

Strategy for Training & Development of Nonacademic Staff University of Ruhuna (UOR)



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ENACT

**ENHANCING GOVERNANCE,
MANAGEMENT AND REFORM IN SRI
LANKAN UNIVERSITIES THROUGH
NON-ACADEMIC STAFF TRAINING**

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Preface

In the evolving landscape of higher education, quality improvement initiatives have become essential to the progress of academic institutions. In Sri Lanka, numerous programs have been introduced to enhance the quality of higher education. However, these initiatives often overlook a crucial component—the career development and skill enhancement of non-academic staff. This gap, primarily driven by limited resources and financial constraints, has left a significant portion of university staff without the necessary support to advance their careers and contribute effectively to their working places.

To address this issue, the ENACT—a collaborative capacity-building project has been launched, involving six Sri Lankan universities and four European Union universities. The primary objective of this project is to enhance the governance, management, and operations of Sri Lankan universities by developing the knowledge and skills of non-academic staff. This initiative aims to improve organizational performance and support ongoing and future modernization efforts and reforms within the higher education sector.

The ENACT project’s training programs have played a pivotal role in this endeavor. These trainings were designed to replicate the outcomes of transnational training sessions across all Sri Lankan partner universities. The insights and evaluations gathered from these programs will be instrumental in finalizing a long-term training strategy focused on continuous learning and career development for non-academic staff.

As a tangible outcome of these efforts, this strategy manual is being launched. It is envisioned that this manual will guide the University of Ruhuna in effectively designing future training and development initiatives for their non-academic staff. By doing so, it will help shape the reskilling and upskilling of these employees to meet the future skill demands of Sri Lanka’s higher education administration.

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Strategy for Training & Development-University of Ruhuna (UoR)

Section One

1 Overview

The University of Ruhuna (UoR) was established in 1978 as a university college and subsequently upgraded to a full-fledged university in 1984, initially with four faculties. Now it has expanded to nine faculties and a graduate faculty to cater to nearly 15,000 internal full-time undergraduates and 1100 postgraduate students. The University of Ruhuna (UoR) is governed by a university act and operates as a semi-autonomous entity regarding finances and administration. The University Grants Commission, under the Ministry of Education, is the highest authority overseeing universities through its administrative regulations, ordinances, and circulars.

Mainly, the UoR and other state universities in Sri Lanka (SL) heavily depend on the annual government grant, and there are opportunities for self-fund generation through fee-levying courses for postgraduate, external degree programs, and extension courses. Currently, the staff of the university basically belongs to two main streams: academic and nonacademic staff. In the existing staff population, there are about 600 academic staff and 850 nonacademic staff at the university. Within the nonacademic staff category, there are other subcategories, i.e., administrative, academic support, technical, management assistants, and minor employees.

While the UoR's vision and mission provides the institute's overall strategy and the premise on which it stands, its core values specifically and explicitly spell out how its employees should behave and what the institute expects out of them.

To attain effective utilisation of human resources for the achievement of organisational goals, human resource management plays a key role and is considered the main tool in shaping human behaviour and ultimately creating an effective working environment with an engaged workforce. Focusing on that, the strategy is proposed, and special initiatives are to be enacted towards implementing this strategy.

Section Two

Setting up a strategy for Nonacademic Training & Development

1. Scope

The strategic plan for Training and Development for NA staff of UoR outlines the goals, objectives, and strategies that will be implemented to enhance the employees' capabilities in the human resources functions within the university. This plan more specifically focuses on the key HR functions from recruitment to recognition & reward that enabling HR management and training & development.

The primary objective of the UOR strategy is to enhance knowledge, values, skill & competencies of NA staff of the University of Ruhuna align with the ENACT project's objectives and strategies as mentioned below.

1 Enhancing the governance, management and operations of SL universities by developing nonacademic staff knowledge, skills and competencies to boost organizational performance and meet evolving educational trends and needs.

1.1 To improve the knowledge, skills, and competencies of nonacademic staff in Sri Lankan partner universities through TOT training and international exposure.

1.2 To integrate nonacademic staff into university operations to improve overall performance by providing multiplication TOT training sessions to develop their skills and competencies.

1.3 To implement institutional strategies and support structures in universities by involving all relevant stakeholders to ensure a long-term commitment to training and developing nonacademic staff.

1.4 To disseminate the knowledge gained from training to recommend actions and develop policies and strategies for improving the national higher education system and other universities.

Accordingly, the UoR strategy is centered around the nurturing of skilled and proficient workers, ensuring ongoing career growth and advancement for them, and maintaining their employment at the optimal level of work performance. Aiming to establish and maintain a work environment conducive to continuous learning and development for enhancing quality and delivering speedy output through their work processes is the ultimate objective. This will facilitate empowering them while fostering a culture of continuous education and learning within the University of Ruhuna.

2. Vision and Mission

Vision: To become a university that nurtures an effectively engaged workforce in meeting with current and future skills.

Mission: To develop skills and competencies for nonacademic staff through a comprehensive training and development strategy that aligns with an effective HR policy and practice.

3. Environmental Analysis- SWOT Analysis

Conduct a thorough analysis by examining the internal and external factors that affect HR policy & practices and training & development on focusing vision & mission. Identify opportunities and challenges, such as changing work environment with empowering staff, technological advancements, demographic changes, and regulatory requirements. This analysis will help shape the strategic initiatives.

This environmental analysis outlines the strengths, weaknesses, opportunities, and threats of conducting a SWOT analysis. The strengths focus on the dedicated HR personnel, organisational legal and administrative framework, and annual budget allocation for staff development. Weaknesses include difficulty identifying skill gaps, resistance to change, limited financial resources, a lack of technology integration, and the fact that HR functions are not integrated with T&D programs (such as recruitment & promotions, performance appraisal, and rewarding employees etc.). Opportunities for improvement include the expansion of new job opportunities, the advantage of maintaining a proper cadre balance between job categories, keeping up with industry trends, collaborations, opportunities for continuous learning & development, and career advancement. Threats include rapid technological advancements, employee transfers, competitors investing heavily in training, recruiting employees based on political interference, a rapidly changing working environment etc.

S Strengths	W Weaknesses	O Opportunities	T Threats
<ul style="list-style-type: none"> • Strong organizational legal and administrative framework for governance and management. • Expandability of dedicated HR personnel with internal resource persons in vast experience in the university administration. • Low rate of employee turnover. • Annual budget allocation availability for capacity building. • Capacity for utilizing technological tools and platforms may enhance training and development experience, such as e-learning and virtual platforms. • Linking training and development initiatives with career advancement opportunities can increase employee performance and work engagement. • A significantly high number of younger staff population and their long-term stay in the university. 	<ul style="list-style-type: none"> ▪ Non availability of skills & competency standards/framework. ▪ Identifying the specific skill gaps within the different NA employment categories, however, require a comprehensive assessment to determine the areas that need improvement based on skill & competency framework. • Employees may resist change and be reluctant to participate in training programs, particularly if they perceive them as time-consuming or unnecessary. • Limited financial resources available for training and development initiatives, for NA staff. • Lack of a structured performance management and reward system. • Lack of integrity in training and development activities in other essential HR functions. • Lack of regulatory provisions and support towards T&D for Non-academic sector. • Scheme of recruitment/promotion (SOR/SOP) do not align with the skill & competency requirement. • Limited integration of technology in administrative processes and mostly rely on manual systems. 	<ul style="list-style-type: none"> • Expansion into new job categories requiring additional workforce with new skills. • Keeping up with industry trends and best practices in training and development can provide opportunities to adopt new methodologies or technologies. • Collaborations-Partnering with external training providers, educational institutions, or industry experts can bring fresh perspectives and expertise to the organization's training initiatives. • Advancements in technology for e-learning and virtual training. • Emerging technologies. 	<ul style="list-style-type: none"> • Rapid Technological Advancements: Technological advancements can quickly render existing skills outdated, requiring continuous investment in training and development to keep pace with the changing landscape. • Employee transfers to other universities may result in a loss of trained and skilled personnel, making it challenging to maintain a consistent level of trained staff within the organization. • External competitors may invest heavily in training and development, giving them a competitive advantage in training and development. • Recruiting employees based on politicians' lists prevents attracting skilled candidates and as a result it may necessitate additional training for staff, consuming resources and time. • Geographical disadvantage. • Rapidly changing working environment requires more training needs. • Political intervention in the process of new recruitments.

4. Policy Statement on Training and Development Strategy

The University of Ruhuna (UoR) recognises that prioritising the training and development needs of its NA staff is essential to foster a culture of excellence, drive innovation, and achieve sustainable skill development. The UoR is committed to providing all non-academic staff with the necessary resources, tools, and opportunities to enhance their skills, knowledge, and competencies. This policy statement outlines the commitment to training and development as a strategic imperative and sets the foundation for a continuous education and learning environment.

Through this Training and Development Policy Statement, the UoR affirms its commitment to empower its employees, foster professional growth, and cultivate a skilled workforce capable of driving the university's overall success.

It will design and deliver a range of training programs that align with the corporate goals and priorities. The UoR is dedicated to creating a supportive and inclusive learning environment in a transparent manner that encourages personal and professional growth. It is believed that investing in staff development is crucial for individual success, work performance, effectiveness, and long-term success.

The University of Ruhuna believes that the most valuable asset is human resources. It is committed to fostering a culture of continuous learning and professional growth by providing comprehensive and diverse training and development opportunities for all employees through this strategy in a transparent manner. This policy outlines our commitment to investing in our workforce, enhancing their skills, and supporting their career advancement.

Its training and development initiatives aim to equip employees with competencies in knowledge, skills, abilities, with values required to excel in their roles and adapt to emerging challenges. It recognizes the importance of continuous learning in fostering a culture of innovation and enabling UoR staff to adapt to evolving trends, emerging needs and technological advancements.

By investing in employees' growth and career development, the UoR strives to enhance overall job satisfaction and foster a positive work environment. Through targeted training & development programs, that aim to identify and nurture talented individuals, creating a pipeline of future leaders, successors, and skilled professionals.

The UoR provides foundational training programs that address specific knowledge, essential job-related skills, and competencies applicable across various job roles within the university. These programs are included in the strategy in detail. In a rapidly evolving work environment and the landscape, it recognizes the importance of agility and adaptability. Through training and development, it ensures the UoR staff stay updated on current and future technologies and skill requirements.

Training and development opportunities will be made available to all employees, representing all categories. The UoR is committed to developing leadership capabilities at all levels of the university. Such leadership development programs will empower employees to lead teams, inspire others, and drive success. The UoR encourages employees to participate in training that will offer various training delivery formats, including in-person sessions, e-learning modules, workshops, seminars, webinars, and external training opportunities that support their personal and professional growth beyond their immediate job requirements. Whenever possible, it will support flexible learning schedules to accommodate the needs of employees and ensure minimal disruption to their regular duties.

The UoR encourages mentorship and coaching programs to facilitate knowledge transfer, skill development, and career progression. The UoR is committed to providing a supportive learning environment that empowers our staff to achieve their full potential, contribute significantly to the university's success, and build fulfilling careers at UOR. It recognizes that each employee has unique

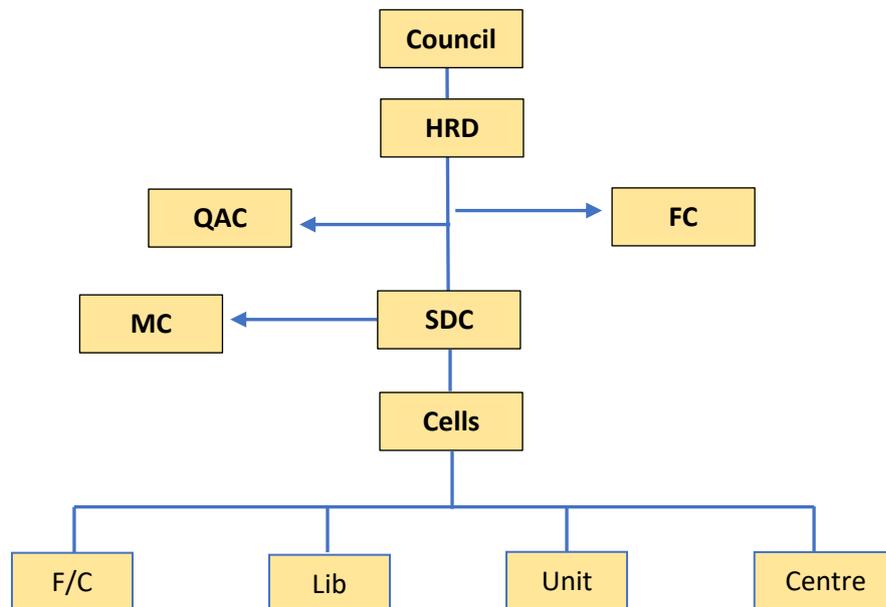
strengths, career aspirations, and developmental needs. The UoR encourages employees to actively participate in the development of their Individual Development Plans (IDPs) in collaboration with their SDC-cells and the SDC. IDPs serve as roadmaps for personalized learning and career advancement.

It recognizes the importance of allocating a dedicated budget to training and development activities. Adequate resources will be allocated to support the implementation of effective training programs and initiatives. A dedicated budget will be allocated to training and development initiatives each financial year based on the action plan, ensuring that employees are equipped with the necessary knowledge to perform their roles efficiently and responsibly and reflecting its commitment to investing in the employees' growth and potential.

It will proactively communicate training opportunities, updates, through the LMS to all staff since transparent and timely communication will encourage active participation and engagement in the training process. The strategy is committed to evaluating the effectiveness of its training programs to ensure their relevance and impact based on set KPIs. It will gather feedback from participants and stakeholders and use the data to continuously improve the quality, content, and delivery of training initiatives.

This T&D strategy will be reviewed periodically to ensure its effectiveness and alignment with organizational goals. It is expected to value feedback from employees regarding the effectiveness and relevance of training programs and used to continually enhance our training and development initiatives. Feedback surveys and evaluation forms will be used to assess training outcomes. The impact of training on individual and team performance will be periodically reviewed, and adjustments will be made to improve training effectiveness.

5. Governance & management structure for implementation of T&D strategy- Figure 2.



As the training and development is not a one-time activity but a process, it is suggested that, to integrate aspects of institutional strategy, a clear and supportive organizational governance and management structure be ensured. The holistic view of functional connectivity between different T&D-responsible entities is shown in Figure 2.

6. Goal, Objectives and Strategies

A. Goals

The goal of this proposed strategy is to enhance knowledge, skills and overall work performance of non-academic staff in the UoR aligning with value-based skill-competency framework. Objectives include identifying key areas for skill development, developing a comprehensive training program, providing ongoing support and resources, and evaluating the progress and effectiveness of T&D strategic actions.

Goal 1: To enhance the skills, competencies, and overall performance of non-academic staff in the UoR.

Goal 2: To ensure personal & learning development and career management of non-academic staff in the UoR.

Goal 1 To enhance the skills, competencies, and overall performance of non-academic staff in the UoR.

B. Objectives:

- 1.1. To identify anticipated key skill requirements of the areas of NA staff and skill development measures based on institutional skill-competency framework and do the need assessment.
- 1.2. To develop training and development methodologies, and comprehensive program to address identified skill areas based on the need assessment.
- 1.3. To provide ongoing support and resources for implementation of the T & D strategy.
- 1.4. To evaluate the progress, output effectiveness of the T & D program and make necessary improvements in a constant and continuous manner.

C. Strategies

1.1 Competency Framework Development and Need Assessment

A comprehensive analysis of the university's skill needs based on the skill-competency framework is essential. This includes gathering feedback from HoDs analyzing performance gaps and skill deficiencies. This will help identify the most needed skill development areas where training interventions are necessary.

- 1.1.1 Conduct a comprehensive evaluation of the university's current and future skill requirements of NA staff, considering aligning with the corporate goals and strategies.
- 1.1.2 Gather need assessment feedback from the university SDC and faculty cells to prepare master training plan.
- 1.1.3 Analyze the skills and performance gaps to determine the areas which needed in prioritising and to be included in the annual training calendar.

1.2 Training and Development methodologies

A comprehensive training and development program should be designed, including a curriculum that aligns with defined competencies to address performance/skill gaps. Governance and management should be established to operationalize the planning and implementation of the T&D strategy.

- 1.2.1 Develop of a master plan for training, including program objectives, curriculum design, mode of delivery, program budget etc. that aligns with the identified competencies and addresses the identified performance/ skill gaps.
- 1.2.2. Operationalise the governance and management structure for planning and implementation of the proposed T&D strategy.
- 1.2.3. Foster a culture of continuous learning by encouraging and motivating NA staff to pursue learning opportunities and strengthen their career development for the benefit of the university.

1.3 Resource Allocation

Strategies are allocating budgetary resources for training and development initiatives, establish a dedicated SDC, designate staff to oversee progress, provide access to tools, technologies, and training facilities, make fund estimates and allocations, collaborate with foreign funders, and encourage staff participation in training programs.

- 1.3.1 Allocate appropriate budgetary resources to support training and development programs.
- 1.3.2 Establish dedicated staff development cells under the central (SDC) and designate specific staff to liaise with others.
- 1.3.3 Ensure availability and proper access to necessary tools, technologies, and training facilities.
- 1.3.4 Prepare required budget estimates and ensure fund allocations for targeted activities.
- 1.3.5 Explore required local and foreign funding collaborations for staff training.
- 1.3.6 Encourage staff members to actively participate in training programs and provide facilities for them.

1.4 Implementation and Review

Strategies under this objective focuses on communicate training program to staff, facilitate sessions, monitor attendance, evaluate performance, offer certificates, encourage knowledge-sharing, develop metrics (KPIs), measure effectiveness, collect feedback, and continuously review & update program.

- 1.4.1 Communicate the training program effectively to all staff members, emphasizing its institutional & individual benefits and relevance to their professional growth.
- 1.4.2 Facilitate training sessions by subject matter experts, professionals etc.
- 1.4.3 Monitor attendance and participation to ensure staff engagement and commitment.
- 1.4.4 Evaluate training performance through a suitable assessment method.
- 1.4.5 Offer them training certificates (through test/examination or any other method of evaluation) which would be required for their career promotions.
- 1.4.6 Encourage knowledge sharing and collaboration among staff members to enhance the learning experience.
- 1.4.7 Develop metrics/KPIs.
- 1.4.8 Implement an efficient evaluation mechanism to measure the effectiveness of the training plan.
- 1.4.9 Collect feedback from participants and their supervisors regarding the impact of training on job performance and identify areas for improvement.

1.4.10 Continuously reviews and updates the training program based on evaluation results and changing organizational needs.

Goal 2 To ensure personal & learning development and career management of non-academic staff in the UoR.

Objectives

- 2.1 Develop a positive self-concept through appreciation of self.
- 2.2 Encourage learning exploration and self- learning management.
- 2.3 Career exploration and career management skill development.

Strategies

Personal development and self- management

- 2.1.1 Develop a positive self-concept through appreciation of self.
- 2.1.2 Develop interpersonal skills.
- 2.1.3 Develop and grow throughout life.

Learning exploration and learning management

- 2.2.1 Develop effective learning strategies.
- 2.2.2 Understand the relationship between work performance and future career advancement choices.
- 2.2.3 Make educational choices in line with personal aspirations and institutional advantage.

Career exploration and competency management

- 2.3.1 Find and use career-related information appropriately.
- 2.3.2 Develop a critical understanding of the world of work and future skills.
- 2.3.3 Link decision making to career/life roles.

Section Three- Strategic Plan for Non-Academic Staff Training and Development-University of Ruhuna (2024-2028)

Goals, Objectives, and Strategies

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
				2024			2025			...2028						
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
Goal 01 To enhance skills &), and overall work performance of non-academic staff in the UoR	1.1 To identify anticipated key skill requirements of the areas of NA staff and skill development measures based on institutional skill-competency framework and do the need assessment.	Competency Framework Development and Needs Assessment: 1.1.1 Conduct a comprehensive evaluation of the university's current and future skill requirements of NA staff, considering aligning with the corporate goals and strategies.	a) Developed skill & competency framework b) Analyzed institutional skill needs for NA staff. c) Performance and skill gaps of the NA staff identified. d) Need assessment questionnaire templates/tools were designed. e) Employee demographic analyses done. f) Formulated the training & development strategy, policy & manual.													

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
				2024			2025			...2028						
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			<p>g) Established institutional competency framework/taxonomy that outlines the required competencies that are applied to multiple occupational roles within the university.</p> <p>h) Reviewed SOR, job descriptions and specifications.</p> <p>i) Evaluate performance against using competency criteria.</p> <p>j) Find out information about the underlying needs of the stakeholders.</p>													
		1.1.2 Gather need assessment feedback from the university SDC and faculty cells to prepare master training plan.	<p>a) Accurately assesses the underlying root causes and concerns for skills and performance gaps at individual and group levels.</p> <p>b) The training needs of NA staff of UoR analyzed &</p>													

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			identified based on the feedback.												
			b) Existing & potential skill gaps and policy issues were identified and required skill training areas mainly classified are as follows based on institutional skill & competency standards.												
			c) In line with the above training areas initially were recognized based on reviewing skill assessment reports. (Since this is a continuous process new skill development area will be reviewed throughout this process).												
		1.1.3. Analyze the skills and performance gaps to determine the areas which needed in prioritising and to be included in the	a) Required training needs and proposed areas of interventions analyzed.												
			b) Mandatory training for new commers, subject specific training for specific employment categories												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
				2024			2025			...2028						
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
		annual training calendar.	and general training areas identified.													
	1.2 To develop training and development methodologies, and comprehensive program to address identified skill areas based on the need assessment.	Training and Development methodologies 1.2.1 Develop of a master plan for training, including program objectives, curriculum design, mode of delivery, program budget etc.	a) Availability of a master plan and a detailed annual training calendar outlining the timeline, topics, and delivery methods and resource persons based on identified training needs on prioritized basis. b) Prepared training modules based on defined curricula targeting learning objectives. c) Ensures there are processes in place to support individuals in achieving competency standards. d) Creates strategically positioned new directions for T&D in response to skill gaps.													

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			e) Documented performance management system.												
		1.2.2 Operationalise the governance and management structure for planning and implementation of the proposed T&D strategy.	a) NA staff development cell/s are established under SDC. b) Collaborate with the SDC and internal experts, and external training professionals to leverage their expertise and manage physical resources. c) Incorporate a mix of training methods, such as workshops, seminars, e-learning modules, on-the-job training, and mentoring programs, to cater to different learning methods and preferences. d) Calibrate the existing performance appraisal system.												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			e) Set up a Learning Management System. A synchronous (LMS) by incorporating an e-learning platform for resource sharing.												
			f) Integrate training and development initiatives with performance management and succession planning.												
		1.2.3 Foster culture of continuous learning by encouraging and motivating NA staff to pursue learning opportunities and strengthen their career development.	a) Committed workforce to continuous self-development. b) Seeks out opportunities for continuous training & development keeping up to date with cutting edge knowledge in the field and pursues education, knowledge and skills. c) Arranges appropriate and helpful assignments, continuing encouragements to foster employees' learning and development.												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification	
			Timeframe													
			2024			2025			...2028							
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q					
			d) Ensure leadership cooperation and support. e) Adhere to the prepared training Calander. f) Kept motivating employees for continuous improvement in learning and development. g) Provide professional development opportunities. h) Encourage staff to pursue external certifications, attend conferences, and participate in industry-related events.													
	1.3 To provide ongoing support and resources for implementation of the T & D strategy.	Resource Allocation 1.3.1 Allocate appropriate budgetary resources to support training	a) Training calendar submission with annual budget estimates. b) Analyses financial performance for their area within the agreed budget and takes action to address any issues.													

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1st Q	2nd Q	3rd Q	1st Q	2nd Q	3rd Q	1st Q	2nd Q	3rd Q				
		and development programs.													
		1.3.2 Establish a dedicated staff development cells under the central (SDC) and designate specific staff members to oversee the progress.	a) Established Center, Cells etc.												
			b) Recruit a dedicated person.												
		1.3.3 Ensure availability and proper access to necessary tools, technologies, and training facilities.	a) Establish a well-equipped training laboratory.												
			b) Continuously manages and monitors resources.												
		1.3.4 Prepare required budget estimates and ensure fund allocations for targeted activities.	a) Ensure sufficient funds.												
			b) Identifies short/medium term strategies to maximise resources and increase available funds; evaluate ROI/value for money.												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			c) Anticipates future resources based on realistic analyses of future needs. d) Aligns resources, priorities and plans organisation wide to support T&D.												
		3.5 Explore required local and foreign funding collaborations for staff training.	a) Availability of local/foreign collaborations.												
		1.3.6 Encourage staff members to actively participate in training programs and provide facilities for them.	a) Give due recognition and reward for performed staff members. b) Ensure proper and timely communication via existing channels.												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification	
			Timeframe													
			2024			2025			...2028							
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q					
	1.4 To evaluate the progress, output effectiveness of the T & D program and make necessary improvements in a constant and continuous manner.	Implementation and Review 1.4.1 Communicate the training program effectively to all staff members, emphasizing its institutional & individual benefits and relevance to their professional growth.	a) Ensure communication loops/channels. b) Availability of employee contact information.													
		1.4.2 Monitor attendance and participation to ensure staff engagement and commitment in training.	a) List of attendance. b) Feedback forms. c) A number of follow-up studies and training need analysis done. d) Creating and submission of learning diaries.													
		1.4.3 Evaluate training performance through a suitable assessment method.	a) Conduct frequent training assessments.													

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification												
			Timeframe																								
			2024			2025			...2028																		
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q																
		1.4.4 Offer them training certificates (through test/examination or any other method of evaluation) which would be required for their career promotions.	a) Present certificates.													b) Preparation of personal development plan.											
		1.4.5 Encourage knowledge sharing and collaboration among staff members to enhance the learning experience.	a) Ensure sharing sessions at the Quality Circle level.													b) Use the LMS and social media platforms.											
		1.4.6 Develop metrics/KPIs.	a) Develop metrics/KPIs measuring performance at output/outcome/ impact levels.																								

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification		
				2024			2025			...2028								
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q						
		1.4.7 Implement an efficient evaluation mechanism to measure the effectiveness of the training plan.	a) Conduct evaluations based on defined KPIs at the outcome level. b) Use metrics such as increased employee engagement, improved learning culture, increased work performance, reduced delivery time, enhanced quality of work, reduced wastage and cost from mistakes etc.,															
		1.4.8 Collect feedback from participants and their supervisors regarding the impact of training on job performance and identify areas for improvement.	a) Conduct evaluations based on defined KPIs at the impact level. b) Use metrics such as increased employee satisfaction, reduced staff turnover, acquired promotions, career advancements etc.															
		1.4.9 Continuously reviews and updates the training program based on	a) Review sessions /follow up meetings conducted.															

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification	
				2024			2025			...2028							
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q					
Goal 2: To ensure personal & learning development and career management.	2.1 Develop a positive self-concept through appreciation of self.	evaluation results and changing organizational needs.	<ul style="list-style-type: none"> b) Need assessment done on a regular and timely basis. c) Curricular revisions made on encouraging staff training. d) Updated training calendar. e) Conducted stakeholder meetings. f) Budget reviews. 														
		2.1.1 Develop a positive self-concept through appreciation of self.	a) Conducted training sessions/activities participated for staff career/professional development.														
		2.1.2 Develop interpersonal skills.	b) Professional career advisor is being appointed.														
	2.1.3 Develop and grow throughout life.	c) Personal development plan has been developed for individuals.															

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
				2024			2025			...2028						
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
			<p>d) Foster a positive attitude towards teamwork and working collaboratively.</p> <p>e) Established communication feedback loops.</p> <p>f) Evaluate the effectiveness of to achieve personal and career goals.</p> <p>g) Explored personal strengths and resources which can be used during times of change and career transition.</p> <p>a) Identified learning needs and explored learning opportunities by staff.</p> <p>b) planned a balanced timetable for study programs.</p>													
	2.2 Encourage learning exploration and self-learning management.	<p>2.2.1 Develop effective learning strategies.</p> <p>2.2.2 Understand the relationship between work performance and</p>														

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
			Timeframe												
			2024			2025			...2028						
			1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
		<p>future career advancement choices.</p> <p>2.2.3 Make educational choices in line with personal aspirations and institutional advantage.</p>	<p>c) Recognised the importance of lifelong learning to achieve their educational and career goals.</p> <p>d) Identified places where they can acquire knowledge, leave granting and funding possibilities.</p> <p>e) Encouraged a culture of learning and self-development through forecasting emerging skills and closing skill gaps.</p>												
	2.3 Career exploration and career management skill development.	<p>2.3.1 Find and use career-related information appropriately.</p> <p>2.3.2 Develop a critical understanding of the world of work and future skills.</p>	<p>a) Developed an understanding of their own career goals and used them for future planning.</p> <p>b) Expanded to access reliable career information.</p> <p>c) Made available to use technology (e.g., LMS, websites, career tests, etc.) to find</p>												

Strategic Goal	Strategic Objectives	Strategic Actions	Immediate output	Timeframe									Budget Estimate (Rs.)	Budget Allocation (Rs.)	KPIs	Means of verification
				2024			2025			...2028						
				1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q	1 st Q	2 nd Q	3 rd Q				
		2.3.3 Link decision making to career/life roles.	resources that support their career knowledge and development. d) Developed a culture for understanding the value of work ethics, duties and responsibilities of the employer and employee. e) Encouraged to understand the career decision making process and the importance of making- career advancement decisions at the right time and in the right manner. f) Created a support environment expanding work experience in different disciplines at the workplace.													

Training Areas and Useful Templates

Training Strategies for Nonacademic Staff

Identification of Required Training Areas for Next Five Years

Training Areas

The relationship between management concepts and associated skills is integral to understanding how training frameworks and curricula are designed to develop employees' abilities and competencies. For instance, Critical thinking is the ability to analyze, evaluate, and synthesize information to make reasoned decisions or solve problems. The anticipated skills to be such training are Breaking down complex information into components, assessing the credibility and relevance of information, combining different pieces of information to form a new whole and so on. These management concepts and their associated skills form the foundation of modern management practices, aiming to equip employees with the tools they need to succeed in rapidly changing and interconnected modern working trends. Relating these management concepts and associated skills to management training modules involves tailoring each skill to the specific needs and contexts of management.

These training areas were designed by getting information from three main sources. Firstly, it was collected employees training needs through their demands, and then getting views of their supervising authorities based on their observations and finally, management decisions based on reskilling and upskilling strategies for analyzed and assessed of employees' current and future training needs.

Module #	Module Name	Description	Anticipated Skill development/Intended Learning Outcome	Mode/Methodology
1	Critical Thinking	Decision Making and Problem Solving	1)Analysis- Breaking down complex information into components. 2)Evaluation- Assessing the credibility and relevance of information.	1) Participants analyze different business challenges, breaking down the problems to identify root causes. Case study analysis sessions where teams dissect complex business scenarios. 2) Trainees evaluate different business strategies, assessing their

			<p>3) Synthesis - Combining different pieces of information to form a new whole.</p>	<p>potential impacts and feasibility. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) workshops.</p> <p>3) Combining insights from different areas (conceptual ideology, product development, marketing, finance, operations) to formulate comprehensive business plans. Group projects where teams develop integrated business strategies.</p>
2	Communication	Effective Business Communication	<p>1) Writing: Developing clear and concise business reports and emails.</p> <p>2) Speaking: Public speaking and presentation skills.</p> <p>3) Listening: Enhancing active listening skills in meetings and negotiations.</p> <p>4) Non-verbal communication involving role-playing scenarios.</p>	<p>1) Writing exercises focused on crafting executive summaries and professional emails.</p> <p>2) Presentation skills workshops with peer and instructor feedback.</p> <p>3) Role-playing exercises to practice active listening in team meetings.</p> <p>4) Non-verbal communication workshops involving role-playing scenarios.</p>
3	Collaboration	Team Building and Leadership	<p>1) Teamwork: Developing strategies for effective team collaboration.</p>	<p>1) Team-building exercises such as group challenges or</p>

			<p>2)Conflict resolution: Being used techniques for managing and resolving workplace conflicts.</p> <p>3)Responsibility sharing: Implementing effective delegation and responsibility-sharing practices.</p>	<p>trust-building activities.</p> <p>2)Conflict resolution role-plays and mediation practice sessions.</p> <p>3)Simulated project management exercises where participants assign and track tasks.</p>
4	Creativity	Innovation and Creative Problem Solving	<p>1)Innovation: Fostering a culture of innovation within the team.</p> <p>2)Artistic expression: Using creative thinking to develop marketing campaigns or product designs</p> <p>3)Problem-solving: Applying creative solutions to business problems.</p>	<p>1)Brainstorming sessions and idea generation workshops using techniques like mind mapping.</p> <p>2)Creative exercises like designing mock advertisements or product prototypes.</p> <p>3)Problem-solving workshops using real-world business scenarios.</p>
5	Digital Literacy	Digital Transformation and Technology Management	<p>1)Information literacy: Enhancing the ability to find and evaluate digital information relevant to business.</p> <p>2)Technical proficiency: Training on specific digital tools and software used in business management.</p> <p>3)Online communication: Using digital platforms for effective remote management and communication.</p>	<p>1)Research projects using online business databases and analytical tools.</p> <p>2)Hands-on workshops on CRM (Customer Relationship Management) software, data analytics tools, etc.</p> <p>3)Training on virtual meeting platforms, email etiquette, and online collaboration tools.</p>
6	Self-Management	Time Management	<p>1)Time management: Learning techniques for effective time</p>	<p>1)Time management workshops using</p>

		and Personal Productivity	<p>management and prioritization.</p> <p>2)Goal setting: Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.</p> <p>3)Self-discipline: Developing habits for maintaining focus and productivity.</p>	<p>tools like the Eisenhower Matrix or Pomodoro Technique.</p> <p>2)Goal-setting exercises where participants create and share their professional development plans.</p> <p>3)Workshops on building productive routines and overcoming procrastination.</p>
7	Global Awareness	International Business and Cultural Competence	<p>1)Cultural competence: Understanding and respecting cultural differences in global business.</p> <p>2)Sustainability awareness: Learning about sustainable business practices and corporate social responsibility.</p> <p>3)Global citizenship: Engaging with global business issues and contributing to international projects.</p>	<p>1)Cultural competence training sessions with role-plays and case studies of international business interactions.</p> <p>2)Workshops on sustainability strategies and environmental impact assessments.</p> <p>3)Participation in global business simulations or virtual exchange programs with international partners.</p>
8	Emotional Intelligence	Emotional Intelligence and Leadership	<p>1)Self-awareness: Recognizing and understanding one's emotions and their impact on others.</p> <p>2)Self-regulation: Managing one's</p>	<p>1)Reflection exercises and self-assessment tests (e.g., Emotional Intelligence Quotient (EQ) assessments).</p>

			<p>emotions and adapting to changing circumstances.</p> <p>3)Empathy: Understanding and sharing the feelings of others.</p> <p>4)Social skills: Building and maintaining healthy relationships.</p>	<p>2)Stress management workshops and mindfulness training.</p> <p>3)Empathy-building activities such as role-playing to see situations from others' perspectives.</p> <p>4)Networking events and team-building activities to enhance interpersonal skills.</p>
9	Strategic Thinking	Strategic Planning and Vision	<p>1)Long-term planning: Developing and implementing long-term business strategies.</p> <p>2)Environmental scanning: Analyzing external factors that impact the organization.</p> <p>3)Vision setting: Creating and communicating a compelling vision for the future.</p>	<p>1)Strategic planning workshops and scenario planning exercises.</p> <p>2)PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis exercises.</p> <p>3)Vision crafting sessions where participants develop and present their strategic vision for a mock company.</p>
10	Financial Acumen	Financial Management and Analysis	<p>1)Budgeting: Planning and controlling the financial resources of a business.</p> <p>2)Financial analysis: Interpreting financial statements and making data-driven decisions.</p> <p>3)Cost management: Identifying and</p>	<p>1)Budget creation and management exercises using spreadsheets and financial software.</p> <p>2)Financial analysis case studies and ratio analysis workshops.</p> <p>3)Cost control simulations and exercises on</p>

			controlling business costs.	identifying cost-saving opportunities.
11	Negotiation	Negotiation and Conflict Resolution	<p>1)Preparation: Gathering information and setting objectives for negotiations.</p> <p>2)Tactics: Applying negotiation tactics to achieve desired outcomes.</p> <p>3)Closure: Reaching agreements and ensuring commitments.</p>	<p>1)Pre-negotiation planning exercises and role-plays.</p> <p>2)Negotiation simulations with varied scenarios (e.g., salary negotiations, vendor contracts).</p> <p>3)Post-negotiation debriefs and exercises on drafting agreements.</p>
12	Change Management	Leading Organizational Change	<p>1)Change planning: Developing plans to manage organizational change.</p> <p>2)Communication: Effectively communicating change initiatives.</p> <p>3)Implementation: Leading and managing the change process.</p>	<p>1)Change management plan creation exercises using frameworks like ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement).</p> <p>2)Workshops on crafting and delivering change messages.</p> <p>3)Simulated change initiatives where participants lead mock change efforts within a company.</p>
13	Project Management	Project Management Fundamentals	<p>1)Project planning: Defining project scope, objectives, and milestones.</p> <p>2)Resource allocation: Assigning and managing resources effectively.</p>	<p>1)Project planning exercises using Gantt charts and project management software.</p> <p>2)Resource management simulations and exercises.</p>

			3)Risk management: Identifying and mitigating project risks.	3)Risk assessment and mitigation workshops using risk management tools.
14	Customer Relationships	Enhancing Customer Relationships	1)Customer engagement: Building and maintaining strong customer relationships. 2)CRM tools: Using CRM software to manage customer data and interactions. 3)Service excellence: Delivering outstanding customer service.	1)Customer interaction simulations and role-plays. 2)Hands-on training sessions with popular CRM platforms like Salesforce. 3)Customer service workshops focusing on communication and problem-solving skills.
15	Ethics and Corporate Governance	Business Ethics and Corporate Responsibility	1)Ethical decision-making: Making decisions that align with ethical principles. 2)Corporate governance: Understanding the frameworks and practices of good governance. 3)Corporate social responsibility (CSR): Implementing CSR initiatives and practices.	1)Case studies on ethical dilemmas in business. 2)Governance workshops and board meeting simulations. 3)CSR project planning and execution exercises.
16	Marketing Management	Strategic Marketing and Brand Management	1)Market analysis: Analyzing market trends and consumer behavior. 2)Brand management: Developing and maintaining a strong brand identity.	1)Market research projects and data analysis exercises. 2)Brand strategy workshops and case studies on successful brands. 3)Digital marketing campaigns and social media

			3)Digital marketing: Leveraging digital channels to reach customers.	management exercises.
17	Leadership Development	Leadership Styles and Development	<p>1)Leadership styles: Understanding different leadership styles and their impact.</p> <p>2)Influence and motivation: Inspiring and motivating teams to achieve goals.</p> <p>3)Coaching and mentoring: Developing skills to coach and mentor team members.</p>	<p>1)Self-assessment quizzes to identify personal leadership style and discussions on how to adapt styles to different situations.</p> <p>2)Workshops on motivational theories and techniques, including practical exercises to apply these in workplace scenarios.</p> <p>3)Role-playing exercises where participants practice coaching and provide constructive feedback.</p>
18	Innovation Management	Managing Innovation and Change	<p>1)Idea generation: Techniques for generating innovative ideas.</p> <p>2)Innovation processes: Implementing processes to manage innovation.</p> <p>3)Managing change: Leading and managing innovation-related change in the organization.</p>	<p>1)Brainstorming sessions and design thinking workshops to foster creativity.</p> <p>2)Workshops on innovation frameworks like the Stage-Gate process and Lean Startup methodology.</p> <p>3)Simulation exercises where participants manage a change initiative from inception to implementation.</p>

19	Performance Management	Performance Appraisal and Management	<p>1)Setting objectives: Establishing clear, measurable performance objectives.</p> <p>2)Feedback: Providing constructive feedback to employees.</p> <p>3)Appraisals: Conducting effective performance appraisals.</p>	<p>1)SMART goal-setting workshops where participants create and review performance objectives.</p> <p>2)Feedback role-playing exercises and workshops on effective communication techniques.</p> <p>3)Simulation of performance appraisal meetings, including preparation, execution, and follow-up.</p>
20	Supply Chain Management	Supply Chain and Logistics Management	<p>1)Supply chain planning: Developing efficient supply chain strategies.</p> <p>2)Procurement: Understanding procurement processes and strategies.</p> <p>3)Logistics management: Managing logistics to ensure timely delivery of products.</p>	<p>1)Supply chain simulation games that challenge participants to optimize logistics and inventory.</p> <p>2)Case studies and role-playing exercises focused on activities in procurement decisions.</p> <p>3)Workshops on logistics planning and management using real-world scenarios.</p>
21	Talent Management	Talent Acquisition and Retention	<p>1)Recruitment: Effective techniques for hiring the right talent.</p> <p>2)Onboarding: Strategies for successful onboarding of new hires.</p>	<p>1)Role-playing recruitment interviews and exercises on writing job descriptions.</p> <p>2)Workshops on creating effective onboarding</p>

			3)Retention: Developing programs to retain top talent.	programs and mock onboarding sessions. 3)Case studies on retention strategies and discussions on employee engagement initiatives.
22	Risk Management	Risk Assessment and Management	1)Risk identification: Identifying potential risks in business operations. 2)Risk analysis: Evaluating the impact and likelihood of risks. 3)Risk mitigation: Developing strategies to mitigate identified risks.	1)Risk assessment exercises using tools like risk matrices. 2)Workshops on qualitative and quantitative risk analysis techniques. 3)Case studies and scenario planning exercises focusing on risk mitigation strategies.
23	Customer Service Excellence	Delivering Exceptional Customer Service	1)Service quality: Understanding the elements of high-quality customer service. 2)Customer feedback: Using customer feedback to improve service. 3)Complaint resolution: Handling customer complaints effectively.	1)Role-playing customer service scenarios and workshops on service quality standards. 2)Exercises gathering and analyzing customer feedback and implementing improvements. 3)Simulation exercises on managing difficult customer interactions and resolving complaints.
24	Sustainability	Sustainable Business Practices	1)Sustainable practices: Implementing	1)Workshops on sustainability initiatives and case

			<p>sustainable practices in business operations.</p> <p>2)Corporate social responsibility: Understanding and implementing CSR strategies.</p> <p>3)Environmental impact: Reducing the environmental impact of business activities.</p>	<p>studies on companies leading in sustainability.</p> <p>2)CSR project planning and execution exercises.</p> <p>3)Environmental impact assessments and sustainability audits.</p>
25	Crisis Management	Crisis Management and Response	<p>1)Crisis planning: Developing plans to handle potential crises.</p> <p>2)Crisis communication: Communicating effectively during a crisis.</p> <p>3)Crisis response: Implementing effective crisis response strategies.</p>	<p>1)Crisis management plan creation and review sessions.</p> <p>2)Crisis communication role-plays and workshops on crafting crisis messages.</p> <p>3)Simulation exercises where participants manage a crisis scenario from onset to resolution.</p>
26	Time management	Effective Time Management	<p>1)Prioritization: Identifying and focusing on high-priority tasks.</p> <p>2)Scheduling: Creating and maintaining effective schedules.</p> <p>3)Delegation: Learning to delegate tasks effectively.</p>	<p>1)Time management exercises using tools like the Eisenhower Matrix.</p> <p>2)Workshops on planning and using scheduling tools like calendars and project management software.</p> <p>3)Delegation role-plays and exercises to practice assigning tasks to team members.</p>

27	Data-Driven Decision Making	Using Data for Business Decisions	<p>1)Data analysis: Collecting and analyzing data to inform decisions.</p> <p>2)Interpreting data: Understanding and interpreting statistical and business data.</p> <p>3)Data-driven strategies: Developing strategies based on data insights.</p>	<p>1)Hands-on workshops using data analysis tools and techniques.</p> <p>2)Case studies and exercises on reading and interpreting data charts and graphs.</p> <p>3)Group projects where participants analyze data and present data-driven business strategies.</p>
28	Networking	Building Professional Networks	<p>1)Networking strategies: Developing effective networking strategies.</p> <p>2)Relationship building: Building and maintaining professional relationships.</p> <p>3)Leveraging networks: Using networks to achieve business goals.</p>	<p>1)Networking events and workshops on using LinkedIn and other networking tools.</p> <p>2)Role-playing networking scenarios and exercises on following up with contacts.</p> <p>3)Case studies and discussions on how successful managers have used their networks effectively.</p>
29	Presentation Skills	Mastering Presentation Skills	<p>1)Creating presentations: Designing engaging and informative presentations.</p> <p>2)Delivering presentations: Practicing public speaking and presentation delivery.</p> <p>3)Engaging the audience: Techniques</p>	<p>1)Workshops on using presentation software like PowerPoint and creating visual aids.</p> <p>2)Presentation practice sessions with peer and instructor feedback.</p> <p>3)Interactive presentation exercises focusing on audience</p>

			to engage and interact with the audience.	engagement strategies.
30	Innovation and Entrepreneurship	Fostering Innovation and Entrepreneurial Thinking	<p>1)Entrepreneurial mindset: Cultivating an entrepreneurial approach to business challenges.</p> <p>2)Opportunity identification: Identifying and seizing business opportunities.</p> <p>3)Business model development: Creating innovative business models.</p>	<p>1)Workshops on entrepreneurial thinking and case studies on successful startups.</p> <p>2)Exercises on market research and opportunity analysis.</p> <p>3)Group projects where participants develop and pitch new business ideas.</p>
31	Compliance and Regulatory Management	Navigating Compliance and Regulations	<p>1)Understanding regulations: Learning about key industry regulations and compliance requirements.</p> <p>2)Implementing compliance: Developing and implementing compliance strategies.</p> <p>3)Auditing and reporting: Conducting compliance audits and reporting.</p>	<p>1)Seminars on regulatory frameworks and compliance case studies.</p> <p>2)Workshops on creating compliance checklists and protocols.</p> <p>3)Simulation exercises on performing internal audits and preparing compliance reports.</p>
32	Diversity and Inclusion	Promoting Diversity and Inclusion	<p>1)Understanding diversity: Recognizing the value of a diverse workforce.</p> <p>2)Inclusive practices: Implementing practices that promote inclusion.</p> <p>3)Addressing bias: Identifying and</p>	<p>1)Workshops on diversity awareness and cultural competence.</p> <p>2)Case studies and role-plays on managing diverse teams and inclusive leadership.</p> <p>3)Bias awareness training and exercises to recognize and</p>

			addressing unconscious bias.	mitigate bias in the workplace.
33	Conflict Management	Managing and Resolving Conflicts	<p>1)Identifying conflicts: Recognizing the signs and sources of conflict.</p> <p>2)Conflict resolution strategies: Applying effective conflict resolution techniques.</p> <p>3)Maintaining a positive work environment: Promoting a culture of open communication and collaboration.</p>	<p>1)Case studies and discussions on common workplace conflicts.</p> <p>2)Role-playing conflict resolution scenarios and mediation exercises.</p> <p>3)Workshops on team dynamics and exercises to foster a positive work environment.</p>
34	Emotional Resilience	Building Emotional Resilience	<p>1)Stress management: Techniques to manage stress and maintain mental health.</p> <p>2)Adaptability: Developing the ability to adapt to changing circumstances.</p> <p>3)Work-life balance: Strategies to balance professional and personal life.</p>	<p>1)Stress management workshops and mindfulness training sessions.</p> <p>2)Exercises on adapting to change and discussions on overcoming challenges.</p> <p>3)Workshops on time management and setting boundaries to achieve work-life balance.</p>
35	Strategic Negotiation	Advanced Negotiation Techniques	<p>1)Advanced tactics: Utilizing sophisticated negotiation tactics and strategies.</p> <p>2)Cross-cultural negotiation: Understanding and navigating cultural differences in negotiations.</p> <p>3)Multi-party negotiation: Managing</p>	<p>1)Simulated high-stakes negotiations and strategy workshops.</p> <p>2)Role-playing international negotiation scenarios and cultural competence training.</p> <p>3)Complex negotiation</p>

			negotiations involving multiple stakeholders.	simulations involving multiple parties with different interests.
36	Knowledge Management	Leveraging Organizational Knowledge	<p>1) Knowledge sharing: Promoting a culture of knowledge sharing within the organization.</p> <p>2) Knowledge retention: Techniques for retaining critical knowledge, especially during transitions.</p> <p>3) Innovation through knowledge: Using organizational knowledge to drive innovation.</p>	<p>1) Workshops on creating knowledge repositories and using knowledge management tools.</p> <p>2) Case studies on knowledge retention strategies and exercises on creating knowledge transfer plans.</p> <p>3) Brainstorming sessions and projects to leverage internal knowledge for new initiatives.</p>
37	Cybersecurity Awareness	Cybersecurity and Risk Management	<p>1) Cyber threat identification: Recognizing common cyber threats and vulnerabilities.</p> <p>2) Protective measures: Implementing best practices for cybersecurity.</p> <p>3) Incident response: Developing and executing incident response plans.</p>	<p>1) Cybersecurity awareness workshops and threat simulation exercises.</p> <p>2) Training on cybersecurity protocols and hands-on exercises with cybersecurity tools.</p> <p>3) Cybersecurity incident response simulations and tabletop exercises.</p>
38	Crisis Communication	Effective Crisis Communication	<p>1) Message crafting: Developing clear and effective crisis communication messages.</p> <p>2) Stakeholder communication: Communicating with</p>	<p>1) Workshops on crafting crisis statements and press releases.</p> <p>2) Role-playing exercises on managing communication</p>

			<p>stakeholders during a crisis.</p> <p>3)Maintaining trust: Techniques for maintaining trust and credibility during crises.</p>	<p>with employees, customers, and media.</p> <p>3)Case studies on successful crisis communication and trust-building activities.</p>
39	Corporate Strategy	Corporate Strategy Formulation and Implementation	<p>1)Strategic analysis: Conducting comprehensive strategic analysis using various frameworks.</p> <p>2)Strategy development: Creating long-term corporate strategies.</p> <p>3)Strategic execution: Implementing and monitoring strategic initiatives.</p>	<p>1)Workshops on tools like SWOT, PESTEL, and Porter's Five Forces.</p> <p>2)Group projects where participants develop and present strategic plans for fictional companies</p> <p>3)Exercises on strategy execution and performance monitoring using balanced scorecards.</p>
40	Advanced Financial Management	Advanced Financial Strategies	<p>1)Capital budgeting: Evaluating investment opportunities and making capital allocation decisions.</p> <p>2)Financial forecasting: Developing and analyzing financial forecasts and projections.</p> <p>3)Risk management: Techniques for managing financial risks.</p>	<p>1)Case studies on capital budgeting decisions and exercises on NPV and IRR calculations.</p> <p>2)Workshops on financial modeling and scenario analysis.</p> <p>3)Simulations on financial risk management and exercises on using derivatives for hedging.</p>
41	Corporate Governance	Principles of Corporate Governance	<p>1)Governance structures: Understanding different governance structures and their implications.</p>	<p>1)Workshops on board structures and governance models.</p>

			<p>2)Regulatory compliance: Ensuring compliance with governance regulations.</p> <p>3)Ethical governance: Promoting ethical behavior and decision-making in governance.</p>	<p>2)Case studies on regulatory compliance and exercises on governance audits.</p> <p>3)Role-playing scenarios on ethical dilemmas in corporate governance.</p>
42	Business Analytics	Leveraging Business Analytics	<p>1)Data-driven decision making: Using analytics to inform business decisions.</p> <p>2)Predictive analytics: Applying predictive analytics to forecast trends and behaviors.</p> <p>3)Big data: Understanding and leveraging big data in business contexts.</p>	<p>1)Workshops on data analysis techniques and tools like Excel, Tableau, or Power BI.</p> <p>2)Hands-on projects using predictive analytics software to develop business forecasts.</p> <p>3)Case studies on big data applications and exercises on big data analytics.</p>
43	Operational Excellence	Achieving Operational Excellence	<p>1)Lean management: Implementing lean principles to improve efficiency.</p> <p>2)Six Sigma: Using Six Sigma methodologies to reduce defects and improve quality.</p> <p>3)Continuous improvement: Creating a culture of continuous improvement.</p>	<p>1)Workshops on lean tools and techniques like value stream mapping and Kaizen.</p> <p>2)Six Sigma training exercises, including DMAIC (Define, Measure, Analyze, Improve, Control) projects.</p> <p>3)Continuous improvement simulations and case studies on successful implementation.</p>

44	Ethical Leadership	Leading with Integrity	<p>1)Ethical frameworks: Understanding and applying ethical decision-making frameworks.</p> <p>2)Corporate ethics programs: Developing and implementing corporate ethics programs</p> <p>3)Role modeling: Leading by example to foster an ethical culture.</p>	<p>1)Workshops on ethical theories and case studies on ethical dilemmas in leadership.</p> <p>2)Exercises on creating codes of conduct and ethics training programs.</p> <p>3)Role-playing scenarios where leaders demonstrate ethical behavior in challenging situations.</p>
45	Advanced Project Management	Mastering Project Management	<p>1)Advanced project planning: Techniques for planning complex projects.</p> <p>2)Agile methodologies: Implementing Agile project management techniques.</p> <p>3)Program and portfolio management: Managing multiple projects and programs.</p>	<p>1)Workshops on advanced project planning tools like Microsoft Project or Primavera.</p> <p>2)Training on Agile frameworks like Scrum and Kanban, including simulation exercises.</p> <p>3)Exercises on portfolio management and prioritization using tools like the MoSCoW method.</p>
46	Digital Transformation	Embracing Digital Transformation	<p>1)Digital strategy: Developing and implementing digital transformation strategies.</p> <p>2)Technology adoption: Understanding and leveraging emerging technologies like AI, IoT, and blockchain.</p> <p>3)Change management: Managing the</p>	<p>1)Workshops on creating digital roadmaps and integrating digital technologies into business operations.</p> <p>2)Hands-on training sessions with emerging tech tools and platforms.</p> <p>3)Change management</p>

			organizational change associated with digital transformation.	simulations and exercises on leading digital initiatives.
47	Remote Work and Virtual Teams	Managing Remote Teams Effectively	<p>1)Remote work tools: Utilizing tools for remote work and collaboration.</p> <p>2)Virtual team management: Building and managing high-performing virtual teams.</p> <p>3)Performance tracking: Monitoring and assessing the performance of remote employees.</p>	<p>1)Training on tools like Slack, Zoom, and Microsoft Teams, including best practices for virtual communication.</p> <p>2)Role-playing exercises on managing remote team dynamics and virtual team-building activities.</p> <p>3)Workshops on setting KPIs and using performance tracking software.</p>
48	Artificial Intelligence and Machine Learning	Leveraging AI and Machine Learning	<p>1)AI basics: Understanding the fundamentals of AI and machine learning.</p> <p>2)AI implementation: Applying AI solutions to business problems.</p> <p>3)Ethics in AI: Addressing ethical considerations and biases in AI.</p>	<p>1)Introductory courses on AI/ML concepts and applications in business.</p> <p>2)Case studies and projects on AI implementation in various business functions.</p> <p>3)Workshops on AI ethics and exercises on identifying and mitigating biases.</p>
49	Cybersecurity and Data Privacy	Ensuring Cybersecurity and Data Privacy	<p>1)Data protection: Understanding data privacy laws and regulations (e.g., GDPR, CCPA).</p> <p>2)Cybersecurity measures: Implementing effective cybersecurity practices.</p>	<p>1)Seminars on data privacy regulations and workshops on compliance strategies.</p> <p>2)Cybersecurity drills and hands-on training with security software.</p>

			3) Incident management: Responding to and recovering from cyber incidents.	3) Simulation exercises on incident response and crisis management.
50	Sustainability and Environment Management	Sustainable Business Practices	1) Sustainable development goals (SDGs): Aligning business strategies with the UN SDGs. 2) Initiatives: Implementing eco-friendly practices and reducing carbon footprint. 3) Corporate social responsibility (CSR): Enhancing CSR programs and initiatives.	1) Workshops on integrating SDGs into business operations and strategy. 2) Case studies on successful green initiatives and exercises on sustainability planning. 3) Projects on developing and executing CSR activities.
51	Diversity, Equity and Inclusion	Promoting DEI in the Workplace	1) Inclusive leadership: Developing skills to lead diverse teams effectively. 2) DEI strategies: Creating and implementing DEI strategies. 3) Addressing unconscious bias: Recognizing and mitigating biases in the workplace.	1) Workshops on inclusive leadership and cultural competence training. 2) Case studies and exercises on developing DEI policies and initiatives. 3) Bias training workshops and role-playing scenarios to practice bias mitigation.
52	Agile and Lean Methodologies	Agile and Lean Management	1) Agile principles: Understanding and applying Agile principles and frameworks. 2) Lean management: Implementing Lean techniques to enhance efficiency.	1) Training on Agile methodologies such as Scrum, Kanban, and XP. 2) Workshops on Lean tools like Kaizen, 5S, and value stream mapping.

			3)Hybrid models: Combining Agile and Lean for optimal results.	3)Case studies on organizations successfully integrating Agile and Lean.
53	Design Thinking and Innovation	Driving Innovation through Design Thinking	1)Design thinking process: Learning the stages of design thinking (empathize, define, ideate, prototype, test). 2)Creative problem solving: Enhancing creativity and innovation in problem-solving. 3)User-centric design: Focusing on user needs and experiences.	1)Design thinking workshops with hands-on projects to solve real business problems. 2)Brainstorming sessions and innovation challenges. 3)Exercises on user research and developing user personas.
54	Emotional Intelligence and Well-being	Fostering Emotional Intelligence and Well-being	1)Emotional regulation: Techniques for managing and regulating emotions. 2)Empathy and social skills: Building empathy and enhancing interpersonal skills. 3)Well-being strategies: Promoting mental and physical well-being in the workplace.	1)Mindfulness and emotional regulation workshops. 2)Role-playing and empathy-building exercises. 3)Wellness programs and stress management activities.
55	Ethical and Responsible AI	Navigating the Ethical Implications of AI	1)AI ethics: Understanding the ethical challenges and implications of AI. 2)Bias in AI: Identifying and mitigating biases in AI systems. 3)Responsible AI: Developing policies for responsible AI usage.	1)Seminars on AI ethics and case studies on ethical dilemmas in AI. 2) Workshops on fairness and bias detection in AI algorithms. 3)Projects on creating ethical guidelines for AI implementation.

56	Advanced Data Analytics	Mastering Data Analytics	<p>1)Data visualization: Creating compelling data visualizations to communicate insights.</p> <p>2)Advanced analytics: Applying advanced analytics techniques like machine learning and predictive modeling.</p> <p>3)Data storytelling: Using data to tell a compelling story.</p>	<p>1)Training in data visualization tools like Tableau and Power BI.</p> <p>2) Hands-on projects using advanced analytics tools.</p> <p>3)Workshops on crafting narratives using data insights</p>
57	Customer Experience (CX) Management	Enhancing Customer Experience	<p>1)CX strategies: Developing strategies to improve customer experience.</p> <p>2)Customer feedback: Leveraging customer feedback to drive improvements.</p> <p>3)Personalization: Implementing personalized customer interactions.</p>	<p>1)Workshops on customer journey mapping and CX improvement techniques.</p> <p>2)Exercises on collecting and analyzing customer feedback.</p> <p>3)Case studies on successful personalization strategies and hands-on projects.</p>
58	Digital Marketing	Mastering Digital Marketing	<p>1)SEO and SEM: Understanding search engine optimization and marketing.</p> <p>2)Social media marketing: Leveraging social media platforms for marketing.</p> <p>3)Content marketing: Creating and managing effective content marketing campaigns.</p>	<p>1)Workshops on SEO best practices and SEM campaign management.</p> <p>2)Training in social media marketing strategies and tools.</p> <p>3)Exercises on content creation and case studies on successful campaigns.</p>
59	Quantum Computing Awareness	Understanding Quantum Computing	<p>1)Quantum basics: Learning the principles of quantum computing.</p>	<p>1)Introductory seminars on quantum</p>

			<p>2)Business applications: Exploring potential applications of quantum computing in business.</p> <p>3)Future trends: Staying updated on developments in quantum computing.</p>	<p>mechanics and quantum computing concepts.</p> <p>2)Case studies on early adopters of quantum technology and its business impacts.</p> <p>3)Workshops and discussions on the latest trends and research in quantum computing.</p>
60	Autonomous Systems	Leveraging Autonomous Systems	<p>1)Robotic process automation (RPA): Implementing RPA to improve efficiency.</p> <p>2)Autonomous technologies: Understanding the impact of autonomous systems in various industries.</p> <p>3)Innovation in robotics: Staying ahead of trends in robotics and AI integration.</p>	<p>1)Training on RPA tools and creating automation scripts.</p> <p>2)Case studies on the deployment of autonomous technologies like drones and self-driving vehicles.</p> <p>3)Workshops on the latest advancements in robotics and practical applications.</p>
61	Augmented Reality (AR) and Virtual Reality (VR)	Utilizing AR and VR in Business	<p>1)AR/VR basics: Understanding the fundamentals of augmented and virtual reality.</p> <p>2)Business applications: Applying AR and VR in training, marketing, and operations.</p> <p>3)Future potential: Exploring the evolving role of AR and VR in the workplace.</p>	<p>1)Introductory courses and hands-on demonstrations of AR and VR technology.</p> <p>2)Case studies and projects developing AR/VR applications for specific business needs.</p> <p>3)Workshops on emerging AR/VR trends and their implications for business.</p>

62	Human-Centered Design	Embracing Human-Centered Design	<p>1)Design principles: Learning the fundamentals of human-centered design.</p> <p>2)Prototyping and testing: Creating and testing prototypes with users.</p> <p>3)Design thinking: Integrating design thinking into organizational culture.</p>	<p>1)Workshops on empathy mapping, user research, and iterative design processes.</p> <p>2)Hands-on projects developing and refining prototypes based on user feedback.</p> <p>3)Design sprints and innovation challenges focused on real business problems.</p>
63	Behavioral Economics	Applying Behavioral Economics	<p>1)Behavioral insights: Understanding key concepts in behavioral economics.</p> <p>2)Practical applications: Applying behavioral economics to marketing, policy, and management.</p> <p>3)Behavioral strategies: Designing strategies to influence behavior in positive ways.</p>	<p>1)Seminars on cognitive biases, nudges, and decision-making processes.</p> <p>2)Case studies on successful applications of behavioral economics principles.</p> <p>3)Workshops on creating behavioral interventions and nudges.</p>
64	Geopolitical Risk Management	Navigating Geopolitical Risks	<p>1)Geopolitical analysis: Understanding the impact of geopolitical events on business.</p> <p>2) Risk mitigation: Developing strategies to mitigate geopolitical risks.</p> <p>3)Global strategy: Creating strategies that are resilient to geopolitical changes.</p>	<p>1)Case studies on geopolitical risks and their business implications.</p> <p>2)Scenario planning and simulation exercises on crisis management.</p> <p>3)Workshops on global market analysis and strategy development.</p>

65	Lifelong Learning and Personal Development	Fostering a Culture of Lifelong Learning	<p>1) Learning agility: Developing the ability to learn and adapt quickly.</p> <p>2) Personal growth: Focusing on continuous personal and professional growth.</p> <p>3) Mentorship and coaching: Utilizing mentorship and coaching for development.</p>	<p>1) Workshops on learning strategies and personal development planning.</p> <p>2) Seminars on personal development techniques and setting growth goals.</p> <p>3) Creating mentorship programs and training on effective coaching practices.</p>
66	Advanced Communication	Mastering Advanced Communication	<p>1) Persuasive communication: Enhancing skills in persuasion and influence.</p> <p>2) Storytelling: Using storytelling to convey messages effectively.</p> <p>3) Cross-cultural communication: Navigating communication in diverse environments.</p>	<p>1) Workshops on persuasive techniques and role-playing exercises.</p> <p>2) Training on crafting and delivering compelling stories.</p> <p>3) Role-playing exercises on cross-cultural scenarios and communication strategies.</p>
67	Advanced Conflict Resolution	Expert Conflict Resolution	<p>1) Advanced mediation: Mastering mediation techniques for complex conflicts.</p> <p>2) Negotiation mastery: Enhancing skills in high-stakes negotiation.</p> <p>3) Building consensus: Techniques for achieving consensus in diverse groups.</p>	<p>1) Mediation simulations and workshops on advanced conflict resolution.</p> <p>2) Intensive negotiation exercises and case studies.</p> <p>3) Consensus-building workshops and collaborative decision-making exercises.</p>

68	Digital Ethics and Compliance	Navigating Digital Ethics	<p>1)Digital ethics: Understanding the ethical implications of digital technologies.</p> <p>2)Compliance in the digital age: Ensuring compliance with digital regulations.</p> <p>3)Ethical leadership: Leading ethically in a digital world.</p>	<p>1)Seminars on digital ethics and discussions on real-world ethical dilemmas.</p> <p>2)Workshops on data protection laws and compliance strategies.</p> <p>3)Case studies on ethical leadership and role-playing scenarios.</p>
69	Sustainable Finance and Investment	Sustainable Finance Strategies	<p>1)Green finance: Understanding sustainable finance principles and practices.</p> <p>2)Impact investing: Exploring investment strategies that generate social and environmental impact.</p> <p>3)ESG criteria: Incorporating environmental, social, and governance criteria into financial decisions.</p>	<p>1)Seminars on green bonds, ESG investing, and sustainable finance frameworks.</p> <p>2)Case studies on successful impact investments and workshops on creating impact investment portfolios.</p> <p>3)Exercises on evaluating investments using ESG criteria and sustainability metrics.</p>
70	Adaptive Leadership Skills	Developing Adaptive Leadership Skills	<p>1)Resilience and adaptability: Enhancing the ability to lead through change.</p> <p>2)Complex problem-solving: Tackling complex and ambiguous challenges.</p> <p>3)Leading in uncertainty: Strategies for leading in volatile, uncertain, complex, and</p>	<p>1)Workshops on building resilience and adaptability in leadership.</p> <p>2)Scenario-based exercises on solving complex problems and making strategic decisions.</p> <p>3)Case studies and simulations on leading in VUCA contexts.</p>

			ambiguous (VUCA) environments.	
71	Cultural Intelligence (CQ)	Enhancing Cultural Intelligence	<p>1)CQ fundamentals: Understanding the components of cultural intelligence.</p> <p>2)Intercultural competence: Developing skills to work effectively in diverse cultural settings.</p> <p>3)Global leadership: Leading effectively in a globalized world.</p>	<p>1)Workshops on cultural intelligence and self-assessment exercises.</p> <p>2)Role-playing scenarios and intercultural communication exercises.</p> <p>3)Case studies on global leadership and cross-cultural team management.</p>
72	Cross-Functional Collaboration	Enhancing Cross-Functional Collaboration	<p>1)Inter-departmental communication: Improving communication across different departments.</p> <p>2)Breaking silos: Strategies for fostering collaboration and teamwork across functions.</p> <p>3)Integrated planning: Coordinating plans and goals across departments.</p>	<p>1)Workshops on effective communication techniques and inter-departmental projects.</p> <p>2)Cross-functional team-building exercises and collaborative projects.</p> <p>3)Exercises on integrated strategic planning and goal alignment.</p>
73	Remote Leadership	Leading Remote and Distributed Teams	<p>1)Virtual team dynamics: Understanding and managing the dynamics of virtual teams.</p> <p>2)Technology tools: Utilizing tools for effective remote team management.</p>	<p>1)Role-playing scenarios and virtual team simulations.</p> <p>2)Training in remote collaboration tools like Trello, Asana, and video conferencing software.</p>

			3)Maintaining engagement: Strategies for keeping remote teams engaged and motivated.	3)Workshops on virtual team-building activities and remote engagement techniques.
74	Digital Literacy	Improving Digital Literacy	1)Digital tools proficiency: Gaining proficiency in essential digital tools and platforms. 2)Cyber hygiene: Promoting safe and secure use of digital technologies. 3)Digital transformation: Understanding the role of digital transformation in business.	1)Hands-on training sessions with popular digital tools and software. 2)Workshops on cybersecurity best practices and digital safety protocols. 3)Case studies on successful digital transformation initiatives.
75	Interpersonal Skills	Enhancing Interpersonal Skills	1)Empathy: Developing empathy to better understand and support team members. 2)Active listening: Improving listening skills to enhance communication. 3)Building rapport: Techniques for establishing and maintaining positive relationships.	1)Role-playing exercises and empathy-building workshops. 2)Active listening exercises and feedback sessions. 3)Networking activities and team-building exercises.
76	Innovation Management	Managing Innovation	1)Fostering creativity: Creating an environment that encourages innovation. 2)Innovation processes: Implementing structured processes for managing innovation. 3)Idea evaluation: Assessing and selecting	1)Creativity workshops and brainstorming sessions. 2)Training on innovation frameworks like Design Thinking and Lean Startup. 3)Exercises on idea screening and

			the best ideas for implementation.	evaluation techniques.
77	Emotional Resilience	Building Emotional Resilience	<p>1)Stress management: Techniques for managing stress effectively.</p> <p>2)Adaptability: Developing the ability to adapt to change and bounce back from setbacks.</p> <p>3)Emotional intelligence: Enhancing self-awareness and emotional regulation.</p>	<p>1)Stress reduction workshops and mindfulness training.</p> <p>2)Resilience-building exercises and adaptive thinking scenarios.</p> <p>3)Emotional intelligence assessments and development activities.</p>
78	Customer-Centric Leadership	Leading with a Customer-Centric Approach	<p>1)Customer insights: Understanding and leveraging customer insights.</p> <p>2)Customer experience design: Designing exceptional customer experiences.</p> <p>3)Customer-focused culture: Fostering a culture that prioritizes customer satisfaction.</p>	<p>1)Workshops on customer research and feedback analysis.</p> <p>2)Exercises on customer journey mapping and experience improvement.</p> <p>3)Case studies on customer-centric companies and culture-building activities.</p>
79	Cross-Cultural Leadership	Leading in a Multicultural Environment	<p>1)Cultural awareness: Understanding different cultural norms and values.</p> <p>2)Inclusive leadership: Developing skills to lead diverse teams effectively.</p> <p>3)Global perspectives: Incorporating global perspectives into decision-making.</p>	<p>1)Cultural awareness workshops and self-assessment exercises.</p> <p>2)Training in inclusive leadership practices and role-playing scenarios.</p> <p>3)Case studies on global business strategies and cross-cultural management.</p>

80	Decision Making Under Uncertainty	Making Decisions in Uncertain Environments	<p>1)Risk assessment: Evaluating and managing risks in decision-making.</p> <p>2)Analytical thinking: Enhancing analytical skills to make informed decisions.</p> <p>3)Contingency planning: Developing plans for various contingencies.</p>	<p>1)Risk assessment workshops and scenario planning exercises.</p> <p>2)Data analysis training and critical thinking exercises.</p> <p>3)Contingency planning workshops and crisis simulation exercises.</p>
81	Social Media Management	Managing Social Media Effectively	<p>1)Platform knowledge: Understanding various social media platforms and their uses.</p> <p>2)Content strategy: Developing and executing social media content strategies.</p> <p>3)Engagement metrics: Measuring and analyzing social media engagement.</p>	<p>1)Training on platform-specific strategies and best practices.</p> <p>2)Workshops on content creation and calendar planning.</p> <p>3)Exercises on using social media analytics tools and interpreting data.</p>
82	Business Model Innovation	Innovating Business Models	<p>1)Business model canvas: Using the business model canvas to design innovative models.</p> <p>2)Value proposition design: Crafting compelling value propositions.</p> <p>3)Testing and validation: Testing and validating new business models.</p>	<p>1)Workshops on creating and analyzing business model canvases.</p> <p>2)Exercises on identifying customer needs and designing value propositions.</p> <p>3)Case studies and exercises on business model experimentation and validation.</p>
83	Talent Management	Managing Talent Effectively	<p>1)Talent acquisition: Strategies for attracting and recruiting top talent.</p>	<p>1)Workshops on recruitment techniques and employer branding.</p>

			<p>2)Talent development: Developing and retaining high-potential employees.</p> <p>3)Performance management: Implementing effective performance management systems.</p>	<p>2)Training on talent development programs and succession planning.</p> <p>3)Exercises setting performance goals and conducting evaluations.</p>
84	Advanced Risk Management	Mastering Risk Management	<p>1)Risk identification: Identifying potential risks in various business contexts.</p> <p>2)Risk mitigation: Developing strategies to mitigate identified risks.</p> <p>3)Crisis management: Preparing for and managing business crises.</p>	<p>1)Risk identification workshops and brainstorming sessions.</p> <p>2)Exercises on creating risk management plans and mitigation strategies.</p> <p>3)Crisis simulation exercises and training on crisis communication.</p>
85	Future Trends and Foresight	Anticipating and Preparing for Future Trends	<p>1)Trend analysis: Identifying and analyzing emerging trends.</p> <p>2)Scenario planning: Developing scenarios to anticipate future changes.</p> <p>3)Strategic foresight: Integrating foresight into strategic planning.</p>	<p>1)Workshops on trend analysis tools and techniques.</p> <p>2)Scenario planning exercises and foresight workshops.</p> <p>3)Case studies on successful foresight integration and strategy development.</p>
86	Ethics and Corporate Governance	Upholding Ethics and Governance	<p>1)Ethical frameworks: Understanding and applying ethical decision-making frameworks.</p> <p>2)Corporate governance: Implementing effective</p>	<p>1)Workshops on ethical theories and case studies on ethical dilemmas.</p> <p>2)Training on governance models and best practices.</p>

			governance structures and practices. 3)Compliance: Ensuring compliance with laws and regulations.	3)Exercises on compliance risk assessments and creating compliance programs.
87	Digital Transformation Leadership	Leading Digital Transformation	1)Digital strategy formulation: Developing digital transformation strategies. 2)Change management: Leading change initiatives in digital transformation. 3)Technology adoption: Facilitating the adoption of new technologies.	1)Strategy development workshops and digital transformation case studies. 2)Change management simulations and exercises on leading digital initiatives. 3)Training on technology adoption frameworks and hands-on technology demonstrations.
88	Intellectual Property Management	Managing Intellectual Property	1)IP basics: Understanding types and importance of intellectual property. 2)IP strategy: Developing strategies for managing and protecting IP. 3)IP enforcement: Strategies for enforcing IP rights and handling infringements.	1)Seminars on IP fundamentals and types of IP rights. 2)Workshops on IP strategy development and case studies on IP management. 3)Exercises on IP enforcement scenarios and legal considerations.
89	Sustainable Development Goals (SDGs)	Aligning Business with SDGs	1)SDG awareness: Understanding the United Nations Sustainable Development Goals. 2)SDG integration: Aligning business practices with SDGs.	1)Seminars on SDGs and their relevance to business. 2)Workshops on integrating SDGs

			3)Impact measurement: Measuring the impact of business activities on SDGs.	into corporate strategy. 3)Exercises on impact assessment and reporting.
90	Advanced Data Analytics	Mastering Advanced Data Analytics	1)Data science principles: Understanding the fundamentals of data science and analytics. 2)Predictive analytics: Using data to predict future trends and behaviors. 3)Big data management: Managing and leveraging big data for decision-making.	1)Seminars on data science concepts and methodologies. 2)Hands-on exercises with predictive analytics tools and techniques. 3)Workshops on big data technologies and case studies on big data applications.
91	Global Supply Chain Management	Managing Global Supply Chains	1)Supply chain optimization: Strategies for optimizing global supply chains. 2)Risk management: Identifying and mitigating supply chain risks. 3)Sustainable supply chains: Implementing sustainable practices in supply chain management.	1)Workshops on supply chain analysis and optimization techniques. 2)Risk assessment exercises and scenario planning for supply chain disruptions. 3)Case studies on sustainable supply chain initiatives and best practices.
92	Cybersecurity	Ensuring Cybersecurity	1)Cyber threat landscape: Understanding the current cybersecurity threats and challenges. 2)Security best practices: Implementing best practices for cybersecurity.	1)Seminars on the latest cybersecurity threats and trends. 2)Workshops on cybersecurity protocols and hands-on security exercises. 3)Cybersecurity incident

			3) Incident response: Preparing for and responding to cybersecurity incidents.	simulations and response planning exercises.
93	Quality Management	Quality Management Systems (QMS)	1) Understanding ISO standards and other QMS frameworks 2) Implementing and maintaining a QMS 3) Establishing QA processes and procedures	1) Workshops: Hands-on exercises with ISO standards and QMS frameworks. 2) Case Studies: Practical application of QMS implementation. 3) Lectures: Insights from industry experts on QA processes. Case Analysis: Examination of QA best practices and case studies.
94	Corporate Strategy	Strategic Management	1) Understanding fundamental concepts of strategic management Recognizing the importance and impact of strategic management in organizations 2) Conducting SWOT and PESTEL analyses Developing vision, mission, and value statements Setting strategic objectives and goals 3) Strategic Implementation- Translating strategy into actionable plans Allocating resources and designing	1) Lectures: To introduce basic concepts and importance. Interactive Discussions: To explore real-life implications. 2) Workshops: Hands-on exercises with SWOT, PESTEL, Porter's Five Forces. Case Studies: Practical application of analysis tools. 3) Interactive Workshops: Translating strategy into operational plans.

			organizational structures	Role-Playing: Resource allocation and structural design exercises.
95	Data-Driven Decision Making	Business Analytics and Data Visualization	<p>1)Business Analytics: Analyzing data to inform strategic decisions. Interpreting data and making evidence-based decisions.</p> <p>2)Data Visualization: Presenting data in graphical formats for better understanding. Creating insightful visual representations of data.</p>	<p>1)Training on data analysis tools and techniques. Practical exercises in using tools like Excel, SQL, and Python for data analysis.</p> <p>2) Training on Data Visualization with Tableau - Training on using Tableau to create impactful visualizations. Learning to create dashboards and visual reports with tools like Power BI and Tableau.</p>
96	Financial Management	Financial Analysis and Reporting, Budgeting and Forecasting, Cost Management	<p>1)Understanding financial statements and performance metrics. Analyzing balance sheets, income statements, and cash flow statements.</p> <p>2)Creating and managing budgets and financial projections. Developing and maintaining accurate budgets.</p> <p>3)Identifying and controlling costs to improve profitability. Implementing cost control measures.</p>	<p>1)Financial Analysis Workshop - Teaches how to interpret financial statements and perform ratio analysis.</p> <p>2)Budgeting and Forecasting Training - Practical exercises in creating and managing financial budgets.</p> <p>3)Cost Management Training - Techniques for cost reduction and control.</p>

97	Asset Management	Managing Assets Efficiently	<p>1) Managing assets from acquisition to disposal. Optimizing the use and performance of assets throughout their lifecycle.</p> <p>2) Evaluating the financial viability of asset investments. Conducting ROI analysis and risk assessment for asset investments.</p> <p>3) Ensuring assets are maintained and operational. Developing and implementing maintenance schedules and procedures.</p>	<p>1) Asset Lifecycle Management Training - Covers planning, acquisition, maintenance, and disposal of assets.</p> <p>2) Investment Analysis Workshop - Techniques for assessing and comparing investment opportunities.</p> <p>3) Maintenance Management Training - Strategies for effective maintenance planning and execution.</p>
98	Efficient Procurement Management	Efficient Approach to Procurement Management	<p>1) Building and maintaining effective relationships with suppliers. Negotiating and managing contracts with suppliers.</p> <p>2) Identifying and selecting suppliers to meet strategic objectives. Conducting market analysis and developing sourcing strategies.</p> <p>3) Streamlining procurement processes to enhance efficiency. Improving procurement workflows and reducing lead times.</p>	<p>1) Supplier Relationship Management Training - Best practices for engaging and collaborating with suppliers.</p> <p>2) Strategic Sourcing Workshop - Techniques for sourcing and supplier selection.</p> <p>3) Procurement Process Improvement Training - Methods for optimizing procurement operations.</p>

99	Procurement Management	Managing Procurement	<p>Plan Procurements- The process of documenting purchasing decisions, specifying the approach, and identifying potential sellers.</p> <p>Conduct Procurements- The process of obtaining seller responses, selecting a seller, and awarding a contract.</p> <p>Administer Procurements- The process of managing procurement relationships, monitoring contract performance, and making changes and correction as needed.</p> <p>Close Procurements- The process of completing each procurement.</p>	P 345
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Useful Templates

Template 1- Learning Objectives, Training Curriculum and Workshop Agenda

Template 2- Training Plan, Program, and Curriculum

Template 3- Training Schedule

Template 4- Training Attendance Record

Template 5- Feedback form

Template 6- End of Workshop Evaluation Questionnaire

Template 7- Follow Up Survey – Impact assessment Questionnaire.

Template 8- Career Development Plan

Template 9- Career Development Plan-Over the next five years (2024-2028)

Template 1-Learning Objectives, Training Curriculum and Workshop Agenda (.....2023 -.....2023)

(Program: Introduction to ENQUA Manual, Structure, and Implementation Guide)

Venue:.....

Workshop Objectives

- To introduce participants to the Quality Manual
- To identify existing instruments covered in the Manual
- To get familiarize the Manual for the Staff

Overview of 3-day workshop

No	Topics	Contents
1	<ul style="list-style-type: none"> • Welcome & Opening • Structure of the Admin Quality Manual 	Welcoming the participants and officially opening the workshop. Introduce the objectives and the methodology of the workshop. Explain the importance of the Manual
2	<ul style="list-style-type: none"> • Quality Manual- General Overview • Needs and Expectations 	General overview and purpose Formulating policy, and scope Strategic Focus on Quality Dimensions
3	<ul style="list-style-type: none"> • Introduction to Admin Quality Manual 	Present the Quality Manual Understanding the concept and contents
4	<ul style="list-style-type: none"> • Environmental Analysis and Setting Goals, Objectives & Strategies 	SWOT analysis at Institutional level and Divisional level
5	<ul style="list-style-type: none"> • Formulating a Strategy on Enhancing Administrative Quality - UoR 	Formulating the strategic Plan for five years
6	<ul style="list-style-type: none"> • Introduction to Implementation Guide • Developing Action Plans at Divisional Level • Budgeting • Formulating KPIs 	Get familiar with the implementation guide Based on the Strategy, developing individual action plans Preparation of budget estimates Formulating Key Performance Indicators at output, outcome, and impact levels

Training Session-Detailed Plan

Learning Objectives, Training Curriculum and Workshop Agenda

(Program: Introduction to ENQUA Manual, Structure, and Implementation Guide)

.....2023-.....2023

Training Session	Topics	Detailed Contents	Purpose for the session/ Objectives	Learning Experience Training Methods	Materials	Responsible Facilitator (Background)
Day 1						
Morning	<ul style="list-style-type: none"> Welcome & Opening Structure of the Admin Quality Manual 	<p>Welcoming the participants and officially opening the workshop. Introduce the objectives and the methodology of the workshop. Explain the importance of the Manual.</p>	To give an overview of the general contents of the manual	<p>Welcome and Opening</p> <p>Breaking the Ice</p>	<p>Presentati on-1</p> <p>Agenda, hand out, Docket</p>	Internal subject experts
Evening	<ul style="list-style-type: none"> Quality Manual- General Overview Needs and Expectations 	<p>General overview and purpose</p> <p>Formulating policy, and scope</p> <p>Strategic Focus on Quality Dimensions</p>	To get participants explore the manual	Brainstorming session	<p>Presentati on 2,</p> <p>Copy of the Manual, Flip charts, Markers,</p>	Internal subject experts
Day 2						
Morning	<ul style="list-style-type: none"> Introduction to Admin Quality Manual 	<p>Present the Quality Manual</p> <p>Understanding the concept and contents</p>	To get participants familiarize the manual	Lecture-demonstrations	Presentati on -3	Internal subject experts

Training Session	Topics	Detailed Contents	Purpose for the session/ Objectives	Learning Experience Training Methods	Materials	Responsible Facilitator (Background)
Evening	<ul style="list-style-type: none"> Environmental Analysis and Setting Goals, Objectives & Strategies 	SWOT analysis at divisional level	To understand the environment to develop the contents of the Manual.	Lecture-demonstrations	Presentati on-4	Internal subject experts
Day 3						
Morning	<ul style="list-style-type: none"> Discussion for the Strategy on Enhancing Administrative Quality - UoR 	Get aware of the Strategic Plan for five years	To provide thorough knowledge on the strategy	Lecture-demonstrations	Presentati on-5	Internal subject experts
Evening	<ul style="list-style-type: none"> Introduction to Implementation Guide Developing Action Plans at Divisional Level Budgeting Formulating KPIS Q & A session Evaluation and Closure 	<p>Make aware of the implementation guide,</p> <p>Based on the Strategy, developing individual action plans,</p> <p>Preparation of budget estimates Formulating Key Performance Indicators at output, outcome, and impact levels</p> <p>Summarizing and training evaluation</p>	<p>To develop divisional action plans, preparation of budget estimates, track progress & make aware of periodical reviews done using KPIs.</p> <p>Memorize key concepts, Feedback</p>	<p>Group discussions, Peer learning, Action planning</p> <p>Closing remarks, reviews</p>	<p>Interactive presentation, Templates</p> <p>Feedback forms</p>	<p>Internal subject experts</p> <p>Resource person, Facilitator</p>

Training Plan, Program, and Curriculum-Template 2

Core Training Requirement-2024 for Nonacademic staff

Training subject	Personnel	When required	Delivery method	Resource person

Training Year.

Approved by:

University of Ruhuna.

Template 3- Training Schedule

Sr. No.	Training subject	Date/Month	Time	Personnel	No. of Participants	Venue

Training Year.

Approved by:

University of Ruhuna

Template 4- Training Attendance Record

Name of the Program:

Date.

Sr. No.	Participants' name	Employee no.	Faculty/Dept/Division	Signature

Name and Signature:

(Responsible Authority)

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Template 5- Feedback form

Training Program:

Date:

1. Your rating of the course

	Excellent	Very good	Good	Average
Program content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program duration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefit expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relevance to your work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation by the resource person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. The session I liked the most (Give reasons)

.....
.....
.....
.....
.....

3. Please summarize what you learnt from the program:

.....
.....
.....
.....

4. How do you propose to utilize the training inputs in your present work situation (Set specific goals as for as possible)

.....
.....
.....
.....

5. Post training support required:

From whom:

Description:

6. Any other feedback do you like to share about the program:

Name of Employee.

Employee no.

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END OF WORKSHOP EVALUATION QUESTIONNAIRE -Template 6

Training Workshop evaluation questionnaire.

Venue:.....date:.....

Evaluation questionnaire

Instructions:

Please complete the questionnaire below. This will help us to improve the workshop. Please be totally frank, as we are interested in your opinion, whether it is positive or negative, and we shall take it into account in planning future workshops.

This questionnaire is anonymous. To help us analyze the evaluation results, we have added a space for you to indicate your gender and the type of organization you work for. If you prefer not to provide such details, simply leave the space blank.

Please give each aspect of the course set out below a mark from 1 to 5, with 1 being the minimum and 5 the maximum. On this scale, the average mark is 3.

If you think that a question does not apply to you, or that you do not have the information needed to answer it, check the "no opinion" option.

You can give only one answer to each question.

	Poor	Weak	Averag	High	Strong	
	1	2	3	4	5	No Opinion

I - INFORMATION RECEIVED BEFORE THE ACTIVITY

1. Before participating in this activity, were you clear about its objectives, contents and methods?	<input type="checkbox"/>					
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II - THE WAY THE ACTIVITY WAS DELIVERED

Objectives						
2. Having participated, are you now clear about the objectives of the activity?	<input type="checkbox"/>					
3. To what extent were the activity's objectives achieved?	<input type="checkbox"/>					
Contents						
4. Given the course's objectives, how appropriate were the activity's contents?	<input type="checkbox"/>					

5. Given your level of prior learning and knowledge, how appropriate were the activity's contents?	<input type="checkbox"/>					
6. Have gender issues been adequately integrated in the training?	<input type="checkbox"/>					
Methods						
7. Were the learning methods used generally appropriate?	<input type="checkbox"/>					
Resource persons / Tutors						
8. How would you judge the resource persons' overall contribution? Group of participants	<input type="checkbox"/>					
9. Did the group of participants with whom you attended the activity contribute to your learning?	<input type="checkbox"/>					
Materials/Media						
10. Were the materials/media used during the activity appropriate?	<input type="checkbox"/>					
Organization						
11. Would you say that the activity was well organized?	<input type="checkbox"/>					
12. Would you call the Secretariat efficient?	<input type="checkbox"/>					

III - USEFULNESS OF THE ACTIVITY

13. Are you satisfied with the quality of the activity?	<input type="checkbox"/>					
14. How likely is it that you will apply some of what you have learned?	<input type="checkbox"/>					
15. How likely is it that your institution/employer will benefit from your participation in the activity?	<input type="checkbox"/>					
16. How would you suggest the resource persons improve the overall quality of their contribution? (You may name someone in particular if you wish.)	<input type="checkbox"/>					

Please use the grid below if you wish to comment on a particular question.

Number of the question	Comments

SPECIFIC questions:

1. What is your feedback on the usefulness of the workshop?
2. Specific expectations for additional support in the follow-up phase:

Thank you for filling in this questionnaire!

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FOLLOW-UP SURVEY – Impact assessment Questionnaire- Template 7

This questionnaire has been designed to collect information about the impact of the Workshop and to monitor your efforts in using the concept learned in your institution. The questionnaire looks at the ways in which you have applied what you learned to your job, the action you and/or your institution have taken to apply what was learned, and the constraints and the opportunities you faced in doing so. To provide responses, you will need to reflect on the workshop activity and think about specific ways in which you have applied what you learned from it. In order to do that properly, it may be helpful for you to review the workshop program and materials provided during the activity, together with any action plan that you drew up. Please be as honest as possible in your answers. Thank you very much in advance for taking the time to complete this questionnaire!

RESPONDENT'S INFORMATION

Please give the following information:

1. Employee:
.....
.....
.....

2. SEX:
Female Male

3. Working Place:

APPLICATION OF LEARNING

4. To what extent did your competencies improve as a result of your participation in the training activity? No improvement
Slight improvement
Moderate improvement
Large improvement
Very large improvement

5. Please select the competencies that you have improved the most as a result of your participation in the training activity:
Analysing Establishing interpersonal relationships
Synthesizing data and concepts Networking

Making decisions	<input type="checkbox"/>	Management	<input type="checkbox"/>
Identifying problems and providing solutions	<input type="checkbox"/>	Persuading and leading	<input type="checkbox"/>
Researching	<input type="checkbox"/>	Negotiating	<input type="checkbox"/>
Counselling		Planning and organizing projects and /or people	<input type="checkbox"/>
Training others	<input type="checkbox"/>	Observing, assessing and evaluating things and/or people Other (please specify)	<input type="checkbox"/>
Communicating	<input type="checkbox"/>		<input type="checkbox"/>

6. To what extent did your job performance improve as a result of your participation in the training activity?

No improvement

Slightly improvement

Moderate improvement

Large improvement

Very large improvement

Please provide concrete examples, such as attitudes, tasks, activities, products and services:

7. Since the training activity, have you made use of: The training materials and documents distributed during the activity? 1 Never....5 always

The networking opportunities you had during the activity?

8. Which activities have you engaged in as a result of your participation in the training activity? Please provide concrete examples:

.....

9. What are the main factors, if any, that have contributed to the concrete use of the competencies you acquired?

The general situation in my workplace

The priorities within my Institution

Availability of financial resources

Availability of human resources

Support from my supervisors

- Support from my colleagues
- I had enough authority to influence consideration of ideas and their application
- No particular factor
- Other (Please specify):

10. What are the main constraints, if any, that you have faced in using the competencies acquired during the training activity?

- I have NOT faced any constraints
- The general situation in my workplace
- The priorities within my Institution
- Lack of financial resources
- Lack of human resources
- Lack of support from my supervisors
- Lack of support from my colleagues
- I had enough authority to influence the application of new ideas
- The course content proved irrelevant Other (Please specify):
.....

ORGANIZATIONAL IMPACT

11. To what extent has the performance of your institution improved as a result of your participation in the training activity?

- No improvement
- Slight improvement
- Moderate improvement
- Large improvement
- Very large improvement

List up to three changes that have occurred within your institution as a result of your participation in the training activity:

.....

.....

12. How large was the impact outside your organization due to the training?

Very small

Medium

Very large

Comments:
.....
...

13. In which of the following areas did you detect a significant impact of the training? Establishment of new and more relevant initiatives, projects and programs

Networking

Training

Capacity building

Human resources management

Economic management

Organization and processes

Overall performance

I have not detected a significant

impact of the training Other

(Please specify):

.....

14. With hindsight, to what extent was your participation in the workshop activity a good investment?

Not at all

Partly

Moderate

Mostly

Completely

15. What recommendations would you make for improving the workshop activity?

.....
.....
.....
.....

16. If you wish to add any further comments, please use this space:
.....
.....
.....
.....

Thank you for filling in this questionnaire.

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Career Development Plan- Template 8.

Today's date	
Employee	
Current job title	
Individual goals	
Institutional requirement	
Intended competence, experience, training, and	
Completion date	
Supervisor note	

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Date

Template -9

Career Development Plan-Over the next five years (2024-2028)

Career Activity

