal transportation: Foundation

The objective of the program is to provide students with an understanding of the development and characteristics of multimodal transportation. At the end of the course, students will be able to understand/analyse transport flows of goods between countries and the important role of transport operation in global trade.

Course Goals

Upon completing this course, students will be able to:

- Apply knowledge in transport management in a professional context
- Master value concepts in logistics chain
- Identify key challenges faced by commercial intermodal transportation managers.
- Analyse the role of transport management operation in global trade through critical analysis, research systems and methods and evaluative problem-solving techniques.
- Evaluate transport flows of goods between countries by integrating theories in multimodal transport including related regulations, standards, codes, conventions.

Topics covered include:

- Introduction to International trade
- Development of transportation technology
- Growth of freight transport
- Evolution of container transportation
- Evolution of port system
- Concepts of foreland and hinterland
- Handling equipment in intermodal terminals
- Major operations in intermodal terminals
- Intermodal terminals and transport Connection
- Intermodal Movements by Rail/Truck, Sea/Rail, Sea/Road
- Intermodal operations management
- Case studies and on-site demonstration

Transport modes: Masterclass

This course builds on the introduction to multimodal transportation with an objective to bring to students an operational and strategic vision of maritime transportation industry.

Course Goals

Upon completing this course, students will be able to:

- Analyze necessary knowledge regarding different modes of transport.
- Analyze the key principles and concepts in freight, transportation management, multimodal transport operations, and the challenges of transporting dangerous goods by sea, air, and land.
- Explain the basics of maritime transportation.
- Judge the right methodology and decision-making process related to the most efficient transport mode.
- Select how different transport modes could be combined in global logistics.
- Analyse the most critical aspects of a structured project management approach.

Topics covered include:

- Maritime Transport and logistics operations
- Safety and sustainability in the maritime industry
- Operational and legal frameworks of multimodal transportation
- Road, Rail and Air Transports
- Digital project management
- SAP project
- Case studies and on-site demonstration



Introduction to International trade principles: Foundation

The course's goal is to familiarize students with the various aspects of global trade with focus on concepts like Incoterms, trade agreements and documentation and the need for systems for compliance, and risk management.

Course Goals

Upon completing this course, students will be able to:

- Evaluate basic concepts of international trade
- Analyse behaviours of entities present in international trade
- Understand the incoterms and their application in international trade
- Establish basic definitions and strategies related to international trade.
- Illustrate knowledge of incoterms
- Illustrate the ability to apply logistic principles in enterprises operating in international trade.

Topics covered include:

- Introduction to international trade
- Freight, logistics and global supply chain
- Incoterms: Foundations of global trade
- Case studies and on-site demonstration



International trade principles: Masterclass

The course builds on to the introduction to international trade course and focuses on the need for systems for compliance, and risk management in international trade.

Course Goals

Upon completing this course, students will be able to:

- Understand basic mechanisms regulating international trade.
- Understand various types of trade contracts and documentation.
- Assess the financial aspects of international trade including various computations.
- Evaluate different types of risk and controls
- Assess the various global regulations and compliance management requirements

Topics covered include:

- International trade contracts and documentation
- Landed cost Modelling
- Global regulations and compliance management
- Risk management in the maritime and shipping industries
- Bonded warehouses and foreign trade zones
- Case studies and on-site demonstration

Financing International Trade: Masterclass

The essential concepts of trade finance are presented to the students in this course. There is a considerable focus on comprehending the fundamentals of trade finance cycle.

Goals

Upon completing this course, students will be able to:

- Understand concepts of Trade Finance.
- Understand Commercial Contracts and the use of Inco terms.
- Illustrate Knowledge of Commercial Documents.
- Illustrate Knowledge of Methodology of Payments (open trade, advance payment, collection, LC's, BOP).
- Understand Payment Risk – The Risk Ladder.
- Understand Documentary Credit Process.

Topics covered include:

- Basics of trade finance
- Commercial Contracts
- Inco terms.
- Commercial Documents.
- Methods of Payment (open trade, advance payment, collection, LC's, BOP).
- Documentary Credits.
- Case studies and on-site demonstration





Supply chain Management and Logistics



Introduction to Supply Chain Management : Foundation

The course's objective is to give an overview of the fundamental ideas behind supply chain management as well as current methods used by different sectors of the economy.

Course Goals

Upon completing this course, students will be able to:

- Present the key concepts of Supply Chain Management;
- Analyse the best practices in supply chain used by different sector of the economy.
- Analyse supply chain and indicate the measures and indicators of supply chain evaluation and effectiveness.
- Evaluate tools and theoretical concepts used in supply chain.

Topics covered include:

- Basics of supply chain management
- Role of supply chain manager
- Inbound and outbound logistics
- Reverse logistics and outsourcing options.
- Case studies and on-site demonstration



Supply Chain Management: Masterclass

This course builds on the concepts covered in the introduction to supply chain management and addresses the various supply chain strategies across sectors. The course also discusses the usage of SAP and how it can assist any organization in enhancing their supply chain planning, inventory management, and logistics operations.

Course Goals

Upon completing this course, students will be able to:

- Evaluate the various supply chain strategies
- Draw charts to represent flows and to identify added value elements;
- Utilize software(SAP) to monitor and manage Supply Chain activities.
- Evaluate supply chain development opportunities, demonstrate creativity in developing and implementing systems thinking principles.

Topics covered include:

- Supply chain strategies
- Process Engineering
- SAP implementation
- Case studies and on-site demonstration



Introduction to Logistics 4.0: Foundation

The course's goal is to give students a broad understanding of the enormous changes that technology is bringing about in supply chain companies.

Course Goals

Upon completing this course, students will be able to:

- Develop knowledge about the latest digitization techniques and future smart supply chain
- Understand the dynamics of logistics 4.0
- Explain the fundamentals of the intelligent logistic 4.0.
- Manage logistic flow sensibly and autonomously.
- Create solution in supply chain by reinventing logistic flows using 4.0 concept by using internet of thing within interconnected system.

Topics covered include:

- Applications of the Industry 4.0
- Digitization of the product life cycle
- Main actors of the industry 4.0
- Intelligent firms
- Smart Supply chain
- Intelligent logistics 4.0
- Case studies and on-site demonstration



Logistics 4.0: Masterclass

This course addresses the impact of digitalization on logistics operations. Data integrity, SAP, Big Data, and managing disruptions connected to transportation and transportation infrastructures will all be covered in the course.

Course Goals

Upon completing this course, students will be able to:

- Analyze necessary knowledge regarding digital project management.
- Analyze the key principles and concepts in digital supply network and the challenges associated with it.
- Assess key elements of new technologies and information systems in logistics and knows their influence on enterprise development.
- Analyze the most critical aspects of a structured project management approach.

Topics covered include:

- Digital project management
- SAP project
- Digital Supply Network
- Big data and data analytics
- Machine learning, AI, Robotics and Blockchain
- Case studies and on-site demonstration



Supply chain finance: Masterclass

Supply Chain Finance (SCF) is the use of financing and risk mitigation practices and techniques to optimize the management of the working capital and liquidity invested in supply chain processes and transactions.

Course Goals

Upon completing this course, students will be able to:

- Identify elements of Supply Chain Finance.
- Differentiate Supply Chain Finance products and using them.
- Mitigate risks related to Supply Chain Finance.

Topics covered include:

- Concepts of Supply Chain Finance
- Supply Chain Finance products
- Risks associated with Supply Chain Finance
- Risk Mitigation strategies
- Discussion of use cases
- Case studies and on-site demonstration

Introduction to Sustainability in Supply Chain Management: Foundation

This course is designed to introduce students to the subject of environmental and social sustainability from a supply chain perspective. The course will equip students with abilities to understand, analyse and appraise the adoption of social-environmental practices aiming towards building up transparent supply chains.

Course Goals

Upon completing this course, students will be able to:

- Integrate sustainable orientated decision and behaviour into all the supply chain steps.
- Minimize environmental impact with new logistics operations.
- Suggest changes within the supply chain with sustainable and financial objectives
- Develop sustainable sourcing techniques
- Evaluate current issues regarding sustainability throughout the supply chain

Topics covered include:

- Introduction to sustainable supply chain
- Supply chains in a circular and digital economy
- Sources of carbon emissions across supply chain operations
- Strategies to cut emissions.
- Case studies and on-site demonstration

Sustainability in Supply Chain Management: Masterclass

This course builds on the foundation course in sustainability in supply chain management and introduces students to advance concepts in the subject including green purchasing strategy and green product design.

Course Goals

Upon completing this course, students will be able to:

- Integrate sustainable orientated decision and behaviour into all the supply chain steps
- Minimize environmental impact with new logistics operations
- Be sensitive to the life cycle of energy, material and waste
- Suggest changes within the supply chain with sustainable and financial objectives
- Develop sustainable sourcing techniques
- Evaluate current issues regarding sustainability throughout the supply chain
- Analyze and calculate the carbon footprint (direct and indirect)
- Devise sustainable development strategies without compromising financial results
- Propose treatment processes and appropriate logistics for transporting waste

Topics covered include:

- Green purchasing and the role of suppliers towards sustainable supply chains
- Green product design and the role of consumers towards sustainable supply chains
- Reverse logistics Networks
- Supply chains in a circular and digital economy
- Sources of carbon emissions across supply chain operations
- Strategies to cut emissions.
- Case studies and on-site demonstration





Operations and Quality Management



Introduction to Operations management : Foundation

This course's objective is to give students an overview of different operations management theories and methods with a particular focus on the logistics and shipping sectors.

Course Goals

Upon completing this course, students will be able to:

- Understand enterprise and enterprise management.
- Analyse essence of operations management
- Explain the various concepts of operations management.
- Lead a team and present opinion on operational management issues.

Topics covered include:

- Operations and Supply Chain management
- Operations strategy
- Demand Forecasting
- Sales and operations planning
- Capacity planning
- Inventory Management
- Case studies and on-site demonstration

Quality management systems and models: Masterclass

This course's objective is to give students practical experience with a variety of quality models and methodologies, such as total quality management, lean management, and statistical process control.

Course Goals

- Explain the concepts of operations management.
- Integrate quality management tools and techniques
- Integrate audit and control procedures
- Support internal and external audits with knowledge of audit practices
- Lead a team and present opinion on operational management issues.

Topics covered include:

- Quality Models: Total Quality management
- Statistical quality controls
- Lean operations
- Auditing and control
- Case studies and on-site demonstration

Agile framework: Masterclass

The course is designed to give participants practical experience in utilizing agile frameworks, principles, and tools to move from traditional project management approaches to change-driven approaches.

Course Goals

Upon completing this course, students will be able to:

- Explain the concepts of agile
- Integrate agile methodologies in their work
- Illustrate application of toolkit for implementing agile
- Illustrate knowledge of scrum methodologies

Topics covered include:

- Introduction to agile.
- Difference between «doing» and «being» agile
- Toolkit for implementing agile.
- Introduction to scrum.
- Use cases in port management and logistics
- Case studies and on-site demonstration

Kanban: Masterclass

In the field of business transformation, kanban approaches are growing in popularity. Kanban offers methods for controlling the flow of work and continuously enhancing it. The approach facilitates understanding how to cut down on time spent on non-value-added activities and concentrate on work that is necessary.

Course Goals

Upon completing this course, students will be able to:

- Explain the concepts of kanban
- Integrate kanban methodologies in their work
- Illustrate application of toolkit for implementing kanban
- Evaluate practical application of kanban in port management and logistics

Topics covered include:

- Kanban origins and evolution.
- Kanban concepts, principles and terminology.
- Visualization of work.
- Limiting work-in-process.
- Analyzing the flow of work.
- Kanban metrics and management reporting
- Use cases in port management and logistics
- Case studies and on-site demonstration



Creating an Innovative mindset: Masterclass

Design Thinking

The newest buzzword in innovation is design thinking. This methodical approach will assist the learners in thinking through and coming up with solutions for the issues they encounter. The course will aid in understanding design thinking methodology and how to apply it to the creation of novel solutions.

Course Goals

Upon completing this course, students will be able to:

- Explain the concepts of design thinking
- Understand the role of design thinking in innovation
- Integrate design thinking methodologies in their work
- Illustrate process of design thinking
- Evaluate practical application of design thinking in port management and logistics

Topics covered include:

- Basics of design thinking.
- Design thinking and role in innovation.
- Process of design thinking.
- Ways to synthesize ideas to a cohesive, practical products and solutions
- Case studies and on-site demonstration



Blue Ocean Strategy

Blue ocean strategy is about how to use differentiation to open a new market space and create new demand. It is about creating and capturing uncontested market space, thereby making the competition irrelevant.

Course Goals

Upon completing this course, students will be able to:

- Learn the concept of blue ocean strategy.
- Discuss various use cases of blue ocean strategy.
- Understand how to create Competitive advantage using blue ocean strategy.
- Learn new product development using blue ocean strategy.

Topics covered include:

- Concept of blue ocean strategy.
- Blue ocean strategy and role in innovation.
- Process of new product development
- Ways to synthesize ideas to a cohesive, practical products and solutions.
- Case studies and on-site demonstration

Keeping customers happy: Masterclass

Customer Experience

Consumers «today» are extremely demanding with their expectations being quite high. Customer facing employees often face challenges from high customer expectations and the pressure to keep them happy while at the same time safeguarding the interests of the business. This training program focusses on aspects of customer experience including how to build feedback loops, track and evaluate the evolving needs of customers, and completely integrate the customer experience into the organisation.

Course goals

Upon completing this course, students will be able to

- Analyze Customer journey.
- Understand the importance of taking the extra mile.
- Become happiness engineer.
- Use customer experience as a strategy.
- Integrate methods to improve customer experience strategy.
- Understand the link between customer experience and customer retention.
- Measure customer experience

Customer Journey Mapping

A customer journey map is a graphical representation of the stage's customers take when they interact with an organization, whether its through a product, an online experience, a retail experience, a service, or any combination of these. As the number of touchpoints increases a customer journey map becomes increasingly difficult but essential.

Course Goals

Upon completing this course, students will be able to

- Identify and understand key customer segments
- Develop a detailed customer journey for these segments
- Understand what key customer journeys drive the business



Sustainability and Ethics



Introduction to Sustainability: Foundation

This course is designed to introduce students to the subject of environmental and social sustainability. The course will equip students with abilities to understand, analyse and appraise the adoption of social-environmental practices.

Course Goals

Upon completing this course, students will be able to:

- Understand the concept of sustainability
- Integrate sustainable orientated decision and behaviour into all aspects of decision making
- Be sensitive to the life cycle of energy, material and waste
- Evaluate current issues regarding sustainability
- Analyze and calculate the carbon footprint (direct and indirect)
- Devise sustainable development strategies without compromising financial results

Topics covered include:

- The 4R framework
- UN's Sustainable Development
- Corporate sustainability and Environmental, Social and Corporate governance
- Carbon footprint
- Waste Management
- Case studies and on-site demonstration

Cases in Ethical Business and Sustainable Development: Masterclass

The course analyses the key ethical dilemma faced by global companies in various sectors in the areas of sustainable development. Students will discuss and analyse a selection of cases about ethical and sustainable business development to draw lessons and learnings.

Course Goals

Upon completing this course, students will be able to:

- Evaluate the concepts of sustainable development and ethics and what is at stake for the organization.
- Judge the gap between ethical and sustainable theoretical issues
- Analyze the various practices of ethical and sustainable business development.
- Devise and argue for business ethical values.
- Critique different business practices with respect to sustainable development and ethics

Topics covered include:

- Introduction to business ethics
- Case 1: Shell, Greenpeace and Brent Spar: the policies of dialogue
- Case 2: Challenger flight 51-L: a case history in whistle blowing
- Case 3: Nestlé baby milk substitute and international marketing
- Case 4: Cathay Pacific Airways: implementing a sustainable development
- Case 5: Rio Tinto Group's sustainable development agenda
- Case 6: Prototyping a Scalable Smart Village to Simultaneously Create Sustainable Development and Enterprise Growth Opportunities
- Case 7: Tata Nano: Dilemmas in Sustainable Development
- Case studies and on-site demonstration



Digital Transformation and Data analytics



Digital disruption and industry 4.0: Masterclass

This course covers major tendencies related to digital disruption and key technologies grouped under an umbrella term Industry 4.0. The course analyses the most innovative technologies such as AI, IOT, robotics, 3D printing and how companies design strategies to cope with the challenges of the digital transformation.

Course Goals

Upon completing this course, students will be able to:

- Assess the nature of industry 4.0
- Analyze the key aspects of industry 4.0 in terms of challenges and opportunities
- Illustrate key digital technologies and products.
- Recommend key digital business models.
- Design and lead a digital transformation.
- Understand the various transformative technologies that are disrupting industries
- Analyze technological and managerial challenges related to these emerging technologies
- Discuss key features brought about the latest technological revolution.

Topics covered include:

- Theories of innovation
- 4th Industrial Revolution
- Trends and driving forces of Industry 4.0
- Technological innovations & digital disruption
- Patterns of technological innovation
- Disruptive innovation & digital reality
- Emerging technologies and Industry 4.0
- Disruptive implications of Industry 4.0 for organizations.
- Case studies and on-site demonstration

Cybersecurity essentials: Masterclass

This is a specialist program designed for practitioners with the goal of talking about the new dangers in the cybersecurity space and how to deal with them.

Course Goals

Upon completing this course, students will be able to:

- Evaluate the critical role of cybersecurity.
- Understand Various types of cyber attacks.
- Illustrate how to combat cyberattacks and cybercrimes.
- Analyse new trends, regulations and best practices in the area of cybersecurity

Topics covered include:

- Types of cyber attacks
- Governance and risk management, security vs privacy.
- Access control management & network security concepts.
- Incident response, change management, log management.
- Business continuity management and disaster recovery.
- Emergent trends in cyber security in port management and logistics
- Case studies and on-site demonstration

Certificate in Data Analytics: Level 1: Foundation

Basics of Data analysis using Excel

With the help of charts, tables, formulae, and templates, participants will learn how to apply sophisticated Excel capabilities to expedite their operational work, increase productivity, and improve spreadsheet usage.

Course Goals

Upon completing this course, students will be able to understand:

- Usage of range names and custom formats.
- Usage of formulas and functions for decision making.
- Managing, sorting and filtering tables.
- Working with charts and pivot tables.
- Working with multiple workbooks.

Excel Macros

Macros can be used to automate processes in Excel. Excel macros are programs that let you easily automate repetitive operations and features with a single button click. This program gives you an overview of the various uses for macros, including the creation of numerous new sheets with a simple layout and the summarization of datasets that can be automated by using Excel's built-in macro features.

Course Goals

Upon completing this course, students will be able to understand:

- Excel macros features.
- Auto new sheet creation with a basic design using macros.
- Summarizing data using macros from various worksheet datasets.

SQL primer for Data analysis

The goal of this course is to give students a fundamental grasp of SQL by having them use the Microsoft SQL Management Studio tool to organize data, analyze and work with data to get insights, and write simple queries to extract data from tables.

Course Goals

Upon completing this course, students will be able to understand:

- Common command functions.
- String & conversion functions.
- Math functions.
- Logical functions.
- Aggregate functions.

Analytics using Python: Masterclass

Python is a versatile programming language that's gaining popularity for use in data analytics projects. Python is being used by businesses all around the world to extract insights from their data and gain a competitive advantage. This course explains how to undertake data science projects using Python. The course will specifically cover how to prepare data for analysis, carry out basic statistical analysis, and develop statistical models.

Course Goals

Upon completing this course, students will be able to:

- Import datasets in python.
- Prepare the data for data analysis.
- Descriptive statistics using python.
- Develop models using python

Topics covered include:

- Library Panda for getting data ready
- Library Numpy for high-level calculations
- Library SciPy for complex mathematical calculations
- Library Matplotlib for data visualization
- Library Seaborn for advanced data visualization
- Library Statsmodels for statistical analysis
- Library Plotly for 3D visualization
- Library scikit-learn for Machine Learning
- Case studies and on-site demonstration





Senior Management and Leadership



Leading In Multicultural Environments: Masterclass

This course provides students with the theoretical background and practical knowledge necessary to recognize the role of culture in the functioning of individuals and teams and the existence of cultural differences in the conduct of team management, and leadership in global and virtual teams.

Course Goals

Upon completing this course, students will be able to:

- Demonstrate the ability to collaborate effectively.
- Work in a multicultural environment.
- Improve leadership skills.
- Motivate and influence team members.
- Develop open-mindedness.

Topics covered include:

- Foundations of multicultural management
- Introduction to diversity issues and challenges
- Implications of cultural differences in global business and leadership
- Hall's Cross cultural communication paradigm, verbal & nonverbal communication
- Conflict management issues in cross cultural settings
- The case of Global and virtual teams
- Characteristics and challenges of leading Global and virtual teams
- Developing skills for global leaders
- Case studies and on-site demonstration

Change Management and Organizational Transformation: Masterclass

The course leads students through various stages of change management including identifying the need for change, understanding what needs to be changed, designing the strategy for change, implementing and sustaining change.

Course Goals

Upon completing this course, students will be able to:

- Explain change management and the related key concepts.
- Champion organizational transformation and the related key concepts.
- Illustrate the Need or Opportunity for Change.
- Assess what needs to be changed using the existing information.
- Design and lead an organizational transformation project.

Topics covered include:

- Managing change
- Recognising the need for change
- Diagnosing what needs to be changed
- Leading the change
- Planning the change
- Implementing change and reviewing process
- Sustaining change
- Case studies and on-site demonstration

Critical issues in Management : Masterclass

The fundamental objective of this course is to strengthen the student's ability to understand complex management issues and to address these in realistic settings.

Course Goals

Upon completing this course, students will be able to:

- Explain general concepts related to management.
- Evaluate the main critical issues in management.
- Analyse different managerial alternatives.
- Solve managerial problems.
- Develop open-mindedness.

Topics covered include:

- Management Compensation
- Ethics
- Cultural differences
- Leadership styles
- Accountability and responsibility
- Power dynamics
- Decision Making
- Motivation
- Case studies and on-site demonstration

Corporate Governance for leaders: Masterclass

Our Corporate Governance training program provides a thorough understanding of the core ideas of corporate governance as well as the major forces that shape them. Senior decision-makers and company executives will benefit greatly from this comprehensive training program, which covers concepts, concerns, and practices in the governance structure of contemporary organizations.

Course Goals

Upon completing this course, students will be able to:

- Explain concepts related to corporate governance
- Evaluate Importance of corporate governance.
- Analyse International corporate governance standards
- Understand the role of board.
- Understand Disclosure, transparency and independency.
- Evaluate the role of other stakeholders in corporate governance

Topics covered include:

- Basics of corporate governance
- International Corporate governance standards
- Role of board
- Accountability and responsibility
- Managing Stake holders
- Case studies and on-site demonstration

Creating a compliance culture: Masterclass

All the industries are feeling the pinch of increasing requirements in terms of compliance. It is critical for the entire organisation to be aware of compliance requirements and more importantly to understand that this is non-negotiable. This ideal state scenario requires senior management to set the tone and culture at the top.

Course Goals

Upon completing this course, students will be able to:

- Evaluate the importance of compliance culture across organization.
- Develop compliance culture.
- Implement Entity level controls.
- Champion enforcement of accountability

Topics covered include:

- Basics of compliance
- Elements of compliance
- Cost of noncompliance and its impact
- Importance of internal controls
- Internal audit and its elements
- Case studies and on-site demonstration

Leading in a disruptive era: Masterclass

The latest technological advancement has disrupted practically every industry. The new technologies are no longer a choice rather they have become a necessity if a business wants to grow. For organizations to adapt to these changes, they must be flexible. This necessitates a change in people management, leadership, and business tactics.

Course Goals

Upon completing this course, students will be able to:

- Realize whether they are cognizant of the potential Digital disruption.
- Explore how traditional leadership strategies needs a relook in the current context.
- Understand how to adapt their business to the change.
- Understand how to orient people strategy to facilitate the change.

Topics covered include:

- New technology ecosystem and structure.
- New technology – threat or opportunity.
- HR Management, operations management in the face of new technology
- Opportunities and challenges.
- Use cases in port management and logistics.
- Case studies and on-site demonstration

Coaching skills for Managers: Masterclass

Coaching and mentoring skills are essential in the current age for motivating staff, raising their engagement levels and eliminating the fear that prevents them from taking actions. For these reasons coaching is one of the most powerful activities that a manager can do. This course covers the various aspects of workplace coaching.

Course Goals

Upon completing this course, students will be able to:

- Understand various Coaching models.
- Structure coaching sessions.
- Listen for transformation, helping people break through old patterns and habits.
- Support inspirational action plans and accountability structures

Topics covered include:

- Various Coaching methods and models
- Structuring coaching sessions
- Managing as a coach
- Setting expectation and assessing performance issues
- Coaching practices
- Coaching conversations
- Case studies and on-site demonstration





Marketing and Sales



Selling skills Level 1: Foundation

Effective Selling Techniques

Participants in this program will gain an understanding of how crucial it is to apply effective selling strategies in order to highlight and enhance the relationship between the firm and its clients.

Course Goals

Upon completing this course, students will be able to understand:

- How to manage the customers' expectations to maximize customer value?
- Required skills for the ideal customer service agents in order to manage customers mind set.
- Planning and preparing for the selling journey.
- Presale check list.
- Impact of first impression and first stage of the selling journey.
- Different types of selling, and the cause of the execution.
- Finalizing the sale by ensuring and maintaining customer rapport.
- The importance of product knowledge in the process of sales execution.
- Handling objections and complaints.
- Ensure constant customer satisfaction and trust

Negotiation skills

Participants will comprehend and value the nature of negotiation. The preparation, strategies, and tactics of the negotiating process are some of the major ideas that will be discussed. Through case studies and group exercises, participants will develop their listening, summarizing, and questioning abilities.

Course Goals

Upon completing this course, students will be able to understand:

- The art of negotiation.
- Differences in behavioral styles—passive, aggressive and assertive.
- Planning & preparing for negotiation.
- Communication in negotiation.
- Negotiation strategies.
- Tactics & counter tactics.
- Negotiating across cultures.

Closing skills

The goal of this course is to impart some of the greatest methods and strategies for closing deals and making sales.

Course Goals

Upon completing this course, students will be able to understand:

- How to ask better questions to add value to customer.
- How to persuade customers with a structured approach and using psychology.
- How to handle cases without immediate close?
- How to employ a variety of closing techniques depending on the customer's response and the nature of the interaction?

Social Media and Digital Marketing: Masterclass

The program focusses on the function of digital channels in integrated marketing campaigns and the necessity of having a digital strategy.

Course Goals

Upon completing this course, students will be able to understand :

- Core principles and purpose of digital marketing.
- Strategic approach to Digital Marketing: recognizing benefits of each platform.
- Components of branding and maintaining a successful website.
- Best tools to analyze a website.
- Importance & power of Search: SEO & SEM.
- Fundamentals of Search Engine Optimization (SEO): On page SEO and Off page SEO.
- Importance of Keywords & Quality Score.
- How to generate keywords & select effective ones for a campaign.
- Fundamentals of Search Engine Marketing (SEM): Search Engine
- Advertising and its importance as a driver of quality traffic and leads to the website.
- Social Media Marketing (SMM) : Multi -channel social media

Topics covered include:

- How to develop clear and actionable business objectives for an integrated digital marketing plan.
- Search Engine Optimization (SEO): Techniques to improve On Page SEO and Off Page SEO.
- Tools and techniques to generate effective keywords.
- Search Engine Marketing: techniques to set up an effective Google Ad
- Tips to set up a cost-effective Social Media Marketing Ad (SMM) Exercise
- Google search console & Google analytics- How to analyze different reports, key performance indicators & how to track conversions.
- Importance of setting up remarketing list in digital marketing.
- Email Marketing: Importance of funnel model.
- Latest trends in Digital Marketing.
- Case studies and on-site demonstration





Financial Management



Certificate in finance : Level 1: Foundation

Basics of accounting

Participants in this course will learn about double entry bookkeeping, accounting principles, and how financial entries are created from accounting activities. The course might serve as a starting point for students who want to work in financial analysis but don't have experience in accounting.

Course Goals

Upon completing this course, students will be able to understand:

- Basics of accounting and financial statements.
- Double entry accounting system
- Accounting assumptions and principles.
- Balance sheet, profit and loss and cash flow statements

Basics of financial statement analysis

Participants in the financial statement analysis course will leave with an understanding of accounting principles, concepts, conventions, and important aspects of accounting data. The significance of the various financial statement kinds will be explained to participants. They will get knowledge on how to employ a variety of analytical methods, such as common-size statements and ratio analysis. They will be able to recognize the important line items on the financial statements and how they relate to one another.

Course Goals

Upon completing this course, students will be able to understand:

- Purpose and structure of financial statements.
- Important accounting principles, concepts, conventions.
- Reading and understanding balance sheet, income statement and cash flow statement.
- Trend analysis / common size statements.
- Ratio analysis.

Financial Modelling Using Excel

Through this course, participants will have the ability to apply methodologies to a wide range of financial models and establish frameworks and an understanding of financial analysis and modeling for company analysis.

Course Goals

Upon completing this course, students will be able to understand:

- Linked 3 statement model.
- Assumptions that drive the forecasts.
- Sensitivity analysis.
- Projected financial statements and debt schedule

Certificate in finance : Level 2: Masterclass

▼ Time Value of Money Applications

This course provides a hands-on introduction to basic financial calculations using the time value of money applications. Participants will learn about time value of money and discounted cash-flow principles.

▼ Course Goals

Upon completing this course, students will be able to understand:

- Time value of money calculations
- Principles of time value of money
- Applications of time value of money

▼ Debt Capital Markets (DCM) and Fixed Income

This course covers the rationale for debt financing, the types of borrowers and the types of instruments available. It also focuses on bond pricing and yield curves.

▼ Course Goals

Upon completing this course, students will be able to understand:

- Structure and workings of the international primary markets for debt.
- Types of bonds.
- Yield curve
- Bond pricing – yield and YTM.
- Bond sensitivity analysis – duration and convexity

▼ Derivatives

Participants will learn the structure of all types of derivatives including forwards, futures, swaps, traded options, OTC options. The participants will learn to employ derivatives for hedging and other uses.

▼ Course Goals

Upon completing this course, students will be able to understand:

- Various types of Derivatives
- Forwards and futures – payoff, margining, pricing of futures
- Options strategies – buying and selling strategies
- Interest rate and currency swaps

Certificate in finance : Level 3: Masterclass

▼ Project Financing

The course will provide participants with an overview of the core principles of project finance. Participants will gain a greater insight into project risks and grasp the crucial factors and techniques used in structuring project financings.

▼ Course Goals

Upon completing this course, students will be able to understand:

- Differences between corporate finance and project finance.
- Special purpose vehicle project structure.
- Project risks-stages of project.
- Structuring the project finance.
- PPP in project financing.
- Cash flow modelling.
- Documentation

▼ Corporate Finance

The program will enable members to evaluate the optimal capital structure for an organization and perform organization valuation. The program will cover the main concepts for cost calculation – WACC / COE - and returns concepts – IRR / NPV etc. The attendees will also understand the process for IPO and structuring the M&A transaction.

▼ Course Goals

Upon completing this course, students will be able to understand:

- The players in the capital markets.
- Funding at various stages in the lifecycle.
- Optimal capital structure.
- Cost of capital & returns concepts.
- Valuation approaches – DCF / DDM, relative valuation



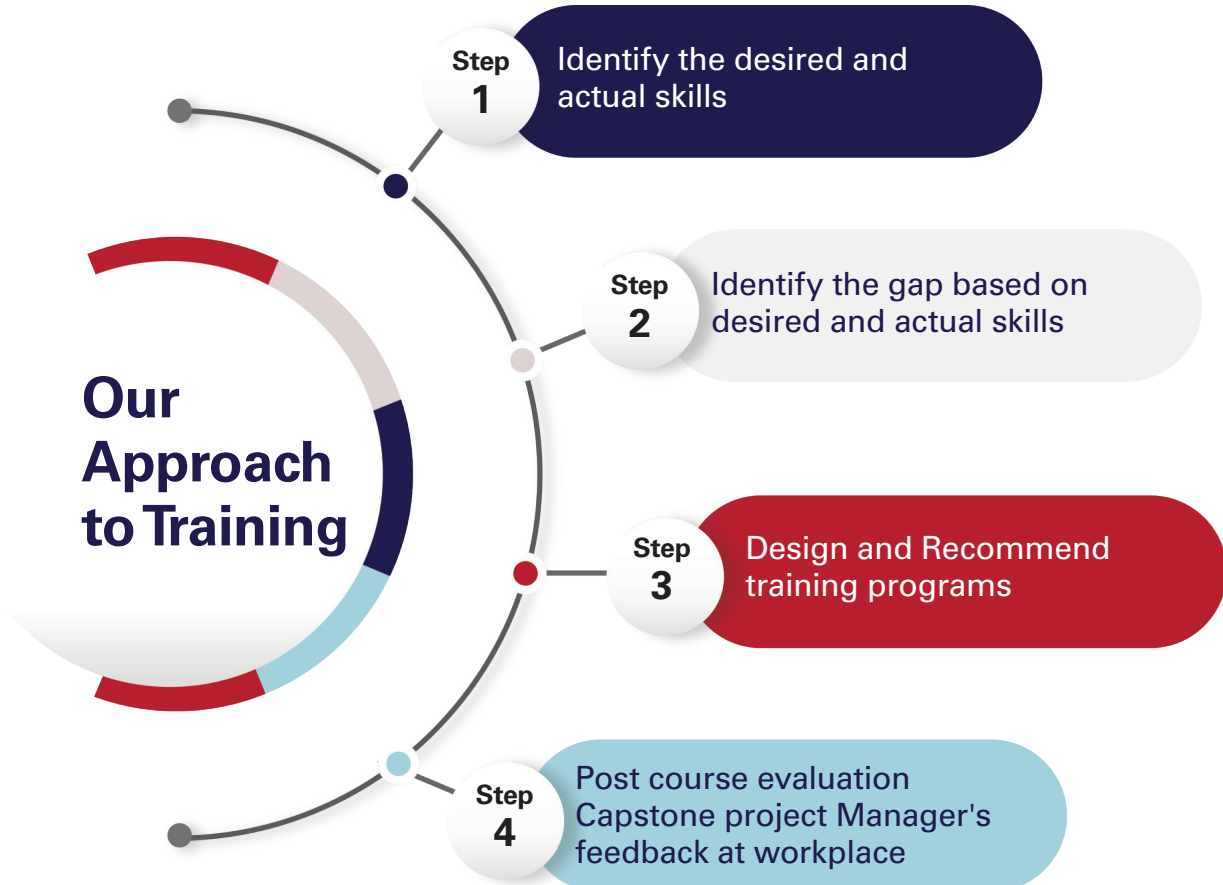
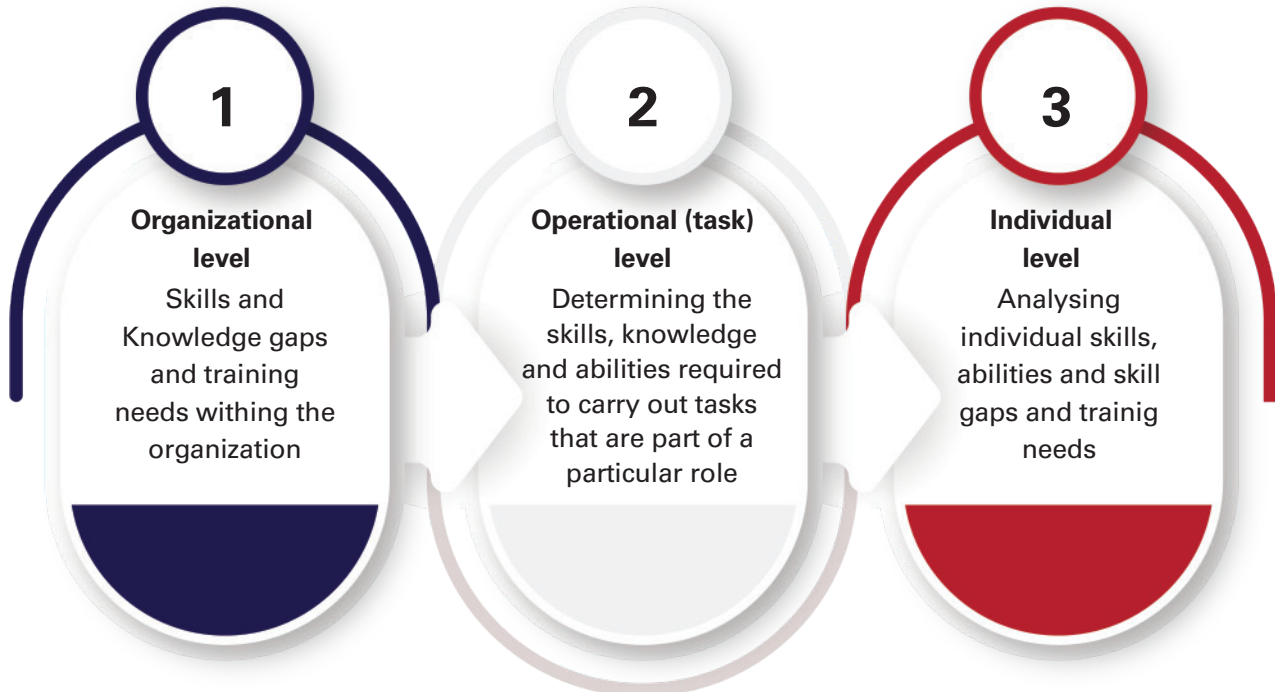
Customized Training



If your training needs are not met with our executive programs we can work with you to develop customised training programs. Whatever your training needs, we have got you covered with our customized solutions

Training Needs Analysis

We can work with you at all these levels



Contact us to learn more.



+971 56 681 6455



admission-dubai
@em-normandie.ae



Dubai Knowledge Park,
Block 14, 3rd Floor, UAE



www.em-normandie.ae