BUILD YOUR FUTURE
SPROTT SCHOOL OF BUSINESS
PROFESSIONAL PROGRAMS
Complete Course Guide for 2017-2018
sprott.carleton.ca/ppd
MESSAGE FROM THE DEAN
Since 1994 Carleton University’s Sprott School of Business has been delivering quality professional development courses and training to the National Capital Region.

The Sprott School of Business offers a wide-range of executive and professional programs designed to meet the current needs of business. Our courses and programs provide the skills and certification to differentiate yourself and bring your career to the next level. Whether you want to develop your management skills, expand your project management expertise or improve team effectiveness, our high quality programs will help you reach your personal and organizational development needs. We also offer customizable corporate group training – tailored to the specific needs of your organization and delivered either at Carleton or in your own offices.

Gain the skills and certification to differentiate yourself and bring your career to the next level.

Our Professional Programs are open to everyone. Whether you work in the public, private or non-profit sector, Sprott has a program fit to your needs. I encourage you to learn more about Sprott professional programs and take the next step in advancing your career.

Dr. Jerry Tomberlin
Dean, Sprott School of Business.

CERTIFICATE PROGRAMS
Masters Certificate Program in Project Management
Masters Certificate in Business Analysis
Masters Certificate in Public Management

PROFESSIONAL CERTIFICATE PROGRAMS
Management Certificate Program in Human Resources
Management Certificate in Risk Management
Professional Certificate in Business Process Management
Digital & Social Media Strategy & Tactics Certificate
Digital & Social Media Communication, Engagement & Advertising Certificate
Digital & Social Media Metrics, Measurement & Analytics Certificate

SEMINARS & WORKSHOPS
ACCOUNTING
Certified Internal Auditor® (CIA®) Exam Preparation Program
Accounting & Finance for the Non-Financial Manager

PROJECT MANAGEMENT
PMP Exam Preparation Course
Essentials of Project Management

COMMUNICATIONS
Professional Writing Skills for Business
Communicating Effectively
Influencing Without Authority
Conflict Resolution

MANAGEMENT
Building and Presenting a Winning Business Case
Winning Strategies for Responding to RFP’s
Leading High Performance Teams

WHY SPROTT?
Gain the Sprott Advantage. The Sprott School of Business is part of an elite group of accredited business schools in the world. Only 5% of premier business schools have this recognition of excellence by the Advance Collegiate Schools of Business (AACSB).

You will learn innovative concepts taught by knowledgeable facilitators and faculty who are experts in their field.

All programs offer a comprehensive curriculum geared towards private, public and non-profit sector professionals.

Partnerships with various professional associations enable you to fast-track your certification.

OUR FACILITIES
Your professional development experience will be enhanced by training in an environment that is conducive to learning, collaborating and networking with your peers.

Rooms are fully equipped with modern learning facilities and technologies.

Break-out rooms for group projects and collaboration.

EASY WAYS TO REGISTER
ONLINE: sprott.carleton.ca/ppd
PHONE:  (613) 520-3486
FAX: Download the registration from our website and fax it to (613) 520-7507
# COURSE CALENDAR

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<td>Professional Certificate in Business Process Management</td>
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<td>CIA Part 1: Internal Audit Basics</td>
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<td>7</td>
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<tr>
<td>CIA Part 2: Internal Audit Practice</td>
<td></td>
<td>15, 16, 22</td>
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<tr>
<td>CIA Part 3: Internal Audit Knowledge Elements</td>
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<tr>
<td>Conflict Resolution</td>
<td>23-24</td>
<td>2-3, 7</td>
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<tr>
<td>Building and Presenting a Winning Business Case</td>
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<tr>
<td>CRM 2: Risk Assessment and Treatment</td>
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<td>Feb 27 - May 22</td>
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<tr>
<td>CRM 3: Risk Financing</td>
<td>Sept 12 - Dec 12</td>
<td></td>
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<tr>
<td>Digital &amp; Social Media Metrics, Measurement &amp; Analytics</td>
<td>16-18</td>
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<tr>
<td>Digital &amp; Social Media Strategy &amp; Tactics Certificate</td>
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<td>Digital &amp; Social Media Communication, Engagement &amp; Advertising Certificate</td>
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<td>Communicating Effectively</td>
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<td>Influencing Without Authority</td>
<td>4-5</td>
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<tr>
<td><strong>FAST TRACK</strong> Management Certificate Program in Human Resources (CHRP)</td>
<td>9, 16, 23, 30, 14, 21, 28, 4, 11, 18, 25, 2, 9, 16</td>
<td>6, 13, 20, 27, 3, 10, 24, 3, 10, 17, 24, 7, 14, 21, 28, 5, 12, 26, 2, 9, 16, 23, 7, 14, 21, 28</td>
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<tr>
<td>Masters Certificate in Business Analysis</td>
<td>Jan 25 - June 2</td>
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<td>Masters Certificate in Project Management</td>
<td>Sept 22 - Jan 27</td>
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<tr>
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<tr>
<td>Professional Writing Skills for Business</td>
<td></td>
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</tr>
<tr>
<td>Winning Strategies for Responding to RFP’s</td>
<td>4-5</td>
<td></td>
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</table>

*FAST TRACK* Management Certificate Program in Human Resources (CHRP)
Masters Certificate in Business Analysis

Receive Canada’s Most Respected Business Analysis Certificate in Just 18 Days Over Six Months!

The Masters Certificate in Business Analysis equips you with the knowledge and techniques to plan, elicit, communicate, analyze, model, validate and manage user requirements throughout the project life cycle. The result: projects with cost savings, accurate time to market and, most importantly, solutions that meet the organization’s business needs.

Who Should Attend:

- Business analysts from all industries who are responsible for identifying, analyzing and managing business requirements, business processes and recommending solutions.
- Business and systems analysts lacking formal training and looking to close skill gaps.
- Anyone wishing to pursue the Certified Business Analysis Professional designation for career advancement.

Key Benefits and What You Will Learn:

- You will expand and enhance your skill set, with the knowledge and techniques of an effective Business Analyst.
- Master communication, analytical and modeling practices throughout the project life cycle.
- You will collaborate and network with other business analysts.
- Earn 126 CDUs/PDUs from PMI.

Fees: $9,250 + HST
Course Code: MBA500

Flexible option or individual modules available.

In partnership with:

International Institute of Business Analysis

Modules

<table>
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<td>April 9-11/22-24</td>
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<tr>
<td>Creativity &amp; Critical Thinking</td>
<td>May 3-5/10-12</td>
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<tr>
<td>Planning, Validating &amp; Managing User Requirements</td>
<td>June 10-12/17-19</td>
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<tr>
<td>Eliciting User Requirements*</td>
<td>July 15-17/22-24</td>
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<tr>
<td>Modeling the Business Problem*</td>
<td>Aug 19-21/26-28</td>
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<tr>
<td>Communicating the Solution*</td>
<td>Sept 23-25</td>
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<tr>
<td>The Business Analyst as a Change Agent</td>
<td>Oct 7-9/14-16</td>
</tr>
<tr>
<td>Filling the Gaps and Program Simulation Execution</td>
<td>Nov 11-13/18-20</td>
</tr>
</tbody>
</table>

*These modules qualify for CDU credits from IIBA and PDU credits from PMI.

In partnership with:

Project Management Institute

Masters Certificate in Project Management

Complete Canada’s Most Popular Project Management Program in Just 18 Days Over Five Months!

Why have more than 11,000 leaders chosen The Masters Certificate in Project Management?

Graduates of our conveniently scheduled 9-module course not only receive their Masters Certificate in Project Management, but are also prepared to write the Project Management Professional (PMP®) Professional Exam. Our course framework is founded upon the Project Management Institute’s (PMI®) textbook, A Guide to the Project Management Body of Knowledge (PMBOK®). Please refer to PMI.org for complete application requirements. With both certificates, your career potential as a Project Management professional known no boundaries.

Master the Nine Key Areas of Project Management:

- Integration management
- HR management
- Quality management
- Risk management
- Cost management
- Procurement management
- Time management
- Communications management
- Scope management

The Best Part – The Masters Certificate format appreciates the severe time limitations of today’s corporate employees and encourages active learning. The programs are in two or three day modules every second week. It also gives you the chance to apply the teaching in your real life project environment.

Who Should Attend:

- Project managers from any industry, with at least one year of experience and who wish to move up to a higher level in their field.
- Mid- and senior-level managers who have completed an introductory project management program.
- Anyone wishing to pursue the PMP® designation for career advancement.

Join us for a free one-hour online information session from 1:00 p.m. to 2:00 p.m. EST/EDT. Choose from one of these days: 15th of each month of next business day - all year.

Simultaneous website/telephone session. Once you register, you will be sent your login details. RSVP online at: http://ppd.carleton.ca/project-management-professional-certificate-ottawa/webinar/
In the new era of global competition, new models of transformational leadership – based on stakeholder participation, stewardship, and shared values – are essential for public sector organizations under pressure to deliver high quality results. The Management Certificate in Public Management program is designed to equip today’s public sector leaders with the skills and competencies critical to establishing frameworks of governance that will encourage innovation and ensure best practices throughout their organization.

WHO SHOULD ATTEND:
- Senior level leaders in public service who need to prepare for succession planning
- Professionals in private sector management level who interface with the government
- High potential professionals who aspire for senior level leadership in not-for-profit and private sectors
- Participants can be Assistant Deputy Ministers, Directors; senior management in health care organizations, school boards or social service agencies

KEY BENEFITS AND WHAT YOU WILL LEARN:
- Develop innovative thinking for effective leadership in public service.
- You will gain insight and understanding of the stewardship model of stakeholder partnerships.
- Enable enhanced critical thinking for complex issues.
- Learn the portfolio approach to public sector investment.
- Gain practical insights from seasoned faculties

In partnership with:

**MASTERS CERTIFICATE IN PUBLIC MANAGEMENT**

In the new era of global competition, new models of transformational leadership – based on stakeholder participation, stewardship, and shared values – are essential for public sector organizations under pressure to deliver high quality results. The Management Certificate in Public Management program is designed to equip today’s public sector leaders with the skills and competencies critical to establishing frameworks of governance that will encourage innovation and ensure best practices throughout their organization.

WHO SHOULD ATTEND:
- Senior level leaders in public service who need to prepare for succession planning
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- High potential professionals who aspire for senior level leadership in not-for-profit and private sectors
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- Gain practical insights from seasoned faculties

In partnership with:

**MANAGEMENT CERTIFICATE PROGRAM IN HUMAN RESOURCES**

The Management Certificate Program (MCP) in Human Resources is a fast-track certificate program for professionals wishing to achieve accreditation as a Certified Human Resources Professional (CHRP® or CHRL®) through the Human Resources Professional Association (HRPA®). You will achieve all nine credits required to write the National Knowledge Examination (NKE). Courses run on Saturdays from September to July. Participants in MCP also receive Carleton library privileges for the duration of enrollment within a course.

KEY BENEFITS AND WHAT YOU WILL LEARN:
- Earn all nine course requirements to write HRPA's National Knowledge Exam (NKE®).
- Receive Carleton library privileges for the duration of your course enrollment.
- Network with other HR professionals.

In partnership with:

**BUILD YOUR FUTURE**

the other management certificate programs I looked at did not have the fast track program that Sprott offered. Taking a class on a Saturday was convenient, especially since I was able to complete the course in under a year.

Art O’Keefe, 2010 MCP Student

**SCHEDULE**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Description</th>
<th>Date</th>
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<tbody>
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<td>MCP787</td>
<td>Human Resources Administration</td>
<td>Sept 9, 16, 23, 30, 2017</td>
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<tr>
<td>MCP012</td>
<td>Training and Development</td>
<td>Oct 14, 21, 28 &amp; Nov 4, 2017</td>
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<td>MCP015</td>
<td>Human Resources Planning</td>
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<td>MCP010</td>
<td>Introduction to Accounting</td>
<td>Dec 9, 16, 27 &amp; Jan 6, 13, 2018</td>
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<tr>
<td>MCP166</td>
<td>Organizational Behaviour</td>
<td>Jan 20, 27 &amp; Feb 3, 10, 2018</td>
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<tr>
<td>MCP013</td>
<td>Labour Relations</td>
<td>Feb 24 &amp; March 3, 10, 17, 2018</td>
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<tr>
<td>MCP019</td>
<td>Personnel Selection</td>
<td>March 24 &amp; April 7, 14, 21, 2018</td>
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<tr>
<td>MCP016</td>
<td>Compensation Planning</td>
<td>April 28 &amp; May 5, 12, 26, 2018</td>
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<tr>
<td>MCP014</td>
<td>Occupational Health &amp; Safety</td>
<td>June 2, 9, 16, 23, 2018</td>
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<tr>
<td>MCP211</td>
<td>Interpersonal Communication</td>
<td>July 7, 14, 21, 28, 2018</td>
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</table>

*Participants in the Management Certificate Program must complete MCP211 to earn their Sprott School of Business Certificate, although the course is NOT a CHRP designation requirement.
Upon completion of all three courses, you will be qualified to apply for the Canadian Risk Management (CRM) designation. The CRM is recognized by the Risk and Insurance Management Society (RIMS) and awarded by the Global Risk Management Institute (GRMI). The CRM designation has become a qualification requirement for some federal government jobs. In addition, many private organizations also look for CRMs to manage risk in their organizations.

WHO SHOULD ATTEND:
- Executives and board members who want to have in-depth comprehension to steer the development of organizational risk management policy.
- Managers who want to learn how to protect their organization against liability, property, personnel or net income risks.
- Supervisors, managers and project officers who are responsible to manage, control and protect an organization’s corporate and financial assets.
- Individuals who want to act as an independent risk management consultant.

In partnership with:

Global Risk Management Institute, Inc.

Modules

<table>
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<tr>
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<th>Risk Management</th>
<th>Dates</th>
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<td>CRM01</td>
<td>Principles &amp; Practices</td>
<td>Wednesdays, Sept 13 - Dec 13, 2017</td>
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<tr>
<td>CRM02</td>
<td>Risk Assessment &amp; Treatment</td>
<td>Tuesdays, Feb 27 - May 22, 2018</td>
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<tr>
<td>CRM03</td>
<td>Risk Financing</td>
<td>Tuesdays, Sept 12 - Dec 12, 2017</td>
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</table>

Course Code: CRM01, CRM02, CRM03

Fees: $785 CDN

Course materials must be purchased by participant.

Managers work in 360 degrees - up, down, and sideways - and the best ones seem to have eyes in the backs of their heads. Businesses today need managers who can think through problems and work with others to create solutions. The role of manager can be a natural step in career development – one requiring specific skills that are different from individual areas of expertise. This 12-day certificate program, delivered part-time in two-day modules, provides the knowledge, skills and tools that today’s managers need to confidently manage people and resources. Based on sound principles of adult learning, this lively and interactive learning environment provides you with practical ideas that you can take directly to your workplace.

WHO SHOULD ATTEND:
- New managers and supervisors who want to learn the essential skills of management.
- Experienced managers and supervisors who want to hone their management skills and develop a deeper understanding of this topic area.
- Team leaders and employees who see management as the next step in their career development.

KEY BENEFITS AND WHAT YOU WILL LEARN:
- The meaning and application of different managerial and leader manager styles.
- How to create inclusive environments in which employees can understand, value and respect each other’s differences.
- The knowledge of the process for getting teams started and for moving them successfully through the task cycle.
- You will obtain tools and techniques for managing projects.
- Skills to confidently communicate financial information with executives and financial staff.

A balanced program for employees in transition from a union to a management environment. Kudos to the Sprott School of Business team for a well-managed program. The teaching is high quality and the professors teach a two-for-one concept, mixing real-life work experience with textbook theory – the best of both worlds!

Joey St. Jacques, Project Manager, Hydro Ottawa

Module | Fall 2017 | Winter 2018
---|---|---
Essential Skills to Managing People/Managing Differences | Oct 18-19 | Feb 14-15
Communication Skills: Tools for Managers | Nov 1-2 | March 7-8
Finding the Right People | Nov 22 | March 21
Managing Change | Nov 23 | March 22
Managing Performance Effectively | Dec 6-7 | April 18-19
Financial Management | Dec 18 | April 30
Managing Projects | Dec 19 | May 1
Leading Teams to Higher Performance | Jan 10-11, 2018 | May 16-17

Course Code: MSC500

Fees: $6,500 + HST

sprott.carleton.ca/ppd
DIGITAL AND SOCIAL MEDIA STRATEGY & TACTICS
Learn how to develop, refine, and deploy an effective digital and social media strategy for your organization.
Taught by social media expert, Lyle Wetsch, ranked number 91 (No. 6 in Canada) on the top 100 marketing professors on Twitter around the world by Social Media Marketing Magazine.
This certificate course provides you the opportunity to be introduced to the world of e-marketing and places a variety of social media tools at your fingertips. Beginning with a Digital & Social Media Marketing Strategy, Development & Execution module, the program enables you to integrate social media into your marketing and overall digital strategy.

DIGITAL & SOCIAL MEDIA METRICS, MEASUREMENT & ANALYTICS
Learn how to evaluate the effectiveness of your organization’s digital and social media investments by deploying the correct tools and measurement techniques.
This certificate course focuses on providing participants with the knowledge and skills to allow them to evaluate their organization’s digital and social media deployments. This seminar is designed to ensure that organizations are measuring the correct items; using the appropriate free and paid tools to provide the actionable information needed and that the appropriate individuals in the organization have access to and the capability to act on the data.

DIGITAL & SOCIAL MEDIA COMMUNICATION, ENGAGEMENT & ADVERTISING
Learn how to enhance your communication across multiple digital platforms and be able to target your organization’s messages effectively through pay-per-click advertising on search engines and social media channels.
This certificate course provides you the opportunity to learn how to improve the perception of digital deployments and how to use both free and paid digital advertising opportunities to communicate messages effectively to a selected target audience. Each channel will be explored in conjunction with the individual organization’s strategy and target audience to determine what techniques and channels should be used to optimize communication and provide the highest return on investment. Individual guidance will be provided to each participant regarding the advertising and communication channels that best suit their organizations goals and objectives.

PROFESSIONAL CERTIFICATE IN BUSINESS PROCESS MANAGEMENT
This BPM Professional Certificate program will help you and your organization establish a consistent, integrated and scalable BPM Methodology, including a common language and common tools and techniques that assure efficient collaboration among all process practitioners within an organization.
Complete 40 hours of coursework (3 courses, 5 days) to earn your business process management professional certificate and gain the practical tools and background required to work on a team of BPM Process professionals.
In addition, this Professional Certificate Program is aligned with the International Association of Business Analysis (IIBA®) Business Analysis Body of Knowledge (BABOK® V2.0) and is endorsed by the IIBA. Attendees will earn PDs (Professional Development) hours or CDUs (Continuing Development Units) for attending courses in this certificate program.

REQUIRED COURSES:
BPTA 101 Principles of Business Process Management (1 Day)
BPTA 102 Introduction to Business Process Modeling, Analysis & Design (4 Days)

In partnership with:

Course Code: SMM100
Course Dates: Fall: Oct 16-18, 2017
Winter: April 30 - May 2, 2018
Fees: $1,975 CDN + HST

Course Code: SMM200
Course Dates: Nov 29-22, 2017
Fees: $1,975 CDN + HST

Course Code: SMM220
Course Dates: June 11-13, 2018
Fees: $1,975 CDN + HST

Course Code: BPM500
Course Dates: Feb 5, 6, 12, 13, 14, 2018
Fees: $4,950 CDN + HST
Whether you work in the public, private or non-profit sector, Sprott has an open enrollment program to fit your needs and busy schedule.

## SEMINARS & WORKSHOPS

Project Management, Communications, Marketing, Management, Finance, Exam Preparation, and more!

The seminars and workshops are comprehensive, results driven and brief in length. You are away from the office for only a few days and can begin implementing your new skills your first day back to work.

### BUILDING AND PRESENTING A WINNING BUSINESS CASE

Most important business decisions today require a business case. This workshop includes practical instruction on the “what,” “why” and “how” of all essential case elements.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- The essentials of every business case.
- How to build credibility as you build your case.
- How to legitimize and measure the full range of business benefits.
- How to build a financial modeling system.
- How to package and present your business case results for maximum impact.

### WINNING STRATEGIES FOR RESPONDING TO RFP’S

Gain an understanding of how to prepare a response to various competitive procurement bid instruments such as an RFP, RFI, and Invitation to Tender. During this seminar, time is allocated for what-if scenarios supplied by participants from actual experiences.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- You will understand the complexity of the bid process, the importance of positive responses, and the evaluators’ viewpoint.
- How to analyze the bid for completeness and clarity.
- Be able to determine whether you should bid or pass.

### LEADING HIGH PERFORMANCE TEAMS

Effective team leaders view leadership as a role, not a position. They see their role as serving team members who, in turn, work towards achieving the team’s objective. High performance teams are central to the effectiveness, productivity and competitiveness of the entire organization.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- You will be able to identify the key characteristics of an effective team leader.
- How to recognize the role and influence of leadership in promoting team success.
- Adapting your leadership style to reflect the specific stage of team development.

### PMP® EXAM PREPARATION

This course will broaden students’ understanding of all the knowledge areas of PMI’s Project Management Body of Knowledge (PMBOK), preparing them to pass the PMP certification exam.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- A structured and integrated review of the PMBOK knowledge areas.
- Key concepts, terms and principles of project management.
- The format and makeup of the PMP exam.
- Tips and study methods to help prepare for the exam.

You will receive 35 PDUs required for your PMP certification.

### ACCOUNTING & FINANCE FOR NON-FINANCIAL MANAGERS

For many managers, the company’s financial statements remain a mystery. A basic understanding of financial statements and project evaluation tools allow for rational decisions and intelligent discussions.

**KEY BENEFITS AND WHAT YOU WILL LEARN:**
- How to talk to financial people.
- How to evaluate financial reports.
- How to make sound project decisions.
- How to assess the financial viability of capital investments.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Dates</th>
<th>Fees</th>
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<tr>
<td>SMS717</td>
<td>Feb 26-27, 2018</td>
<td>$1,495 CDN + HST</td>
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<tr>
<td>SMS746</td>
<td>Dec 4-5, 2017</td>
<td>$1,295 CDN + HST</td>
</tr>
<tr>
<td>MSP607</td>
<td>April 9-10, 2018</td>
<td>$1,295 CDN + HST</td>
</tr>
<tr>
<td>SMS704</td>
<td>March 8-9, 12-14, 2018</td>
<td>$2,495 CDN + HST</td>
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</tbody>
</table>
WHAT YOU WILL LEARN:

- Develop five key skills for effective listening.
- How to decode and listen to non-verbal communication.
- Understand how to distinguish relevant facts and feelings in order to proceed with common understanding.
- You will be able to plan and initiate dialogue about issues important to you.

**Communication Effectively**

Effective writing boosts your image, makes decision-making easier, and portrays your organization as professional and efficient. Upon completion of this workshop, you will be better able to prepare meaningful business documents and approach difficult communications with confidence.

**Key Benefits and What You Will Learn:**
- Develop five key skills for effective listening.
- How to decode and listen to non-verbal communication.
- Understand how to distinguish relevant facts and feelings in order to proceed with common understanding.
- You will be able to plan and initiate dialogue about issues important to you.

**Certified Internal Auditor® (CIA®) Exam Preparation**

These courses follow the Institute of Internal Auditors’ (IIA) CIA Learning System, a comprehensive professional development and Certified Internal Auditor® (CIA) exam preparation program.

**Courses**
- CIA001: Internal Audit Basics
  - Oct 24, 31 & Nov 7, 2017
- CIA002: Internal Audit Practice
  - Jan 15, 16, 22, 2018
- CIA003: Internal Audit Knowledge Elements
  - April 23-24, & May 2-3, 7, 2018

In partnership with:

The Institute of Internal Auditors
sprott.carleton.ca/ppd
ACCELERATE PERFORMANCE WITH CONVENIENT AND CUSTOM GROUP TRAINING.

A variety of Sprott professional programs and courses can be delivered privately to groups of 10 or more, in your own offices or at the university. For highly-focused training, we’ll work with you one-on-one to develop and deliver a program tailored to the specific needs of your organization. In-House & Custom Programs are an asset to any group seeking to enhance productivity and morale.

- Cost-effective training and development - save employee and company time, and travel expenses by bringing us to you.
- Align training to your organization’s business priorities, training needs and schedules.
- Use organizational language and discuss organizational issues in a confidential environment.

Let us help you with custom training for your organization.

Calvin Tong
Director, Sprott Professional Programs
Tel: 613-520-2102
Email: customprograms@sprott.carleton.ca

AVAILABLE IN-HOUSE & CUSTOM PROGRAMS

BUSINESS COMMUNICATION
- Business Grammar
- Public Sector Writing & Grammar
- Internal Communication
- Presentation Skills
- Strategic Communication Planning
- Productive Presentations
- Business Meetings

MANAGEMENT SKILLS
- Interview and Selection Skills
- Time Management
- High-Performance Coaching
- Effective Listening
- Influence and Persuasion
- Performance Appraisal and Feedback
- Difficult Conversations

Niche Seminars
- Budget Management and Control
- Creating Your Message and Taking it to Market
- Facilitation for Results
- Is Management for Me?
- Managing and Sustaining Media Relations
- Balancing Priorities
- Building Total Cost of Services Framework
- Internal Audit Series
- External Audit Series

STRATEGY AND LEADERSHIP
- Enterprise Architecture and Business Process Modeling
- Managing Things and Leading People
- Organizational Treasury Policy
- Principled Negotiation
- Quality Management
- Strategic Brand Management Development
- Situational Leadership
- Alternative Dispute Resolution Processes
- Blue Ocean Strategy
- Essential Skills for Internal Consultants

BUSINESS DEVELOPMENT AND MARKETING
- Closing the Sale
- Effective Strategies and Planning
- Effective Use of Technology in Sales
- Leveraging Your Customer Service Team
- Major Account Selling
- Sales Calls - From Handshake to Proposal
- Building Winning Client Relationships
- Caring for Customers - A Customers Service Strategy
- Direct Marketing
- Proposal Management

AND MANY MORE!
CERTIFICATE OF ACHIEVEMENT

Upon program completion, you will receive a Sprott School of Business Professional Programs Certificate of Achievement – a widely recognized symbol of excellence in executive education.

PROFESSIONAL PROGRAMS DIVISION

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