

Congratulations

You have now been accepted at the



MBA

What is next?



This document will take you through the required steps to ensure that you have a smooth start on the programme

Please read it carefully and act immediately to secure your place on the next cohort

The Stafford Associates Team

University of Leicester

Middle East Resource Centre

- As mentioned in the email, you should have now received three separate emails from the University all mentioning your student number. Please keep this number as you need it to pay your fees and to register.
- The University acceptance does not mean you are a student at the University. In order to become a student , you need to make your first payment which will act as your student registration.
- To make your first payment, you need to make a decision on whether you are doing the programme on a purely Distance Learning basis (No workshops), or with workshops' support.
- The next two pages will clearly explain how you can make your payments in either case. Please follow the exact pocedures according to your choice.
- Once your payment is received, you will receive a receipt notification by email.
- Once you make the payment, please email irene@stafford.ae with proof of payment in order for us to release your books and material.
- From **October 15th, 2009** onwards provided you paid your fees, you will receive an email from the University asking to register online and to confirm that you are starting your studies. This will also create a University email account and a CFS account which will enable you to access the University Blackboard.
- Once you receive your CFS account login details you are encouraged to login to blackboard as per the emailed instructions and start scanning the material and getting familiar with blackboard. **Blackboard is one of the most important tools on your MBA journey and you need to use it well.**
- Make sure you scan and email your photograph to irene@stafford.ae in order for us to process your ID card request. You should expext to receive your ID card within 4 weeks of emailing your photograph.
- MBA workshop support sessions are avabile at the following locations and please inform Irene with your preferred location

Dubai – Nov 2009 Start Date- October 30 & 31, 2009

Riyadh - Nov 2009 Start Date – November 19 & 20, 2009

Jeddah - Nov 2009 Start Date – December 10 & 11, 2009

Al Khobar - Nov 2009 Start Date – November 05 & 06, 2009

Beirut - Nov 2009 Start Date – November 14 & 15, 2009

Payment Structure - MBA with Workshop Support - KSA

	Due Date	Amount
Option 1		
1 Payment of GBP 1100	15th October 2009	£11,000.00

Option 2		
2 Instalments of GBP 5600		
1st Instalment	15th October 2009	£5,600.00
2nd Instalment	1st August 2010	£5,600.00
		£11,200.00

Option 3		
First Instalment	15 October 2009	£1,916.66
Second Instalment	1st February 2010	£1,916.66
Third Instalment	1st June 2010	£1,916.68
Fourth Instalment	1st October 2010	£1,916.66
Fifth Instalment	1st February 2011	£1,916.66
Sixth Instalment	1st June 2011	£1,916.68
		£11,500.00

METHODS OF PAYMENT

- Bank Draft made payable to Stafford Associates
- Online credit card payment, www.stafford.ae
- Or you can make a telegraphic transfer to:

Account name: **Stafford Associates**

HSBC

P O Box 66

Dubai, UAE

Swift Code : BBMEAEAD**Bank account number:** **020-090841-211**

Payment Structure - MBA without Workshop Support

	Due Date	Amount
First Instalment	15 October 2009	£1,216.66
Second Instalment	1st February 2010	£1,216.66
Third Instalment	1st June 2010	£1,216.68
Fourth Instalment	1st October 2010	£1,216.66
Fifth Instalment	1st February 2011	£1,216.66
Sixth Instalment	1st June 2011	£1,216.68
		£7,300.00

METHODS OF PAYMENT

- Online payment following the procedure on the "Request for Payment" email, <https://epay.le.ac.uk>
- Online credit card payment, www.stafford.ae
- Bank Draft made payable to Stafford Associates
- Or you can make a telegraphic transfer to:

Account name: **Stafford Associates**

HSBC

P O Box 66

Dubai, UAE

Swift Code : BBMEAEAD

Bank account number: **020-090841-211**



**University of
Leicester**

REF: JMB/aby/H:\SCHOOL MANAGEMENT SUPPORT & RESEARCH\YEAR 2008-09\PA TO DIRECTOR OF
ADMINISTRATION\Agents & DL\01.07.09 Ltr Stafford.docx

School of Management

University of Leicester
Ken Edwards Building
University Road
Leicester LE1 7RH
UK

Head of Department
Professor Alan Bryman

T +44 (0)116 252 5103
F +44 (0)116 252 5515
E ab302@le.ac.uk

To Whom It May Concern

1 July 2009

Stafford Associates Tutors - School of Management Programmes

This letter confirms that the tutors who work on Stafford Associates' Workshops, on the above programmes, do so directly on behalf of the University of Leicester. The tutors are subject to quality control and approval by the University and they deliver the programmes' curriculum, which has been designed by the School of Management at the University.

Yours sincerely

Jayne M Bowers
Director of Administration - School of Management

Copy to: Mr Refaat Kazoun, Stafford Associates
Mr Ajith Kumar, Stafford Associates

A photograph of three business professionals in a modern office setting. In the foreground, a young man with dark hair and glasses, wearing a light brown suit jacket, looks towards the camera. In the background, a man in a dark suit and a woman in a light blue blazer are slightly out of focus. The office has large windows and a bright, airy atmosphere.

MASTER LEVEL WORKSHOPS

Module Specific

Conducted by University approved tutors



FACE TO FACE WORKSHOPS

Our **Weekend Workshop** sessions enable you to maintain your career and to study within a structured framework at a time which fits in with your personal and work demands. The programme not only exposes you to the latest management thinking but encourages you to apply your learning to your workplace and beyond.

Our delivery methods mean that you remain connected to your tutors and other participants in your group on an ongoing basis through face to face discussions as well as the online facilities.

In addition to clarifying the theoretical aspect of each subject, the tutors will utilise their extensive business experience to relate theory to business practice. Furthermore, they will enable you to share your experiences and benefit from the experiences of others.

ONGOING REVIEW OF YOUR ACADEMIC DEVELOPMENT

Distance Learning does not need to be lonely

NETWORKING OPPORTUNITIES

In addition to the academic value the workshops offer, participating in them gives you a networking opportunity that is second to none.

You will be part of a group of professionals who are all at an advanced stage in their careers, not to mention their seniority in their organisations.

These networking opportunities have always proven to be of tremendous business value to our participants. Imagine the advantages of personally knowing the key decision maker in a competing organisation or an organisation that you wish to cooperate with.

EASING THE PAIN

Yes, Studying while in full time employment can be difficult but it does not have to be.

Many of our participants come from non-business backgrounds such as Engineers, IT Professionals, and Pharmacists who have not been academically exposed to core business subjects like finance, accounting or marketing.

Our tutors are experienced in presenting these subjects to non specialists. Our Aim is to make you much more confident in not only tackling but mastering these very important subjects.

WHAT DO OUR PARTICIPANTS SAY?

The value of the networking opportunities in the workshops far exceeds the monetary value.

Having key decision makers in my organisation's market as fellow students in the workshops enabled me to improve the organisation's business and to meet the right people for my personal advancement.

H.A.K Marketing Manager



Coming from a Pharmaceutical background, I was extremely worried about accounting & Finance.

The tutors were skilled in simplifying these otherwise difficult subjects which made life easier.

I can comfortably say that I understand finance.

M.H.I – Area Manager

It was being part of a cohesive group that made the biggest difference to me.

We encouraged each other to carry on and we never let each other give up.

I made some friends for life

J.E.C – Entrepreneur & Business Owner

MASTER LEVEL WORKSHOPS PACKAGE

WORKSHOP	Timing	
Learning from a Distance	Thursday – 8 hours	Start
Critical Thinking	Friday - 8 hours	
Managing People and Organisations	Thursday – 8 hours	3 months
Leadership & Entrepreneurship	Friday - 8 hours	
Marketing	Thursday – 8 hours	6 months
Operations Management	Friday - 8 hours	
Accounting	Thursday – 8 hours	9 months
Financial Statement Analysis	Friday - 8 hours	
Information Analysis	Thursday – 8 hours	12 months
Strategic Decision Making	Friday - 8 hours	
Finance	Thursday – 8 hours	15 months
Mergers & Acquisition	Friday - 8 hours	
Ethics	Thursday – 8 hours	18 months
Global Value Creation	Friday - 8 hours	
Dissertation & Research methods	3 Hours – evening session	
Individual dissertation meeting	Personal Appointment in Dubai	

115 contact hours

University approved teachers

Subject Specific Draft Review

Tutor Email Consultation

Personal Consultation (By appointment)

Workshop title: Learning from distance & Critical thinking

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- develop requisite quantitative awareness to enable the analysis and understanding of those quantitatively oriented publications that they will encounter in the remainder of their programme of study
- demonstrate a grasp of the ways in which ontological and epistemological commitments inform and influence the production of 'knowledge' in their specialist field, to enable appropriate reflection on their own commitments in this regard as well as those of other students, staff and indeed of the authors of the material that they will confront in the remainder of their programme of study
- experience and reflect upon the issues associated with teamwork, especially those associated with diversity

Transferable Skills

The module contributes to the development of the following skills:

- information handling
- problem solving
- group interaction
- written communication
- critical understanding

Workshop title: Managing people & Organisations / Leadership, Entrepreneurship and Change Management

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- describe the influence of individual ability and personality on work-related behaviours
- outline key principles of motivation and job satisfaction
- analyse the forces affecting group processes and performance;
- discuss the nature and implications of power and politics in organisations;
- identify the problems involved in decision making on individual, group and organisational level;
- examine the culture of an organisation and its role;
- assess the advantages and disadvantages of particular organisational structures, with particular reference to organisational contingencies;
- critically evaluate organisational processes and develop options for improvement.

Transferable Skills

The module contributes to the development of the following skills:

- information handling
- problem solving
- team working
- oral and written communication

Workshop title: Marketing & Operations management

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- understand the role of marketing and a customer orientation in contributing to organisational ability to deliver customer value
- appreciate the nature and impact that external and internal factors have on the design and operation of marketing strategies
- understand the management of marketing, operations and the supply chain to enable delivery of value to the customer
- know the methods and frameworks for improving marketing performance with a focus on understanding customers.

Transferable Skills

The module contributes to the development of the following skills:

- ability to communicate ideas and arguments in a clearly to an academic or a professional audience
- ability to undertake independent and self-directed study
- ability to review and make selective and critical use of published material
- ability to work effectively alone and with others

Workshop title: Accounting & Financial analysis

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- be familiar with the key financial reporting documents, the information they contain and the potential users and uses of that information
- demonstrate an ability to analyse and interpret the information within financial reports in the context of the existing regulatory framework of accounting and relevant accounting theory
- reflect upon the issues associated with accounting, particularly with respect to contemporary issues surrounding communication, agency and control.
- use accounting and financial information in a variety of decision-making and planning situations and understand the limitations of such information
- demonstrate an awareness of the political context of accounting decisions, policy choices and representations both with organisations and in external publications
- understand of the nature and use of accounting information systems and their role in the management of organisations

Transferable Skills

The module contributes to the development of the following skills:

- quantitative data analysis and presentation
- oral and written communication
- critical evaluation of published financial information and literature
- understanding of the nature of accounting information and its role in management

Workshop title: Information analysis & Strategic decision making

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- demonstrate a knowledge and understanding of the role of strategy in the creation of economic value added;
- demonstrate a knowledge and understanding of the alternative corporate and business level strategies used to create economic value added;
- demonstrate a knowledge and understanding of the debates within the strategy literature in particular the industry approach to strategic thinking vs. the resource-based approach;
- demonstrate a knowledge and understanding of the nature of the strategic decision making process and the importance of ambiguity, complexity, uncertainty, bounded rationality and power relationships both inside and outside the organisation.

Transferable Skills

The module contributes to the development of the following skills:

- communicate clearly ideas and arguments to an academic and professionally informed audience;
- undertake independent and self-directed study;
- take a structured approach to the analysis of complex strategic problems
- undertake critical reviews of academic and professional literatures

Workshop title: Finance & Mergers and Acquisitions

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- Understand the nature and characteristics of the alternative sources of finance available to an organisation.
- have a critical awareness of the theoretical and practical aspects of investment and other financial management decisions both inside and outside of organisations.
- appreciate the theoretical and empirical considerations relevant to understanding the behaviour of capital markets and developments in asset valuation models.
- have an awareness of the economic and financial issues relating to changes in organisational form, such as takeovers, mergers and internal corporate re-structuring.
- reflect upon the nature of and relationship between, risk and return in finance theory and empirical research.
- appreciate the epistemological foundations of classical finance theory and the implications of this for the future development of theory, empirical research and the financial management of organisations.

Transferable Skills

The module contributes to the development of the following skills:

- quantitative data analysis and presentation.
- oral and written communication.
- understanding of the nature of financial information and its role in financial management decisions.
- critical evaluation of classical finance theories and empirical research

Workshop title: Ethics & Global value creation

Workshop length: 2 days – (16 hours)

Timing: Thursday & Friday

At the end of this module, typical students should be able to:

- appreciate the contested nature of moral philosophical argument as it has been applied to business organizations
- recognise the connections between ethical and political forms of argument, with particular reference to contemporary theories of bureaucracy and markets
- be aware of the global dimensions of debates about corporate social responsibility in the cultural, environmental and political arenas
- conduct a systematic analysis of selected personal, organisational and global ethical dilemmas

Transferable Skills

The module contributes to the development of the following skills:

- logical skills
- argumentation skills
- ethical decision-making
- ability to address and resolve dilemmas in organisations

Workshop title: Dissertation & Research Methods Lecture

Workshop length: 3 hours

This '**Dissertation lecture**' provides guidance on how to approach dissertations. It offers information on what resources and support are available and it discusses types of projects and issues surrounding researching topics.

At the end of this lecture, typical students should be able to:

- demonstrate a practical understanding of social science research methodology and the choices, assumptions and difficulties involved in carrying out such research.
- propose an independent research project, defend the choices they have made in that regard and derive credible and relevant conclusions from their research.
- reflect on and critique published management research.
- identify a valid research topic.
- access, retrieve and organise research material relevant to the field of study.
- develop an independent critical perspective.
- conduct and sustain an argument in a coherent and lucid fashion.
- present a properly referenced, well-structured dissertation.

Individual Dissertation Meeting

Meeting Length: 25 minutes

Location: Dubai

The 'Dissertation one to ones' are appointment only meetings (25 minutes per appointment) designed to allow students to discuss their project face to face with a Tutor. The following groups of students may benefit from this meeting:

- Students that have submitted their proposal (including resubmissions)
- Students that are currently drafting their proposal
- Students that are about to develop their proposal but have ideas on approaching their selected topic.

The meetings are non-subject specific.

It is assumed that students will have made a serious attempt to read the study materials prior to attending a workshop. Tutors will not cover every topic in the module. The intention of a support workshop is that the tutors will focus and develop on the major themes contained in a module or unit.

The Academic Pool

We are extremely proud of the tutors facilitating these workshops. The combination of their academic qualifications and their business experience are the cornerstones of a second to none student experience.

Prior to teaching:

Academics go through rigorous acceptance procedures where both their academic and professional backgrounds are thoroughly checked.

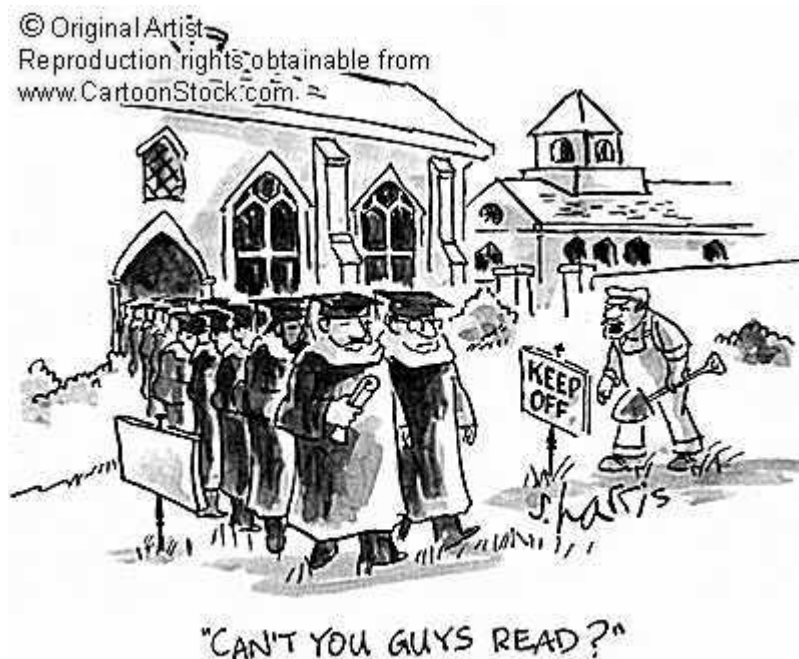
This is followed by mock teaching sessions to a panel of experts where the following is ensured:

- Subject specific knowledge from an academic perspective
- Business related knowledge
- Teaching ability
- Ability to answer questions
- Teaching speed
- Performance under pressure

Each tutor goes through a rigorous training programme concentrating on subject specific requirements.

Tutors are then approved by University of Leicester

The following pages detail the qualification of some of our tutors.





Name: Michael Smith

Nationality: British

Academic background: MSc HRM and Training from Leicester University ,MA Development Management & Education from Hull University

Expertise: He has long term posts: from 1968 to date in Saudi Arabia, Mauritius, Philippines, Ecuador, Turkey, Brunei, Malawi, Bulgaria, Jordan in the professional areas of: Learning and Development Management, Media Management and Production, Organisational and Training Management, Education Management and Organisation.

Subject taught: Managing people & organisation behaviour



Name: Andrew Bean

Nationality: Australian

Academic background: PhD from the Australian National University and BSc from UNSW

Expertise: He has worked at management level in Australia, Asia and Europe. He has taught MBA programmes in Asia and the Middle East, as well as management consulting, research and training in a wide range of industries. This has given him a keen appreciation of the importance of delivering courses that actively engage the interest of the multi-cultural workforce in the GCC, and that have been designed to meet their specific needs and organisational background.

Subject taught: Learning from a distance & critical thinking ; information analysis & strategic decision making , ethics & global value creation



Name: Salim Timani

Nationality: Canadian

Academic background: MBA in International Marketing from Oklahoma City University, B.Sc. in Biology from American University of Beirut

Expertise: He has accumulated vast international working experience at senior managerial level spanning 15 year, mainly in the US, Europe and Lebanon (Hoechst, Dunlop, Goodyear, British Petroleum, KIA Motors). Mr Timani currently works as a full time Distance Learning Tutor for Stafford Associates and the University of Leicester, based in Beirut.

Subject taught: Marketing & Operations Management, Information analyses & Strategic decision making, Ethics & Global value creation



Name: Philippe Scates

Nationality: British

Academic background: Master Degree in HRM and Training from Leicester University, Postgraduate Diploma in Training Management from Shrewsbury College

Expertise: Over 20 years experience , mainly in HR management and management development .Extensive experience in leading multi-disciplinary teams , programme management , policy development , change programmes , management development , training needs analyses , curriculum design and the delivery , implementation and assessing of various competency based training programmes .

Subject taught: Managing people & organisational behaviour



Name: Kieran Joseph Ashworth

Nationality: British

Academic background: M.Sc. Economics from London school of Economic, BA Cambridge in Classical Linguistics from Cambridge University, UK

Expertise: Over fourteen years of teaching and training experience in areas of Business Administration. Presently employed as a Strategic Consultant for Fortrust Limited.

Subject taught: Learning from a distance & Critical thinking; Information Analysis & Strategic decision making, Ethics & Global value creation



Name: Philippe Riewer

Nationality: New Zealander

Academic background: MBA – European University of America , San Francisco; MSc Economics – University Louis Pasteur, Strasbourg

Expertise: Mr. Riewer has 10 years experience in training Middle-East based managers in the subjects of Strategic Analysis and Decision Making. Prior to becoming a trainer, he pursued a career in the corporate world, working for L’Oreal in New Zealand and Peugeot in Germany. He combines a solid industry background with wide international experience in management.

Subject taught : Information analysis & strategic decision making , finance & mergers and acquisitions



Name: Remi Diligent

Nationality: French

Academic background: HEC - Ecole des Hautes Etudes Commerciales

Expertise: A French native, Remi Diligent held various positions as Finance director for Media, Communication and Advertising companies.

Remi has published articles in Strategy.

Subject taught: Accounting & financial analysis; finance & mergers and acquisitions



Name: Refaat Kazoun

Nationality: Canadian

Academic background: MBA – University of Leicester, Diploma in Mechanical Engineering Technology –

Confederation College of Applied Arts & Technology, Canada

Expertise: Mr. Kazoun has proven consulting, teaching, training & management expertise in a career spanning 19 years. He is a technically-sophisticated and business savvy management professional with a pioneering career reflecting strong leadership qualities coupled with “hands-on” coaching & training expertise.

Subject taught: Managing people & organisation behaviour, leadership, entrepreneurship, change management, ethics & global value creation



Name: Firas Moussa

Nationality: Canadian

Academic background: MBA (Richard Ivey School of Business – University of Western Ontario); MA in HR Mgt (American University of Beirut); Six Sigma (Green Belt); CMA candidate (Certified Management Accountant)

Expertise: A Canadian-Lebanese dual national, Firas has over 15 years of marketing, sales, strategic planning, and management experience with blue chip American multinational organizations both in North America and the Middle East (TYCO, HOME DEPOT, and OASIS). Over and above his vast professional experience, Firas possesses extensive teaching, training and consulting experience in the disciplines above mentioned. He is fluent in English and Arabic and functional in French. On the academic side, Mr. Moussa is a holder of a dual focus MBA (Marketing/Strategy) from the Richard Ivey School of Business (The top Financial Times ranked business school in Canada, and part of the prestigious University of Western Ontario), has pursued a Masters degree in Management from the American University of Beirut, a CMA designation (Certified Management Accountant), and a Six Sigma certification. Firas is the Ambassador of Ivey in Saudi Arabia and Lebanon.

Subject taught: Marketing & operations management ; Information analysis & strategic decision making

Participants will receive a certificate of completion from
Stafford Associates, the University of Leicester
Middle East Resource Centre
after the completion of each of the workshops

CERTIFICATE OF COMPLETION

This is to certify that

A. N. Another

Has completed the Master Level Workshop

**Accounting &
Financial Statement Analysis**

Refaat A. Kayoun

Signature

01/01/2008

Date

Stafford
associates
Bringing the University to you