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# **MESSAGE FROM THE BOARD OF DIRECTORS CHAIR**

are today experiencing the quick ascension of the knowledge economy. In these times it isimportant that you have trust in the capabilities of training providers to deliver high quality, relevant and timely training. **Universitas International** provides these assurances of quality and credibility by providing training that is prepared, delivered and certified by world class colleges and universities.

Quality and relevance are two pillars on which our programs are built. The participating colleges and universities have committed regular periodic review of the courses they deliver to ensure that the content is relevant to real-world situations. The Academic Quality Assurance Committee (AQAC), constituted of academic leaders in their respective fields of the participating colleges and universities, is mandated to review and audit every course including delivery and testing. The AQAC also requires the revision of each course each two years to ensure continued relevance to the real world.

The training we offer is practical. Courses begin with an introduction to the theory and standards underlying the various topics and quickly proceed to group project work and practical exercises to ensure that the acquired knowledge is applied.

College and university certification is a seal of credibility. These are not merely certificates of participation, indeed, they certify that the course has been prepared, delivered and examined based on the delivering college or university's quality standards.



**Dr. Jean Bernard Robichaud**Board of Directors Chair

We offer service and support from helping to choose the right course to receiving the participants at the airport, and to ensuring that their experience is fulfilling and rewarding.

Baku, the capital of Azerbaijan, is a welcoming city with world class services, communication and transportation infrastructure. Azerbaijan is a fascinating destination with many modern and historical points of interest. In December 2000, the Old City of Baku, including the Palace of the Shirvanshahs and Maiden Tower were classified as a World Heritage Site by UNESCO. It is widely accepted that the Old City, including its Maiden Tower, date at least to the 12th century, with some researchers contending that certain parts of the ancient wall and the city date as far back as the 7th century.

Universitas International is committed to integrity, quality and transparency. We look forward to be part of improving the skills of trainees and helping them to achieve their aspirations.



# MESSAGE FROM THE ACADEMIC QUALITY ASSURANCE COMMITTEE CHAIR PERSON

behalf of our team at Universitas International, I wish to express our gratitude for your support and trust in our programs and their effectiveness. Your active participation drives our creativity and innovation, and importantly the quality of our programs.

Universitas International is designed to respond to the need for working professionals to receive relevant, advanced training that is certified by internationally recognized academic institutions.

Universitas works with a select group of interna-tionally recognized universities and colleges to offer certified training at an affordable cost and within reasonable time-frames that focus on development, renewal, and improvement of performance.

Our commitment to quality is demonstrated in the operations of the Academic Quality Assurance

Dr. Leslie A. Pal, Chair The Academic Quality Assurance Committee

Committee (AQAC). The AQAC supervises all course structures, content, and delivery. The AQAC also supervises the biannual review of courses to ensure that they are current and reflect changes in the sector. The Committee consists of representatives from our participating institutions. This approach allows us to apply the best practices in quality assurance from our partners.

Baku, Azerbaijan was chosen as the training site because of its comfort and security, access to technology, and outstanding infrastructure. Azerbaijan is also a historical stop on the silk route. It remains a meeting place of many cultures and peoples from Asia, Africa, Europe and The Middle East.

Baku is a hospitable and colorful backdrop to the training sessions.

We are committed to providing governments and business with the necessary tools and skills tomaximize performance and results, and to meet emerging global challenges.

We look forward to exceeding your expectations with both the quality and practicality of our programs.

We will be honored to be part of the continuing success and achievements of your organization.



# **ABOUT UNIVERSITAS INTERNATIONAL**

#### **VALUES**

#### Creativity and innovation

We are committed to delivering the most up-to-date techniques to help improve performances. Our courses are updated and revised regularly to ensure that the participants acquire the most recent developments in their field. Our Design Thinking approach cuts through complexity towards solution based and action oriented capacity building sessions.

We take a human-centered approach to course design and delivery that draws from academic and professional sources to support participants in achieving success.

#### Principled

Academic quality assured by the Academic Quality Assurance Committee and by the instructors who will not tolerate plagiarism and unjustified absences, and who will evaluate in part based on active participation. We are committed, along with participating universities to:

- Ensure quality of the program delivery (including the evaluation of acquisition of skills)
- Accountability
- Transparency

#### Equity and cooperation

We are an international meeting place: a setting where participants from around the world work together to find solutions to common challenges. Our courses are designed to encourage practical group work so that the participants learn from one another and develop an international network of colleagues and friends.

As an organization we do not discriminate and we do not tolerate discrimination or harassment of any form. Universitas adheres to the principles of the following UN Conventions and Declarations:

- International Convention on the Elimination of All Forms of Racial Discrimination
- Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief
- The Convention on the Elimination of All Forms of Discrimination against Women



#### **METHODOLOGY**

#### Interdisciplinary approach

Our Interdisciplinary approach combines the main topic with a variety of related disciplines into every course. Our courses traverse traditional boundaries to help participants understand the many layers of skills required to allow professionals to succeed in their work.

An interdisciplinary approach is in keeping with our Design Thinking approach. Participants will understand the various inputs and drivers of their jobs. To succeed in today's complex professional environment, it is important to master specific skills required by the functions of the position; it is also important to understand the professional skills that have an impact on our work and the impact of our work on other professionals. For example, to succeed, an accountant must be adept at skills outside her profession, such as negotiations, presentations, and project management.

#### Strategic analysis

The courses link the operational to the strategic. The courses contain innovative and leading edge material. However, the focus of the delivery is not merely on the acquisition of new knowledge, it includes the application of this new knowledge and who it means within the context of institutional strategies. The courses contain case studies and exercises that require strategic analysis and practical application of newly acquired skills.

#### Responsiveness

Universitas and its associated universities are committing to responding to the expectations of participants and their employers. Our trainers will make adjustments to the courses and the practical works in response to the participants' skill level and industry. A participant profile submitted before each session allows us to deliver on-target training and developing examples, exercises and practical work relevant to the participant's professional work.

We will also custom design programs on request based on a detailed needs analysis.

#### Community of practice

Each training topic will have a secure web-based space where all course material will be made available along with updated reading material. The web-based space will also act as a community of practice for course participants where they can contribute to the subject matter's body of knowledge, exchange ideas, seek solutions, innovate, and generally engage in collective learning. The community of practice will be available to all registered participants without expiry following the completion of their training.



# **HOW WE WORK**



Because Universitas is the only training organization that offers a wide range of live management and technical university and college certified courses. The courses are prepared, evaluated and delivered by instructors, practitioners, and education specialists from the certifying universities. The Academic Quality Assurance Committee (AQAC) ensures the academic and practical rigour of the course material and delivery as well as its relevance to the current professional environment. The AQAC is made up of representatives from the participating universities and practitioners.

#### **HOW ARE WE DIFFERENT?**

Currently, there are a multitude of private training institutes around the world. In addition, some well-known universities provide short term training on an ad-hoc basis or offer a myriad of subjects online or in person via a third party. These training programs are characterized by relatively high cost of tuition (up to US\$11,000 per student and high cost of travel).

Moreover, the courses offered by the private training providers are characterized by low quality, outdated material, and an absence of academic quality certification. Conversely, the courses offered by universities are of high caliber but are often too academic, and do not necessarily address the specific development needs of target countries. Shorter duration courses are offered online whereas courses requiring attendance are often in excess of two months.

Universitas took into account the needs of governments and civil service officials, and created a unique offering based on the combination of quality education, practicality, cost efficiency and a spectacular location. Please read the Welcoming Message for more information on why you can expect a lot from this experience.

#### **HOW DOES THE PROCESS WORK?**

The unique Universitas experience is built around quality of education, academic excellence and enjoyable atmosphere of learning. Here are simple X steps that you will be going through:

- 1. The development of capacity begins from the moment the participants register. A short questionnaire sent to participants will give the instructor a sense of the group attending the course. This will allow the instructor to develop examples relevant to members of the group.
- **2.** After your participation has been confirmed, follow the information on Getting There page to guide you through the process of visa application, finding accommodation and other logistics.
- 3. Attend the course in Baku and enjoy the experience!
- **4.** Each participant who successfully completed the course will be granted a Universitas certificate bearing the name, course title and the name of the certifying university
- **5.** On the 45th day following the completion of the course an online session is offered to participants to ask questions about application of acquired skills and seek clarification or reinforcement of concepts.



# **COURSES**

Universitas is the training organization that offers a wide range of live university certified courses. The courses are prepared, evaluated, and delivered by instructors and education specialists from the certifying universities and colleges.

Our mission is to contribute to the improvement of the strategic, operational and technical performance of public and private sector institutions.

The training is designed and delivered by recognized international lecturers, professors and public figures. The courses will go through a quality control process and will be certified by Partner Universities/Colleges.

In the following pages you will find a selected number of courses; please visit our website at **www.universitasinternational.com** to see the full range of available courses.

#### INTERNATIONAL BEST PRACTICES

The courses are designed and delivered by instructors from the participating universities. The instructors employ the most current and up to date knowledge by working with practitioners and industry leaders.

To ensure long term relevance of course content, Universitas courses are updated regularly and evaluated every 24 months to ensure that they reflect international best practices in the particular industry.



#### **CUSTOMIZED TRAINING**

Customized programs will help meet your company's particular needs. This approach can take the form of taking our regular courses into your premises or designing a program that is customized to respond to your specific needs.

Our experts will work with you to identify the needs, design the program, deliver it and follow up to ensure application.

#### CERTIFICATION

Each participant who successfully completed the course will be granted a Universitas certificate bearing the name and seal of the certifying university; the name of the participant, date of award, and course title.



# **FOUNDING ACADEMIC PARTNERS**

The Centre for Governance and Public Management (CGPM) at Carleton University focuses on political and administrative reform projects in the developing world, post-communist societies and post-conflict regimes.

Building on the expertise located in the School of Public Policy and Administration (SPPA) and the Faculty of Public Affairs (FPA) at Carleton University, CGPM's overarching, long-term goal is to be recognized nationally and internationally as a leading Canadian centre of expertise on public sector and public management reform in transitional and developing countries. To achieve this goal, CGPM's activities will concentrate on three key areas: public administration/management, public sector leadership, and policy development and implementation.

The Center for Cyber Security and International Relations Studies at the University of Florence, Italy, was created with the aim of studying in deep all the themes related to the cyberspace, focusing primarily on the analysis of the influence and impact of the international system over the cyber domain, its strategic importance and its effects on international politics.

The Center promotes a multidisciplinary approach, combining traditional political, strategic and military schools of thought with informatic engineering.



Carleton University
Center for Governance
and Public Management



University of Florence Center for Cyber Security and International Relation Studies

# **BUDGETING AND BUDGET CONTROL**



## 10 Days



# CMC - code 001

Budgeting is not merely a static accounting exercise. It is in fact a central element of the orga-nizational planning process.

A budget will allow an organization to determine in advance whether it can grow or whether it needs to rationalize. It will give the organization a clear view on whether strategic initiatives can be implemented or whether they need to be scaled back.

Budgeting allows an organization to prioritize, to make strategic decisions and to focus the resources on activities that will maximize performance, effectiveness, and efficiency. Budgets are tangible elements of strategic plans and work plans.

The program is designed to equip officers entrusted with departmental or organizational budgets with knowledge and skills necessary to enable them to effectively design, manage, and control the budgets implementation. This course also equips managers with skills to put in place corrective budgetary actions.

Managers who go through this course are better positioned to deliver on their budgets - they own their budgets, explain variances when they occur and take corrective remedial actions in good time.



## **COURSE OBJECTIVES**

- The participant will have a deeper understanding the fundamentals of financial planning and the use of budgeting as performance valuation and control tool.
- The participant will gain knowledge and capability in developing, managing and controlling different types of budgets, forecasting techniques and techniques for evaluating performance.

#### The participant will:

- Better understand financial planning fundamentals, and how budgets are formulated.
- Formulate operating and capital budgets.
- ✓ Think and analyze from a master budget perspective.
- Use budgets to enhance performance and control variances.
- Understand the effect of current market changes on the planning process and the company's targets.
- Gain better analytical skills, through conducting financial analysis to data generated from financial statements and other external factors that are used in making financial forecasts.
- Acquire best practices in budgeting
- Understand the strategic role of cost concepts
- Explain the costs concepts to the use of cost information for management control
- Describe the role of budgets in the management process etc.



### METHODOLOGY

The course will provide a framework for each topic covered followed by extensive practical exercises to help internalize the newly acquired knowledge.

- Live group instruction
   Detailed practical examples
- Use of real world case studies
   Interactive group participation

All participants receive a comprehensive binder containing copies of the presentation slides, handouts and reference material



#### PARTICIPATION REQUIREMENTS

- Middle Management
- Middle and Back Office
- Financial and Product Control
- ✓ Finance Business Partners
- Planning and Budgeting
- Auditors and Internal Control
- Risk and Compliance Regulators
- Accountants and Consultants

# INSTITUTIONAL AND PROJECT PERFORMANCE MEASUREMENT AND MANAGEMENT



## 10 Days



# CMC - code 002

Performance Measurement and Management apply to all processes within an organization. However, they are typically (and erroneously) considered and applied after the planning and execution of activities within institutional, program, or project plans; it is typically an afterthought and in worst cases, simply a requirement with which one must comply rather than an integral aspect of good management practices. Effective M&E processes must be integrated in the planning phase and throughout the execution of activities; they must be part of the corporate culture and operational fabric.

A further distinction should also be made between performance measurement and performance management. If not integrated into the planning process, M&E will be limited to fairly weak performance measurement providing raw statistical data that is unusable and unused for decision making. However, when integrated into the planning process and combined with the routine operational data it becomes a powerful method to make decisions on resource allocation and strategic programming in other words, a tool for performance management.

This course will develop the skills of participants in establishing and operating an effective M&E system; it will address important issues such as:

Aligning strategic objectives to desired outcomes and activities (from concept to practice).

Identifying and using key performance indicators driven by appropriate metrics.

Ensuring that activities, projects and policies maintain purpose of providing the value.



## **COURSE OBJECTIVES**

The participant who completes the course will be able design, implement and manage an effective Performance Measurement and Management System within the context of an institution, policy, program or project.

#### **Learning Outcomes**

- Understanding the concept and terminology of Performance Measurement and Management
- Improvements in linking strategic goals to projects by clearly identify expected value
- Enhanced decision-making due to clear visibility of progress and performance at delivering to expectations
- Learning to recognize and address the increased complexity of the modern management environment
- Developing, employing and measuring appropriate indicators
- Understanding targets, baseline and calculating change
- Employing various data collection techniques and instruments
- Improved capacity in analysis of qualitative and quantitative data
- Enhanced capacity in translating performance information into decision items
- Improved capacity in reporting



### **METHODOLOGY**

The course will provide a framework for each topic covered followed by extensive practical exercises to help internalize the newly acquired knowledge.

- Live group instruction
- Detailed practical examples
- Use of real world case studies
- ✓ Interactive group participation

All participants receive a comprehensive binder containing copies of the presentation slides, handouts and reference material



## PARTICIPATION REQUIREMENTS

This training course is suitable to a wide range of professionals but will greatly benefit:

- Executives
- Managers
- Project Managers
- Policy analysts
- Strategists
- Consultants

# PROJECT DESIGN: PROJECT IDENTIFICATION AND FEASIBILITY ASSESSMENT; CONCEPT PAPER; PROPOSALS; COSTING



## 10 Days



# CMC - code 003

This course will provide the participants with the skills and tools to help them design successful projects: starting with the identification of the project all the way through to final costing and presentation.

A key feature of this course will be the Feasibility Study. The course will focus on the 5 key Areas:

- · Technical Feasibility
- · Economic Feasibility
- · Legal Feasibility
- · Operational Feasibility
- · Scheduling Feasibility

Conducting a feasibility study is essential as it gives the organization and other stakeholders a clear picture of the challenges that will be encountered during implementation and how best to mitigate them.



# **COURSE OBJECTIVES**

The program will prepare participants to undertake effective project design. It equips participants with tools for the detailed analysis and critical evaluation to bring about success projects and programs.

**Learning Outcomes** 

#### The participants will be able to:

- Narrow the business alternatives for the project.
- Address Internal Project Constraints: Technical, Technology, Budget, Resource, etc.
- Address Internal Corporate Constraints: Financial, Marketing, Export, etc.
- Address External Constraints: Logistics, Environment, Laws and Regulations, etc.

#### Through the:

- Preparation and analysis of feasibility studies.
- Identification of crucial arguments and effectively exploring the various assumptions.
- Presenting ideas in a simple, effective, convincing and objective manner.
- Building the feasibility study financial model using Microsoft Excel.
- Performing scenario and sensitivity analysis to improve plans and projections.
- Analyzing feasibility studies for merits and shortcomings.



## **METHODOLOGY**

The course will provide a framework for each topic covered followed by extensive practical exercises to help internalize the newly acquired knowledge.

- Live group instruction
- Detailed practical examples
- Use of real world case studies
- Interactive group participation

All participants receive a comprehensive binder containing copies of the presentation slides, handouts and reference material



#### PARTICIPATION REQUIREMENTS

This course is designed for persons who have on the job experience performing project design, proposal writing tasks, and involved in preparing, writing and analyzing feasibility studies, including:

- Executives,
- Managers
- Project Managers
- Policy analysts
- ✓ Strategists
- Consultants

# ORGANIZATIONAL DIAGNOSIS AND MANAGEMENT OF CHANGE



## 10 Days



# CMC - code 004

The modern organization is enormously complex, difficult to understand, and even more difficult to manage. As the complexity of organizations increases, managers must have a strong understanding of the organization, its people, resources, clients, suppliers and the intricate relationships that binds them. And they must have the skills to use that knowledge in practical ways.

This course will begin lift the veil on the organization through an effective diagnostic process to help identify obstacles and opportunities. The course will also help the participants understand the principles of change management. The course will present innovative approaches to organizational change management and offers effective ways to apply them.



## **COURSE OBJECTIVES**

The participant will understand key organizational development theories and apply these to organizational diagnostic and management of change.

#### The course has the following outputs:

- Familiarization with a series of real-world organizational phenomena;
- Understanding the theoretical perspectives and apply these;
- Use the tools and techniques to undertake organizational diagnostic;
- Use the tools and techniques to manage change.

The course is designed to bridge theory and practice; providing participants with tools and techniques that are relevant to real-life situations.

#### **Learning Outcomes**

- Learn the processes of organizational diagnostic
- Manage change successfully.
- Reduce resistance from others.
- Discover effective change management skills.
- Building and maintaining good working relationships.
- Discovered how change impacts teams and employees.
- Identify skills gaps to help people adjust to new roles / technologies / processes.
- Powerful Communication skills to successfully communicate change to others.



#### METHODOLOGY

The course will provide a framework for each topic covered followed by extensive practical exercises to help internalize the newly acquired knowledge.

- Live group instruction
- Detailed practical examples
- Use of real world case studies
- Interactive group participation

All participants receive a comprehensive binder containing copies of the presentation slides, handouts and reference material



## PARTICIPATION REQUIREMENTS

Senior Managers and Executives

- · Communications,
- · Operations,
- Human Resources
- · Organizational Development Specialist
- Programs and Business Development
- ✓ Consultants
- Senior Business Engineer

# **CYBER SECURITY: CRITICAL INFRASTRUCTURE**



## 10 Days



# CMC - code 005

Developed for government policy-makers, managers and operators of critical infrastructure facilities and security professionals, this introductory course aims to elevate participants' understanding of the emerging cyber threats, business continuity and disaster recovery approaches, incident management responses, preparedness and resilience issues.



# **COURSE OBJECTIVES**

The participant who completes the course will acquire a comprehensive understanding of current cybersecurity challenges, including international initiatives in this field, facing critical infrastructure facilities, as well as methods of planning for and dealing with cyber incidents within the context of their organization, national policy framework, and stakeholder engagement.

# Upon completion of the course, participants will among others:

- Have a better understanding of the cyber/information space as an operational environment;
- Understand the international cyber policy frameworks (e.g. ITU, UN, OSCE, Budapest convention) and their relevance to national cybersecurity approaches, including critical infrastructure;
- Be able to contribute to national cyber security policy formulation understanding the requirements and needs of government, private operators and other national stakeholders;
- Acquire a deeper understanding of cybersecurity threats for CI enterprises and personnel;
- Be in a position to contribute to the development of sound cybersecurity protection, business continuity and recovery plans;
- Deepen knowledge and skills for personal cyber hygiene which could assist with the development of enterprise cyber awareness programs.

Combining policy and practice, the course will also focus on best practices in building an effective Private-Public partnership model in the context of international and national policy frameworks.



## **METHODOLOGY**

This non-technical course will consist of modules covering relevant topics accompanied by practical exercises (laboratory approach) based on real case studies of cyber-attacks against critical infrastructures. The combination of front-of-class instruction and exercises will allow participants to analyze both policy and practical sides of cyber events and appropriate responses, as well as assist with internalizing the newly acquired knowledge.

#### The course will feature:

- Live group instruction
- · Detailed practical examples
- Use of real world case studies
- Interactive group participation

All participants will receive a comprehensive binder containing copies of the presentation slides, handouts, and reference material.



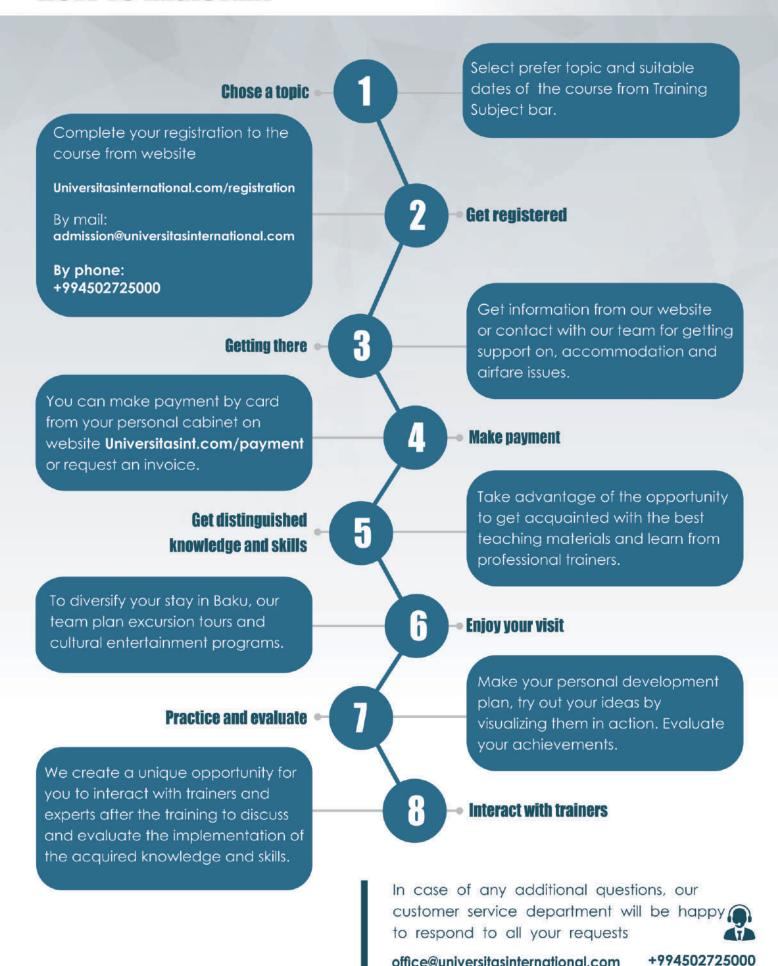
#### PARTICIPATION REQUIREMENTS

Participants need to have access to a laptop/computer.

No previous cyber-related knowledge is required to attend this course. Those who wish to come better prepared would be given some material to read in advance. The course is designed and recommended for:

- Government officials engaged in cyber policy development
- Managers of government and corporate critical infrastructurefacilities
- Physical security managers and professionals who wishtoexpandtheircybersecurityknowledge
- Mid-and senior level government officials
- Board directors of critical infrastructure facilities

# **HOW TO REGISTER?**



# **REQUEST CUSTOMIZED TRAINING**

Universitas International gives you the opportunity to make REQUEST for the custom training fit your organization and personnel needs.

This function allows you to propose a topic and offer your terms of reference and choosing the time and venue for the training.

## Request customized proposal

Register your desire to request a training and our experts will contact you within 24 hours

#### Request customized proposal

Propose topic and describe the needs, attach TNA report if available. Contacting our experts, you can determine the preliminary terms of reference for the organization of the learning process covering the entire range of problems you are interested in.

#### Determine group size and identify beneficiaries

Determine the composition and number of participants with a description of their positions and specific characteristics.

#### Propose time period and venue

Determine the time frame and location of the training with a detailed description of the technical equipment.

#### Contracting

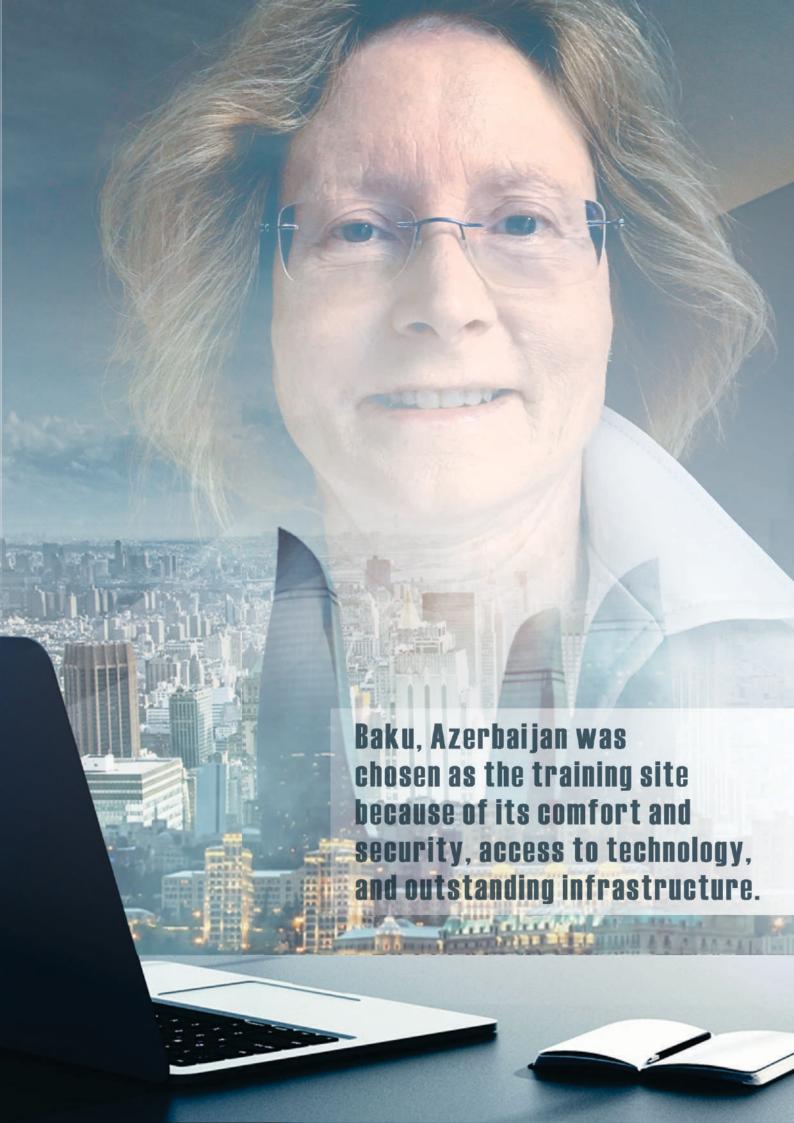
After agreeing the terms of reference and the details of the requested content, the parties sign a contract for the provision of services. Our training coordinators will monitor and provide the necessary support throughout the entire purchasing process.

#### Organization training and certification of the participants

The training session will fully contain a package of modern and practical knowledge and skills adapted to the needs of a specific company or beneficiaries.

#### Reporting

Based on an assessment by the internationally recognized expert, a report containing individual and corporate recommendations will be submitted within 1 working week after the end of the training session.



# **BENEFITS**

Baku is the capital of Azerbaijan, situated along the western shore of the Caspian Sea. The largest city of Azerbaijan, It lies on an ancient trade route from the Central Asian steppe towards Europe. Baku is also the lowest lying national capital in the world, located 28 meters/ 92 feet below sea level. With a large international sea port and the center of Azerbaijan's scientific and industry headquarters, Baku is also a sought after venue for international events such as the Eurovision Song Contest in 2012, the 2015 European Games, and annually the F1 European Grand Prix.

It was and remains a place of learning and a crossroads of both cultures and ideas. Holding partnership relationships with numerous cities including Berlin, Paris, Moscow, and Chengdu among numerous others, Baku boasts a landscape uniquely influenced by both East and West.

#### PERSONAL TOUCH TRAVEL SUPPORT

Universitas offers a dedicated travel support service. You can contact the dedicated agents by email, WhatsApp, Skype or telephone. They will be happy to help you with all logistics arrangements.



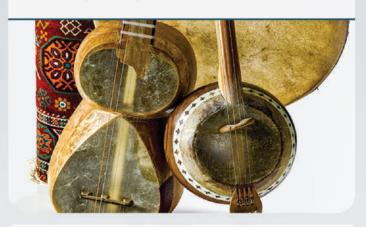
#### **EXCEPTIONAL CATERING FOR LUNCHES AND BREAKS**

Lunches and breaks will be served every day. The meals are prepared by a five star catering company and committed to serve dishes that reflect the finest of Azerbaijani cuisine. We will accommodate special dietary requirements upon notification.



#### **UNIQUE CULTURAL EXPERIENCE**

From prehistory to modern times, Azerbaijan has sat at the crossroads of empires. The cultural activities will take you on a journey from the caves and art of prehistoric humans to the fascinating and intricate songs, dance, artisanal work, and food of historical and modern day Azerbaijan.



#### **TRANSPORTATION**

You will be picked up from the airport upon arrival and driven to the airport on the day of departure.

Our staff will meet you at the airport upon arrival and ensure your smooth check-in at the hotel. You will be provided with necessary information related to your stay in Azerbaijan.



