MESSAGE FROM THE DEAN

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.

The Sprott School of Business at Carleton University has been delivering high quality executive and professional training in the nation’s capital since 1994.

Whether you are looking to develop new skills to advance your career, obtain a professional designation or enhance team performance, we offer a wide range of certificate programs, seminars and workshops designed to accommodate busy schedules. We also offer customizable corporate group training that can be delivered on the Carleton campus or in your own offices.

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

Sincerely,

Linda Schweitzer
Interim Dean, Sprott School of Business
Carleton University

CERTIFICATE PROGRAMS

MASTERS CERTIFICATE PROGRAMS

- Masters Certificate in Project Management
- Masters Certificate in Business Analysis
- Masters Certificate in Public Sector Leadership

PROFESSIONAL CERTIFICATE PROGRAMS

- Management Certificate Program in Human Resources *FAST TRACK
- Professional Certificate in Management Skills
- Professional Certificate in Risk Management
- Digital & Social Media Strategy & Tactics Certificate
- Digital & Social Media Communication, Engagement & Advertising Certificate
- Digital & Social Media Metrics, Measurement & Analytics Certificate

SEMINARS & WORKSHOPS

ACCOUNTING AND FINANCE

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

PROJECT MANAGEMENT

- PMI Exam Preparation Course
- Essentials of Project Management

COMMUNICATIONS

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

MANAGEMENT

- Winning Strategies for Responding to RFP’s
- Leading High Performance Teams

BUSINESS ANALYSIS

- Creativity & Critical Thinking
- Planning, Validating & Managing User Requirements February
- Eliciting User Requirements
- Modeling the Business Problem
- Communicating the Solution
- The Business Analyst as a Change Agent

LEADERSHIP

- Strategic Leadership
- Executive Leadership
- Results Leadership

ONLINE: sprott.carleton.ca/ppd
PHONE: (613) 520-3486
FAX: Download the registration from our website and fax it to (613) 520-7507

Please visit our website to review our policies and FAQs.
## COURSE CALENDAR

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>SEPTEMBER</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
<th>JANUARY</th>
<th>FEBRUARY</th>
<th>MARCH</th>
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<tr>
<td>Accounting &amp; Finance for Non-Financial Managers</td>
<td>24 - 26</td>
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<td>CIA Part 2: Internal Audit Practice - TBA</td>
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<td>CIA Part 3: Internal Audit Knowledge Elements - TBA</td>
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<td>Communicating Effectively</td>
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<td>CRM 1: Risk Management: Principles &amp; Practices</td>
<td>Sept 12 - Dec 12</td>
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<td>CRM 2: Risk Assessment and Treatment</td>
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<td>Feb 19 - May 14</td>
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<td>CRM 3: Risk Financing</td>
<td>Sept 11 - Dec 11</td>
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<td>Digital &amp; Social Media Communication, Engagement &amp; Advertising Certificate</td>
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<tr>
<td>Essentials of Project Management for Business and Government</td>
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<td>Influence and Persuasion Without Authority</td>
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<td>Leading High Performance Teams</td>
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<td><em>FAST TRACK</em> Management Certificate Program in Human Resources (CHRP) - NA</td>
<td>Sept 8 - Jul 27, 2019</td>
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<td>Masters Certificate in Business Analysis</td>
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<td>Jan 17 - May 11</td>
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<tr>
<td>Masters Certificate in Project Management</td>
<td>Sept 21 - Jan 19, 2019</td>
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<td>Masters Certificate in Public Sector Leadership</td>
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<td>Professional Certificate in Management Skills</td>
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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 through 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

In partnership with: IIBA® International Institute of Business Analysis

Module Dates
Program Introduction & Business Analysis Framework January 17
Creativity & Critical Thinking February 1-2
Planning, Validating & Managing User Requirements February 22-23
Eliciting User Requirements* March 7-9
Modeling the Business Problem* March 21-23
Communicating the Solution* April 4-5
The Business Analyst as a Change Agent April 20-27
Filling in the Gaps and Program Simulation Execution May 5-11

*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®) 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 in the Project Management community knows no boundaries!

MASTERS THE NINE KEY AREAS OF PROJECT MANAGEMENT:

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

THE BEST PART – The Masters Certificate format appreciates the severe time limitations of today’s corporate employees and encourages active learning. The programs run 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 partnership with: Project Management Institute

Module Dates
Program Introduction Sept 21
Project Planning & Control Sept 27-29
Leadership, Communication, & Stakeholder Management Oct 12-13
Project Quality Management Oct 26-27
Effective Project Cost Management Nov 16-17
Assessing and Managing Project Risk Nov 30-Dec 1
Procurement & Contracting Management Dec 14-15
Filling in the Gaps & Final Exam Jan 11-12, 2019
Project Simulation Jan 18-19, 2019

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

In partnership with: International Institute of Project Management

Module Dates
Program Introduction Sept 21
Project Planning & Control Sept 27-29
Leadership, Communication, & Stakeholder Management Oct 12-13
Project Quality Management Oct 26-27
Effective Project Cost Management Nov 16-17
Assessing and Managing Project Risk Nov 30-Dec 1
Procurement & Contracting Management Dec 14-15
Filling in the Gaps & Final Exam Jan 11-12, 2019
Project Simulation Jan 18-19, 2019

Course Code: MPM500
Fees: $9,250 + HST

In partnership with: International Institute of Business Analysis

Module Dates
Program Introduction & Business Analysis Framework January 17
Creativity & Critical Thinking February 1-2
Planning, Validating & Managing User Requirements February 22-23
Eliciting User Requirements* March 7-9
Modeling the Business Problem* March 21-23
Communicating the Solution* April 4-5
The Business Analyst as a Change Agent April 20-27
Filling in the Gaps and Program Simulation Execution May 5-11

*These modules qualify for CDU credits from IIBA® and PDU credits from PMI®
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 SECTOR LEADERSHIP

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®). 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:

Course Code: CPM500
Full Program Fee: $9,850 + HST
Individual Module Fee: $3,850 + HST

Course Code: MCP500
Per course $695 CDN

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

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

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<thead>
<tr>
<th>Module</th>
<th>Description</th>
<th>Dates</th>
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<tr>
<td>MCP787</td>
<td>Human Resources Administration</td>
<td>Oct 13, 20, 27 &amp; Nov 3, 2018</td>
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<tr>
<td>MCP102</td>
<td>Training and Development</td>
<td>Sept 8, 15, 22 &amp; 29, 2018</td>
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<tr>
<td>MCP105</td>
<td>Human Resources Planning</td>
<td>Nov 10, 17, 24 &amp; Dec 1, 2018</td>
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<tr>
<td>MCP100</td>
<td>Introduction to Accounting</td>
<td>Dec 8, 15, &amp; Jan 5, 12, 2019</td>
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<tr>
<td>MCP166</td>
<td>Organizational Behaviour</td>
<td>Jan 19, 26 &amp; Feb 2, 2019</td>
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<tr>
<td>MCP103</td>
<td>Labour Relations</td>
<td>Feb 23 &amp; March 2, 9, 16, 2019</td>
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<tr>
<td>MCP109</td>
<td>Personnel Selection</td>
<td>March 23, 30 &amp; April 6, 13, 2019</td>
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<td>MCP106</td>
<td>Compensation Planning</td>
<td>April 27 &amp; May 4, 11, 25, 2019</td>
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<tr>
<td>MCP104</td>
<td>Occupational Health &amp; Safety</td>
<td>June 1, 8, 15 &amp; 22, 2019</td>
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<tr>
<td>MCP101</td>
<td>Interpersonal Communication</td>
<td>June 8, 13, 20 &amp; 27, 2019</td>
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</tbody>
</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.
PROFESSIONAL CERTIFICATE IN RISK MANAGEMENT

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:

PROFESSIONAL CERTIFICATE IN MANAGEMENT SKILLS

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 2018 Winter 2019
Essential Skills to Managing People/Managing Differences Oct 17-18 Feb 12-13
Communication Skills: Tools for Managers Nov 14-15 Mar 5-6
Finding the Right People Dec 5 Mar 27
Managing Change Dec 6 Mar 28
Managing Performance Effectively Dec 19-20 Apr 10-11
Financial Management Jan 7, 2019 May 1
Managing Projects Jan 8, 2019 May 2
Leading Teams to Higher Performance Jan 23-24, 2019 May 15-16

Module Spring 2019
Financial Management May 13-14
Managing Projects May 15-16
Leading Teams to Higher Performance May 20-21
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.

In partnership with:

Gardiner

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.

In partnership with:

Gardiner

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.

In partnership with:

Gardiner

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. Also applicable to your CAPM certification.
Whether you work in the public, private or non-profit sector, Sprott has an open enrollment program to fit your needs and busy schedule.

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.

### 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
- How to assess the financial viability of capital investments

### 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

### INFLUENCE AND PERSUASION WITHOUT AUTHORITY

Professionals spend a significant percentage of their time attempting to influence, persuade, and negotiate with their immediate stakeholders. These skills are key factors in business success. This program will provide you with essential influence and persuasion strategies and processes. By completing influence assessments, you will discover your personal source of influence power and your preferred method of influence style. This information will permit you to evaluate your style and its ability to help or hinder you in your professional relationships.

**Key Benefits and What You Will Learn:**
- How to differentiate between influence, persuasion, and manipulation
- How to leverage your strongest power base to influence others
- How to apply different influence strategies to others with different styles
- How your communication style is helping or hindering your influence goals

### Course List

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<thead>
<tr>
<th>Course Code</th>
<th>Course Dates</th>
<th>Fees</th>
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<td>MSP613</td>
<td>Fall: Nov 19-20, 2018</td>
<td>$1,495 CDN + HST</td>
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<td>SMS746</td>
<td>Dec 10-11, 2018</td>
<td>$1,295 CDN + HST</td>
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<tr>
<td>MSP607</td>
<td>April 24-25, 2019</td>
<td>$1,295 CDN + HST</td>
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<td>NSN309</td>
<td>Fall: Oct 24-26, 2018</td>
<td>$1,595 CDN + HST</td>
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<td>Winter: March 23-27, 2019</td>
<td>$1,595 CDN + HST</td>
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ESSENTIALS OF PROJECT MANAGEMENT FOR BUSINESS AND GOVERNMENT

Gain a full overview of the process and techniques of project management using the latest project management methods and obtain practical experience in the application of these techniques.

KEY BENEFITS AND WHAT YOU WILL LEARN:
- Effectively manage each stage of the project life cycle
- Achieve project cost, schedule, and quality objectives
- Satisfy your clients’ needs
- Enhance your project team’s performance
- Hone your problem-solving skills
- How your communication style is helping or hindering your influence goals

CONFLICT RESOLUTION

The ability to successfully navigate one’s way through conflict is a skill no one should be without. This course will take the participant through all of the essential skills, techniques and tools necessary to conflict resolution. Whether you yourself are in a conflict with someone, or you have to facilitate a conflict between two or more people, this course will be an indispensable component of your professional development. Participants will come out of this course with an increased awareness of how to present conflict, and will develop abilities that will enable them to resolve conflict with much greater comfort, ease and effectiveness.

KEY BENEFITS AND WHAT YOU WILL LEARN:
- How to use communication to prevent and resolve conflict
- How to implement skills, techniques and tools for conflict resolution
- How to handle difficult or intense emotions
- How to deal with power imbalances and impasse
- How to minimize the recurrence of conflict
- How to use a conflict resolution process

PROFESSIONAL WRITING SKILLS FOR BUSINESS

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:
- How to plan and prioritize business communications
- How to use business communications to achieve your goals
- How to maintain goodwill and trust even in difficult situations
- Write clearly and directly

COMMUNICATING EFFECTIVELY

Active listening and assertive communication enable you to effectively influence others, provide clear feedback and engage in meaningful dialogue. This program emphasizes self-awareness by building on participant’s work and personal experiences, making it both practical and relevant.

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
  3 days - TBA
- CIA002 Internal Audit Practice
  5 days - TBA
- CIA003 Internal Audit Knowledge Elements
  5 days - TBA

In partnership with: The Institute of Internal Auditors
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
- 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
- Lean Six Sigma Certification
- Supply Chain Management

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

Innovation Leadership

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
Sprott School of Business
Carleton University
310 Dunton Tower, 1125 Colonel By Drive
Ottawa, ON K1S 5B6

General Inquiries & Registration
Tel: 613-520-3486
Fax: 613-520-7507
Email: profdev@sprott.carleton.ca
sprott.carleton.ca/ppd

Please visit our website to review our policies and FAQs.