



UGANDA MANAGEMENT INSTITUTE

# SHORT COURSES HANDBOOK

Open a new world of possibilities with  
a short course designed to introduce you to  
the fundamentals in a field of your choice.



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# General Management

- Advocacy and Lobbying Skills
- Project Planning and Management
- Project Monitoring and Evaluation
- Project Proposal Writing and Resource Mobilization
- Strategic Planning and Management
- Management Skills Improvement
- Consultancy Skills Development
- Management of Cooperatives and SACCOS

# Advocacy and Lobbying skills

For a long time, NGOs, public and private sectors have utilised advocacy as a strategy to influence policy and its implementation in favour of defined interests. The aim of advocacy is expanding to include changes in attitudes, ethics and practices. The purpose of this course is to provide participants with critical tools, skills and knowledge in lobbying and advocacy.

## Target group

Project/programme managers and officers, Policy makers and community development workers.

### Objectives:

- Participants will be able to:
- Improve their knowledge, skills and attitudes in advocating for the weaker identify strength
  - Enhance their advocacy and negotiating skills
  - Improve their understanding of their international and national policy environment
  - Enhance their insights into citizens' rights and obligations

### Content:

- The Nature and Policy Contexts of Advocacy Policy Analysis and Mapping

- Societal Value systems and social behaviour
- Human Rights and Obligations
- Stakeholder Analysis
- Designing Advocacy strategy and Implementation Plan
- Communication skills
- Negotiation Techniques
- Lobbying Techniques
- Delivery of An Advocacy Message
- Research Techniques and Tools
- Building Alliances and Networks

### Training methods:

Lectures, group discussions, case studies and role plays, videos.

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**

# Project Planning and Management

Most organisations have policies and plans for allocating available or foreseen resources to achieve certain objectives. This involves decision-making regarding the best use of available resources. However, some managers responsible for decision making do not have the knowledge, skills and inclination in project planning and management. This course is intended to address this problem.

## Target group

Project/programme managers and officers, Policy makers and community development workers.

### Objectives:

To improve participants' knowledge and skills in systematic identification, preparation, appraisal, implementation, monitoring and evaluation of development projects.

### Content:

- Types of Projects.
- The project cycle.
- Problem analysis and needs assessment.
- The logical/project framework.
- Project design process/project proposal writing.
- Project analysis/feasibility study.

- Participatory approaches to project planning and management.
- Project reports.
- Monitoring and evaluation.
- Project cost structures and budgeting.
- Project implementation scheduling and the use of Gantt Charts.
- Introduction to computer applications in Project Management.
- Conflict Management in Development Projects.
- Managing the procurement process.
- Business/investment plans.

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, group discussions and presentations, case studies, guest speaker, and video presentations.

**Duration: 2 Weeks**

# Project monitoring and evaluation

Monitoring and evaluation is an important tool for optimizing the use of limited resources by assuring efficient and effective implementation of development activities and enabling planners and decision makers to draw lessons for the future. The role of M&E is increasingly recognized.

Although planners and decision-makers may monitor and evaluate development activities, they may not be professionally conversant with the concepts and processes involved in M&E.

## Target group

Project/programme managers and officers, Policy makers and community development workers.

### Objectives:

By The end of the Programme Participants will be able to:

- Identify and Formulate Critical Performance Indicators
- Design a Monitoring and Evaluation System
- Design and Conduct Monitoring and Evaluation Studies
- Monitor and Evaluate Projects
- Produce Monitoring and Evaluation Reports

### Content:

- Monitoring Control & Evaluation: An Overview
- The Logical Framework as the Basic Tool for the Design of

Monitoring and Evaluation Systems

- Establishing a Monitoring and Evaluation System
- Performance Indicators
- Types Of Evaluation
- Baseline surveys
- Monitoring of Physical and Financial Progress
- Data Collection, Processing, Analysis and Presentation Techniques
- Writing M&E Reports
- Dissemination of M &E Results
- Microsoft project

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### TRAINING METHODS

Lectures, group discussions, workshops, and case studies.

**Duration: 2 Weeks**

# Project Proposal Writing and Resource Mobilization

Managers at all levels are usually good at identifying problems, developing relevant solutions and new interventions, but they often lack the knowledge, skills and attitude to present these ideas in the form required for funding. Therefore, it is essential that managers become more independent and self-reliant in writing proposals and approaching potential financiers.

## Target group

Project Officers, Administrators, Managers, Coordinators, Economists, Planners, in the public, private and Civil Society Organisations.

## Tuition Fees

Ugandans: 480,000/=  
International: \$357

## Training methods

Lectures, group discussions, workshops, and case studies.

**Duration: 2 Weeks**

## Objectives:

By the end of the training programme participants will be able to;

- Write fundable project proposals
- Mobilize resources for the proposals

## Content:

- Background and problem statement
- Setting objectives
- Developing strategies
- Project inputs and outputs
- Activity scheduling
- Developing monitoring and evaluation indicators
- Budget preparation
- Writing capability statements
- Techniques for mobilizing financial resources
- Business plans/investment plans
- Developing concept papers
- Meeting donor requirements
- Negotiation skills

# Strategic Planning and Management

In today's fast-changing, uncertain conditions, managers often need to respond quickly to change. A tool box of strategic planning and management procedures helps managers to do just that. Strategic planning and management involves formal techniques for setting an organisation's long-term course in the light of internal and external circumstances (including the interests of key stakeholders) and undertaking appropriate action to reach those goals.

## Objectives:

Participants will be able to:

- Improve their knowledge in strategic planning & management.
- Improve their knowledge and skills in environmental and intra-organizational analysis.
- Formulate and evaluate strategy.
- Enhance their skills in preparing effective organizational reports and strategic

## Content:

- Introduction to strategic management.
- Stakeholder analysis.
- Vision/mission statements & strategic objectives.
- SWOT Analysis.
- Identifying and formulating strategy.
- Articulation of service delivery (core) areas.
- Implementation planning and action.
- Management of change.
- Organizational values and ethics.
- Corporate social responsibility.

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

## Target group

Managers in public, private and NGO sectors.

**Duration: 1 Week**

# Management Skills Improvement

Attainment of managerial positions needs to be backed up by formal management training, which helps to deploy a wide range of management skills and techniques. This course therefore aims at helping middle level managers to internalize management concepts. It provides a condensed, focused introduction to the generic areas of modern management.

## Target group

Middle level managers in public, private, and NGO sectors.

### Objectives:

Participants will be able to:

- Effectively handle interpersonal relations.
- Make rational decisions.
- Work effectively in teams.
- Delegate effectively.
- Appraise performance.
- Write effective reports.

### Content:

- Communication skills.
- Decision-making and problem solving.
- Effective delegation and team building.
- Negotiation skills.
- Leadership skills.

- Performance management.
- Time management and self-management.
- Speech preparation and delivery.
- Report writing.
- Assertiveness.
- Conflict management.
- Basic budgeting skills.

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, group work & discussions, case studies

## Duration: 2 Weeks

# Consultancy Skills Development

Consulting is recognised as a powerful professional service for solving practical problems faced by organisations and improving organisational performance.

This course aims at sharpening consulting skills to provide clients with superior products.

## Target group

Management consultants, lecturers in management development institutions, managers in private and public organizations, NGOs and CSOs.

### Objectives:

Participants will be able to:

- Develop their capacity to carry out consultancy services efficiently and effectively
- Improve their knowledge and skills in preparing and costing consultancy proposals

### Content:

- The consultancy environment
- Nature and type of management consultancies
- Preparing consultancy proposals
- Negotiating contracts
- Writing inception report
- Management consultancy process
- Methods of data collection,

- analysis and interpretation
- Planning consulting
- Procurement procedures (domestic and international)
- Managing a consortium
- Costing consultancy proposals
- Drafting expression of interests
- Drafting expression of interests
- Preparing curriculum vitae (CVS)
- Evaluating proposals
- Writing reports and presenting reports & selling recommendations
- Different proposal formats (World Bank, European Union etc.)
- International bidding procedures

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, group work & discussions, case studies

**Duration: 2 Weeks**

# Cooperatives and SACCOS Management

Cooperative businesses exist many sectors and represent a distinctive model for organizing labour, capital, and knowledge to produce goods and services. Studying cooperatives aids understanding of all aspects of industrial structure and business organization, and challenges conventional thinking about management. Fundamentally, a cooperative firm represents a unique form of business ownership where “patrons”, rather than financiers, are business owners.

Despite the recognition of SACCOS in the microfinance sector, their biggest challenge remains governance mechanisms due to existence of volunteer board of directors and staff. This course provides a platform to address the challenges and equip The Boards and staff with skills requisite in a modern business environment.

## Objectives:

- An introduction to the history and principles of cooperative and SACCOS movement.
- Exploration of the legal, governance, and finance issues unique to the cooperative sector.
- Good governance practices for cooperatives sustainability
- Preparation and presentation of action plans

## Course content:

- Introduction to cooperatives/ SACCOS, trends in Uganda
- Transformational leadership in cooperatives/SACCOS
- Strategic Management and governance for cooperatives/ SACCOS development
- Cooperative social entrepreneurship
- Member Relations – Recruitment; Management, Engagement, Internal Organization
- General Assembly & Meetings
- Recordkeeping and Documentation
- Supply and Logistics; Inbound & Outbound Logistics for members, Storage and Stock Management
- Project evaluation and selection for

- cooperative business
- Development of a business plan
- Financial management in cooperatives
- Leveraging information technology

## Target group

Boards of Directors, Staff, members of Cooperatives & SACCOS, Political Leaders and the General Public engaged in trade or aspire to trade with Cooperatives.

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**

# Human Resource Management

- Strategic Human Resource Management
- Training of Trainers
- Effective Leadership, Mentoring and Coaching

# Strategic Human Resource Management

The human resource function plays strategic role in today's organisations. Linking human resources to the business goals of the organisation is a key for competitive advantage in this era. This therefore calls upon human Resource practitioners to position themselves as strategic partners. This course provides a much-needed basis for this vital transformation.

## Target group

Personnel/human Resource Managers, Function/Line Managers and Executives responsible for the human Resource function in public, private and Non-Governmental Organisations

### Objectives:

- Develop their strategic management skills
- Conduct environmental analysis and make use of it for hR planning purposes
- Enhance their knowledge and skills in human resource management
- Develop capacity to integrate strategic management issues in human Resource management

### Content:

- Strategic planning & hR: The Link
- Role of hR Department
- Strategic human Resource Planning

- Selection and Recruitment
- Human Resource Development
- Motivating for Improved Performance
- Performance Management and Evaluation
- Budgeting for human Resources
- Managing Change Processes
- Formulating hR Policies
- How to make hR Effective in boardroom
- Career and succession Planning
- Management Cultures

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 1 Week**

# Training of Trainers

As continuous improvements become the mode of operations for many organisations, employees must constantly update their knowledge, skills and attitudes to enhance service delivery. This demands managers to train their employees to meet the required standards. This course equips managers and trainers with training and facilitation skills.

## Target group

Lecturers, Managers, Officers and Administrators in Public, Private & NGO sectors, Human Resource Development Managers, Heads of Department & training managers in co-operate entities.

### Objectives:

Participants will be able to:

- Improve their knowledge and skills in identifying and assessing training needs.
- Develop capacity to design and implement training programme
- Evaluate and devise mechanisms for following up training.
- Conduct training needs assessment professionally.

### Content:

- Human resource training/development policy
- Training/learning processes
- Training needs identification and analysis

- Designing/implementing training
- Training methodology and delivery skills (including adult learning methods)
- Development and use of appropriate use of training aids
- Planning and budgeting for training
- Power point presentations
- Micro Teaching
- Leading & organizing a discussion
- Organisational learning
- Monitoring & evaluation Training
- Evaluation and follow-up of training activities.
- Communication skills
- Presentation skills

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 2 Weeks**

# Effective Leadership, Mentoring and Coaching

Prominent management scholars and practitioners have singled out leadership as the most important single factor that determines the success or failure in organizations. Whereas it has been argued that some leaders are born while others are made, the fact remains that even born leaders can be made more effective through carefully selected leadership - training programmes. This programme offers an opportunity to develop leaders in the contemporary organizations. This proposed programme will also equip managers with effective mentoring & coaching skills to enable them accomplish their managerial functions effectively.

## Target group

Leaders, Political Leaders and managers, Private sector and Non-Governmental Organizations who wish to improve their leadership skills.

### Objectives:

Participants will be able to:

- Explore the leadership challenges facing managers in contemporary organizations
- Examine the nature, processes and impact of leadership on organizational performance
- Identify different approaches to employee coaching & mentoring
- Identifying mentoring needs of their staff
- Structure a mentoring programme

### Content:

- The Concept of Leadership: Essence and New Outlook
- Leadership: Does the style

- matter? Leadership styles
- The impact of leadership on organizational performance.
- The Concepts of Employee Coaching and Mentoring
- The Difference between Coaching and Training
- Benefits of Coaching to the Employee & the Organization
- The Coaching Process: steps, pre-requisites, follow up
- The Mentoring Process
- Qualities of an Effective Employee Coach
- Identifying Mentoring Needs
- Evaluation of Mentoring Programme
- Structuring Mentoring Programme

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**

# Marketing and Communications

- Digital Marketing
- Customer Experience Mapping and Management
- Effective Communication and Presentation skills

# Digital marketing

The impact of digital marketing and communication is growing and influencing the way consumers use the internet to find information, communicate and even transact business. There is potential for individuals, businesses and the other organisations to harness digital marketing as a marketing and communications channel to attract and retain customers.

## Objectives:

Participants will be able to:

- Understand key concepts surrounding digital marketing
- Acquire tools used in digital marketing
- Develop and manage digital marketing plans
- Effectively measure and monitor digital marketing activities

## Content:

- What is digital marketing?
- Factors affecting the digital marketing environment
- Key digital marketing and communications tools
- How to develop digital marketing content
- How to plan and manage digital marketing campaigns
- How to measure and monitor digital marketing activities

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

## Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 2 Weeks**

# Customer Experience Mapping and Management

The defining feature of the internet digital era is a shift in power from organisations to customers. The customer journey is likely to start with finding out about a brand and end with telling other people about it. The customer experience today is a powerful means of differentiating one brand from another but many companies have been slow to recognise how fundamental the customer experience is to business success.

## Target group

Marketing or Sales professionals, customer service personnel, brand managers, CRM managers, product managers, business analysts & user experience professionals.

Research regularly confirms that organizations are able to skillfully manage the entire customer experience reap enormous rewards:

- Enhanced customer satisfaction,
- Reduced churn,
- Increased revenue and
- Greater employee satisfaction.

This course builds an understanding of the customer journey on the way to purchase and after.

### Learning Outcomes:

- The importance of customer experience management
- Ways of mapping the customer

journey to make the adoption of customer experiences intentional and sustainable.

- Tools to monitor the voice of the customer and voice of the employee
- Organisation audit to identify areas for improvement
- Learn how to implement a customer experience framework Strategy and Customer Journey Management
- Measurement and how to create a customer centric culture

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 1 Week**

# Effective Communication & Presentation skills

The ability to send and receive information accurately and quickly is vital-particularly in complex organisations. Ineffective communication negatively influences the behaviour of colleagues, subordinates and superiors and customers. The aim of this workshop is to help the participants speak more confidently and write more competently and appropriately in organisational environments.

## Objectives:

Participants will be able to improve their knowledge and skills in oral and written communication

## Content:

- Communication models
- Communication & inter-personal skills
- Verbal and non-verbal communication
- Barriers to communication
- Basic data collection & analysis methods
- Technical report writing
- Memo writing
- Business letter writing
- Electronic communication
- Public speaking & presentation skills
- Listening and feedback skills
- Power point presentation

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

## Target group

Marketing or Sales professionals, customer service personnel, brand managers, CRM managers, product managers, business analysts & user experience professionals.



# Procurement Management

- Stores Management and Materials Control
- Managing the Tendering Process and Contract Management
- Procurement and Supply Chain Management
- Logistics and Physical Distribution Management
- Fleet Management Improvement

# Stores Management and Materials Control

Stores Management is critical in all organizations. It aims at enabling persons responsible for stores and materials management to handle their tasks most effectively with minimum losses.

## Objectives:

- Manage materials and supplies levels effectively
- Keep proper stock records
- Value stocks properly
- Produce proper stock accounts
- Apply best practices in materials management

## Content:

- Functions of stores
- Stock identification systems
- Stock taking
- Stock recording
- Health environmental safety and security
- Accounting for materials
- Materials handling
- Stores operations management
- Stock control
- Planning, organization, motivation, delegation, communication and control
- Basic Computer applications in stores management and materials control
- Stock management and control techniques (EOQ) models

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Managing the Tendering Process and Contract Management

This programme provides a complete overview of the tendering process and contract management, highlighting and exploring the key criteria through which contracted-out services need to be managed in order to achieve value for money for the organisation.

## Objectives:

- Describe the contracting management process.
- Explain the role of a Facilities Manager
- Assess confidently whether to keep services in-house or outsource
- Have a greater awareness of the procedures for outsourcing the management of service
- Manage the service if retained in-house
- Assess, let and manage external service contracts to effect savings, allowing an organisation to focus on core activities.

## Course content:

### *Managing the Tendering Process*

- The legal framework surrounding the tendering process – where offer and acceptance are perceived to be – formation of the contract
- Incorporating the terms and conditions of contract
- Relationship between the Terms and Conditions & Invitation to Tender (ITT)
- Rules of the bidding process
- Handling bidders' conferences and/or site meetings
- Preparing the pricing schedules and analysing prices and costs

### *Contract Management*

- The contract strategy and cycle and the success criteria at each stage
- The different types of specifications
- The importance of the contract manager's role and managing the team
- Understanding the legal aspects, establishing the right contract and incorporating relevant incentives & controls
- Determining key performance indicators
- Evaluating the cost/benefits equation of in-house and contracted out services

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Procurement and Supply Chain Management

The role of procurement and materials management is very critical for the success of any enterprise. A lot of money is spent on procurement of supplies, materials and assets, and therefore it is very important that procurement is handled professionally and effectively. This course aims at providing knowledge, skills and examples of best practices in procurement and materials management.

## Target group

Procurement managers and managers of associated functions, stores managers, supply officers, members of the contract committees, and human resource Managers

### Objectives:

Participants will be able to:

- Describe the process involved in the procurement of goods, services and works
- Draw effective procurement plans
- Describe and apply the sourcing methods used in public and private procurement
- Conduct a supplier appraisal and evaluation exercise
- Recite the legal environment of procurement in Uganda.
- Prepare tender documents
- Administer and manage a contract
- Negotiate win-win contracts
- Describe the key INCOTERMS applicable to procurement

### Content:

- Overview to procurement and supply chain management
- The terminologies used in the supply chain management vocabulary
- Relating procurement with other organizational functions
- The procurement management process for goods, services and works
- Procurement planning
- Effective procurement plans, specification and terms of reference
- Preparation of sound and acceptable bids/proposals for consultancies, suppliers
- Pre-qualification, short listing and evaluation of bids

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Logistics and Physical Distribution Management

In the academic and business world, there is a recognition that maximum attention should be given to the now strategic functions of logistics and distribution management. However, there is a general lack of skilled 'competent cadres' specifically trained to manage the two functions. This course therefore offers introductory skills and knowledge in logistics and physical distribution management for effective performance of organisations in public, private and NGO sectors.

## Target group

Logistics managers and assistants, distribution, warehousing, operations staff, drivers, transporters, marketing people, police, traffic officers and suppliers

### Objectives:

Participants will be able to:

- Define logistics management and trace history of logistics management
- Outline and describe the key rights, processes, trends and principles of logistics and distribution management
- Describe the skills requirements for modern logistics and physical distribution management practitioners
- Describe documentation of logistics and physical distribution management
- Explain the role that international trade logistics plays in securing competitive advantage for a company
- Describe the roles that outside service providers play in international trade and in a company's supply chain strategy.

### Course content:

- Logistics management and physical distribution management
- History of logistics management and its contribution to the competitiveness
- The key rights, processes, functions and trends of effective logistics management
- Skills requirements for modern logistics & physical distribution management
- Regulatory requirements that may affect the movement of products or services within and across international boundaries.
- Documents required in logistics and physical distribution management
- Role that international trade logistics plays in securing competitive advantage for a company
- Roles that outside service providers play in international trade.

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Fleet Management Improvement

Managers who are responsible for managing organisational fleet need to have skills in managing the operations of the fleet and making sure that the efficiency and effectiveness is adhered to so as to make the organisation financially sound.

## Target group

Transport managers, Transport officers, Logistics officers, Administration managers, Project managers and all those who are charged with managing organisation fleet.

### Objectives:

Participants will be able to:

- Introduce participants to a structured approach to managing vehicle fleets
- Enable participants gain a deep understanding of the underlying principles of managing a fleet especially maintenance and fuel management
- Introduce participants to the use of information technology in fleet management

### Content:

- Managing human Resources in Fleets
- Vehicle and Fleet Costing

- Service, maintenance and repairs management
- Fuel Management
- Introduction to Computers in Fleet Management
- Company Car Allocation Policies
- Outsourcing Transport
- Vehicle selection (Technical Evaluation)
- Vehicle Acquisition (Financial Evaluation)
- Vehicle Funding
- Replacement and Disposal Policies
- Taxation & Case studies
- Achieving Fuel Efficient Fleet Management
- Fleet Reports & budgeting Guidelines

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Financial Management

- Financial Management and Accounting for Non-Financial Managers
- Tax Management
- Budgetary Management and Expenditure Control
- Risk Management, Internal Controls and Fraud Prevention

# Financial Management and Accounting for Non-Financial Managers

Sound financial management is vital for the success of any business or organisation. This ten-day course aims at assisting non- finance managers to contribute more effectively to the success of their organisations through greater understanding of the fundamentals of how money works in an organisation/business.

## Target group

Middle level managers in the public private and NGO sectors

### Objectives:

Participants will be able to:

- Internalise key elements of financial reporting and management, cost analysis & control and accountability
- Develop skills in financial planning, budgeting and management
- Apply measures and procedures normally used to prevent fraud and misappropriation of money in an organisation
- Describe the interrelationship between the financial information system and the total management information system of an organisation

- Prepare accountability reports for resources under their responsibility
- COURSE

### Content:

- General management functions and finance
  - Definitions, accounting principles, and cost concepts
  - Structure and composition of financial reports (Statements)
  - Generation of accounting data
  - Preparation of financial statements for profit and non-profit making organisations
  - Basic principles of procurement and contract management
  - Ethics and integrity in financial reporting
- Application of IT in Accounting

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**

# Tax Management

Prudence in tax management directly impacts on the bottom line of all businesses irrespective of their size and nature. Ignorance of tax administration can cause serious loss to both tax payers and collectors. Business executives need to equip themselves and their staff with both preventive and taxation skills to stay afloat and smoothly run their businesses. The course provides knowledge and skills necessary to minimise losses due to poor tax management.

## Target group

Non Finance managers, Entrepreneurs, officers in private and local government institutions involved in tax collection and management.

### Objectives:

Participants will be able to:

- Understand tax administration
- Create better relationships between tax collectors & papers
- Prepare reliable records pertaining to tax management and administration
- How to handle non tax compliance issues

### Course content:

- Sources of revenue for central and Local Government
- Sources of income; employment, business and property
- Allowable deductions on Business income

- Components of employment income and exempt employment
- Components of property income and computation of tax
- Tax exemptions/holidays
- Tax deductions; PAYE, Corporation Tax, Rental taxation, VAT
- Non Tax revenues in public sector institutions
- Withholding Tax
- Filing of tax returns (online)
- Tax Administration: Assessment, Objections and Appeals
- Local and International Customs laws and procedures/importation and export procedures

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 2 Weeks**

# Budgetary Management and Expenditure Control

Budgeting is an important management tool that every manager must be acquainted with. It is a tool which is required in day-to-day operations of an enterprise, department, section or unit. This course is designed to enable participants understand how to prepare budgets and use them effectively in managing their enterprises or organisations.

## Target group

Planning and Project Officers, Non Finance Managers, Heads of Departments and all staff involved in planning and budgeting.

### Objectives:

Participants will be able to:

- Improve skills in financial planning and budgeting
- Acquire new techniques, steps and processes required for developing sound realistic plans and budgets
- Appraise investment opportunities for better decision making
- Use budgets as tools of control of expenditure and costs
- Prepare accountability reports related to budgets
- Use budgets to motivate the employees of their organisations

### Content:

- Nature, scope and objectives of planning and budgeting
- Relationship between financial planning & financial management
- Budget organisation and administration
- Managing & controlling working capital
- Forecasting
- The budget preparation process
- Types of budgets
- Budgetary implementation & control
- Capital budgeting
- Current trends/challenges in planning and budgeting

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

**Duration: 1 Week**

# Risk Management, Internal Controls and Fraud Prevention

Fraud could either be theft when organizational resources/assets are stolen or it could also be in a form of misinformation about performance given to a regulatory agency. So whatever form it takes fraud is the cancer of organisations and it must be detected and prevented. This course will develop the requisite knowledge, skills required to overcome this.

## Target group

CEOs, Accountants, HRMs, Loan officers in Banks and MFI's, Auditors, School Bursars, Administrators and Investigators in the office of the IGG, CID officers, Treasury officers, Entrepreneurs.

### Objectives:

Participants will be able to:

- Carry out risk assessment
- Evaluate internal controls
- Design effective and efficient risk management plans
- Develop skills in minimizing organizational waste
- Design effective and efficient controls
- Develop skills in fraud prevention and detection
- Take corrective measures if a fraud takes place.

### Course content:

#### *Risk Management*

- Identification of risks in organisations

- Risk Management Strategies
- Internal controls and risk management in organisations
- Risk assessment in organisations
- Prevention and detection of frauds in organisations
- Cost control and management in organisations
- Planning for profit maximization

#### *Internal controls & fraud prevention*

- Basic Theories of Formulation of Internal Controls
- Internal Auditing and Controls
- Employee Fraud in Organisations
- Management of fraud in Organisations
- How to detect and control Fraud
- Legal aspects of Fraud

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**

# Information Communication Technology (ICT)

- Database Management Skills
- Statistical Data Analysis using SPSS and Epi-info
- Advanced Spreadsheets

# Database Management Skills

Most individuals, organisations and Institutions have a problem with data management. The course covers effective ways of collecting, storing, updating and retrieving data with great flexibility, to produce meaningful management reports.

## Target group

Individuals involved in data processing in business, research, personnel changed to human resource and documentation officers. They should have basic computer knowledge.

### Objectives:

Participants will be able to:

- Design databases using MS ACCESS
- Create forms for data entry
- Query databases
- Manipulate data in databases
- Process reports using MS ACCESS\
- Overview of MySQL and Microsoft SQL

### Content:

- Database concepts and applications
- Database components
- Creating a Database in MS ACCESS
- Database forms and queries
- Database reports

- Creating a switchboard
- Creating command button control
- Table relationships
- MySQL and MS SQL database

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, discussions, group tasks, role-plays, and video presentations

## Duration: 2 Weeks

# Statistical Data Analysis using SPSS and Epi-info

This course introduces one to statistical programs such as Epi-Info and Statistical Package for Social Scientists (SPSS) for data analysis. Epi Info is a public domain software package designed for researchers, which provides an easy form of database construction, data entry, and analysis with statistics, maps, and graphs. SPSS aims at developing hands on skills and knowledge in analyzing different types of data.

## Target group

Individuals involved in data processing in business, research, personnel changed to human resource and documentation officers. They should have basic computer knowledge.

### Objectives:

Participants will be able to:

- Use Epi for data capture
- Use SPSS for data analysis
- Produce reports based on data analyzed

### Course content:

- Data collection techniques
- Principles of table/questionnaire design
- Principles of data processing
- Introduction to Epi Info
- Designing data entry screens in Epi Info
- Data entry and analysis in Epi Info
- Error control and editing in Epi Info

- Fundamentals of SPSS
- Summarizing data in SPSS
- Associations between categorical variables
- Associations between numerical variables
- Describing variables in SPSS
- Computing descriptive statistics in SPSS
- Testing Hypothesis

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

### Training methods

Lectures, demonstrations, practical exercises

## Duration: 2 Weeks

# Advanced spreadsheets

A spreadsheet program provides one of the best Management Information Systems tools for policy analysis. The modeling component of the course enables participants using Microsoft Excel to handle financial planning, budgeting, payroll management, project cost projection, what-if analysis, cost planning and regressions. The course aims at developing knowledge and skills in using advanced features of Ms-Excel.

## Target group

Individuals involved in data processing in business, research, personnel changed to human resource and documentation officers. They should have basic computer knowledge.

### Objectives:

Participants will be able to:

- Exchange Data with other application
- Use MS Excel to produce budgets and analyze financial and Statistical data
- Create charts based on worksheet data
- Carry out simulations and modeling using spread sheets

### Content:

- Ms -Excel formulae and functions
- Manipulating Data & Named Ranges
- Formatting & displaying data Techniques

- Linking & Consolidating Data from multiple sheets (Using Ms -Excel for payroll & financial management)
- Advanced Charts Formatting Techniques
- Statistical Data Analysis in Ms excel
- Ms excel Functions (date/time, statistical)
- Ms Excel Functions text, financial e.t.c)
- Ms excel Functions (logical i.e nested If statements)
- Ms excel Functions (database)
- Pivot Tables
- Exchanging data with other applications
- Protection & Security

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

### Training methods

Lectures, demonstrations & practicals

**Duration: 1 Week**

# Public Administration and Governance

- Front Office Management
- Effective Administrative Assistant
- Records Management
- Introduction to Administrative Law

# Front Office Management

Effective Communication greatly boosts an organization's image since this office is normally at the entrance of the organization. The course will equip participants with the necessary skills to manage the office to the satisfaction of all business callers.

## Objectives:

Participants will be able to:

- Enhance communication techniques.
- Identify sources and types of information.
- List qualities and roles of a receptionist.
- Identify security hazards in the office and handle them with care.
- Answer queries and disseminate information to the right people
- Administer simple First Aid.

## Content:

- Office communication.
- Sources and types of information.
- Telephone techniques.
- Information handling.
- Qualities of a front office manager.
- Reception records handling.
- First Aid.
- Safety and security in the office.
- Personal presentation.
- Image Projection.

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**



# Effective Administrative Assistant

A secretary, having worked for several years, starts operating as an assistant to the manager, doing the everyday routine running and supervising juniors. She/he therefore requires basic skills in the new area to be able to relieve the superior of most of the routine running of the office.

## Objectives:

Participants will be able to:

- Acquire supervisory skills.
- Contribute more effectively to organisation's daily operations.
- Improve their knowledge and skills in communication, interpersonal relations and records keeping.

## Course content:

- Supervisory skills.
- Self-Development.
- Records & Information Management.
- Team work.
- Assertiveness.
- Planning Work routines.
- Human Relations.
- Office Politics.
- Social behaviour.
- Internet and e-mail.

## Target group

Senior Principal, Principal Personal Secretaries, Executive Assistants, Administrative Secretaries, and all Secretaries to top executives in Public, Private and NGO sectors.

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

**Duration: 1 Week**

# Records Management

Well-managed records are essential if governments and organisations are to function effectively develop policy, take decisions and manage projects successfully. There is now increasing recognition that information is a vital resource that needs to be carefully managed in order to achieve organisational objectives. The course will make it possible to impart skills in analysing, designing and maintaining efficient records management system, whether these are paper-based or electronic.

## Objectives:

Participants will be able to:

- Identify the symptoms of poor record management and the ingredients of an effective records management system.
- Be in a position to operate a Records Management System effectively and efficiently
- Develop an Action Plan to improve the management of Records /information in their organisation including considerations for computerization.

## Content:

- Elements of a records management improvement programme.
- Continuum of records.
- Current records.
- Semi-current records.
- Storage.

## Tuition Fees

Ugandans:	320,000/=
International:	\$238

## Target group

Stenographers, Records staff, Copy typists, secretaries, administrative staff and Clerks in Central, Local Governments, Private and NGO Sectors.

## Training methods

Lectures, group work, video presentations and case studies.

## Duration: 2 Weeks

## Training methods

Lectures, group work, video presentations and case studies.

# Introduction to Administrative Law

Ignorance of the law is no defence; businesses, individuals conduct themselves in many transactions and activities that make them fall on the wrong side of the law and sometimes get into avoidable losses. This law course is designed to equip the participants with basic legal knowledge and enable officers/individuals carry out their functions and exercise their powers in accordance with the law.

## Objectives:

Participants will be able to:

- Understand a sound understanding of administrative law
- Conduct business, official and personally in a legal way
- Educate the community about the basic legal knowledge
- Understand government structure, hierarchy and jurisdiction of courts

## Course content:

- Introduction to Law
- Sources of Law
- Legislative processes
- Hierarchy and jurisdiction of Courts
- Recent legislation in business and administration
- Administrative authorities
- Administrative process
- Constitutional Law
- Criminal Law and procedure
- Law of contract: Key highlights for Business

## Tuition Fees

Ugandans:	480,000/=
International:	\$357

**Duration: 2 Weeks**



UGANDA MANAGEMENT INSTITUTE

☎ 0759 788 646 📞 0775 787 424

✉ agafabusa@umi.ac.ug ✉ biimutenda@umi.ac.ug

🌐 umi.ac.ug

🐦 📘 🌐 UgandaManagementInstitute

