



MAT ABACUS
Business School

EXECUTIVE PROGRAMS PROSPECTUS



Equipping executives with fresh thinking and empowering them with a broader perspective of their organization.

Management, Leadership and Governance Development Programs



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Summary of Our Executive Programs



Management Development Program (MDP)

A program for departmental supervisors, field / project supervisors and managers.

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| <ol style="list-style-type: none"> 1. Leadership skills for managers. 2. Effective communication. 3. Effective meetings. 4. Conflict resolution and consensus building. 5. Understanding how the business works. 6. Dealing with change – the role of a manager. | <ol style="list-style-type: none"> 7. Setting goals and managing performance. 8. Problem solving and decision making. 9. Creating and managing effective teams. 10. Delivering successful projects. 11. Workplace ethics and employee code of conduct. 12. Negotiation skills for managers. |
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Leadership Development Program (LDP)

A program for middle to senior level managers who have professional expertise in various areas of the organisation.

Pg. 7-10

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| <ol style="list-style-type: none"> 1. Leadership essentials for managers. 2. Emotional Intelligence (EQ). 3. Personal effectiveness and development. 4. Leading high performing teams. 5. Employee engagement and performance dialogue. 6. Problem solving and decision making. | <ol style="list-style-type: none"> 7. Human capital development. 8. Culture, change and transformation. 9. Business finance and accounting for managers. 10. Harnessing the business value of digital technology. |
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Board and Director Development Program (B&DP)

This program is relevant for aspiring directors, those new to the role, as well as experienced directors in different sectors.

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| <ol style="list-style-type: none"> 1. The Board and Committees – roles, structure, principles and best practices. 2. Leadership and Governance. 3. Strategy and Resource Allocation. | <ol style="list-style-type: none"> 4. Risk and Performance. 5. Digital Technology and the Board. 6. Finance For Non-Finance Directors 7. Human Capital Development. |
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Our Faculty

We bring together the best professionals, also known as “Professors of Practice,” who have not only excelled in the academic field but have caused a transformation in the marketplace through the organizations that they lead. Most of them serve on the boards of organizations and are still creating impact by providing practical guidance to the leadership teams on how to stay nimble while navigating today’s dynamic world.

We have over 40 tutors, professors, researchers, and certified coaches in our professional network, some of whom have been with the Business School since its inception—over 20 years. These are all experts in their fields and continuously engage with business leaders and executives globally.

Throughout the years, ALI has developed a range of cutting-edge techniques and tools to support the leadership development of executives in organizations—by delivering highly customized, bespoke programs focused on your needs.

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About MAT ABACUS Business School

MAT ABACUS Business School is an institution that was formed as the result of a merger between the Management and Accountancy Training Company (MAT) and Abacus Business School (ABS).

The merger created the requisite synergies to transform the industry through practical higher education, research and scholarship relevant to the resolution of our continent's challenges.

The Management Accountancy Training Company and Abacus Business School (ABS) were both established institutions recognized in the areas of specialty that include, but are not limited to, professional courses and executive leadership training respectively.

Both institutions have been able to impact the education sector due to the quality of the programs that are offered. MAT is one of only five Approved Learning Partners (ALPs) at the platinum level in Africa. It has a custom equipped training center with modern teaching facilities, utilizing over 10,000 square feet of classroom space.

Abacus Business School (ABS), on the other hand, provides quality education and training for industry and business practitioners across all sectors and levels of management through interactions with top leadership of the different companies in the various sectors.

ABS identified a glaring gap in the current education system, which is that the curriculum delivered by most institutions does not resonate with existing and emerging industry needs. In a dynamic environment, there is also a need for those already in this employment to re-skill and up-skill in order to remain relevant in this Volatile Uncertain Complex and Ambiguous (VUCA) environment.

Our Services

Executive Education - We provide Executive programs to leading institutions in the region including Leadership Development, Change Management training, and custom trainings like customer service training, Finance for Non-Finance Executives (F4NFE) as well as open programs such as the CFO Leadership Academy, Women in Leadership Training, etc using tested management consultancy and co-creation approaches.

Business Advisory Services - We now provide consulting support to institutions assisting them in their quest to achieve excellence using consultants with specific industry experience and deep domain knowledge.

Professional Training Courses - We provide professional management and accountancy training for leading programs including The Association of Chartered Certified Accountants (ACCA), The Chartered financial Analyst (CFA), The Certified Public Accountants CPA(U), Certified Internal Auditor (CIA), Project Management Professional (PMP) exams, ICDL which is the international standard in digital skills certification and the Heriot-Watt University MBA from Edinburgh Business School.

Our Professional Programs



1999

The Management and Accountancy Training Company (MAT) was established

2014

Abacus Business School (ABS) was established

ACCA

Platinum Approved Learning Partner (ALP)

MAT ABACUS is Approved ACCA tuition provider in Uganda & Rwanda and is one of only five Approved Learning Partners (ALP's) at the Platinum level in Africa.

+10,000

We operate over 10,000 square feet of classroom space

+3,000

Over 3,000 students every year benefit from services of our highly qualified and experienced teaching professionals for their professional programs (ACCA, CPA(U) and CFA)

Management Development Program (MDP)

A program for departmental supervisors, field/project supervisors and managers.

Management Development Program (MDP)

Rationale for the Program

This program is in response to organizations training requirements and needs to develop future potential leaders. This will be accomplished using leadership strategies that will engage, challenge and motivate the participants.

Target Audience

This training program for supervisors and first-line managers will help them achieve productivity gains. It is structured around developing managerial and leadership competencies of supervisors and first-line managers of who are making the transition from member of a group to leader of the group. These include; departmental supervisors, branch managers/ supervisors and field/ project supervisors and managers.

Overview of the MDP

When it comes to translating a company's strategy into results, there's no denying the importance of first-level leaders—those who manage others who do not manage other people. These people oversee and handle operations at branches, stations and manage work crews in the field.

Some supervise more than ten people; others work with few subordinates in different departments. First-level leaders are the ones who are mainly responsible for a company's day-to-day relationships with customers and the bulk of employees.

From handling challenging employees and conflict resolution to motivating staff. An effective supervisor must be able to get the most productivity out of his/ her team. For many new supervisors, one of the most difficult parts of assuming their role is making the transition from being just on a team to being the leader of the team, from being a buddy to a boss.



Program Modules

The program consists of 12 training modules and 36 sessions focused around the core competency areas that include; **Leadership essentials, communication, negotiation, goal setting and performance, leading teams, change management, problem solving and decision making.**



Learning Outcomes

They will learn applied skills to increase staff productivity and engagement and discover how to provide strong direction and constructive feedback that gets results.

At the end of the program, the participants will be able to do the following;

- a. Appreciate supervisory and management skills needed to excel in executing their roles and responsibilities.
- b. Develop and improve skills to manage self and teams effectively.
- c. Set personal and team goals.
- d. Develop new skills and build new relationships as “new” leaders.
- e. Communicate effectively with management so that their needs, views, and concerns are heard.
- f. Identify and understand needs and goals of the team and senior management.
- g. Identify and developing leadership styles that will help them navigate their new roles.
- h. Understand delegation and motivation of team members.
- i. Provide management with the information and advice it needs to make better decisions and solve problems.
- j. Manage conflict and build consensus among employees successfully.

Program Sessions and Key Focus Areas

NO.	MODULE	KEY FOCUS AREAS/ SESSIONS
1	Leadership Skills for Managers.	<ul style="list-style-type: none"> ▪ Understanding the role of a manager. ▪ Truly successful supervisors and managers don't “boss” their employees; they lead them. ▪ It's through effective leadership that goals are achieved and your department meets productivity, quality, service, and safety standards. ▪ Fundamentals of leadership and leadership styles.
2	Effective Communication.	<ul style="list-style-type: none"> ▪ Planning communications so that they are timely and well received. ▪ Providing management with the information and advice it needs to make good decisions and solve problems. ▪ Communicating personal and team needs and concerns effectively.
3	Effective Meetings.	<ul style="list-style-type: none"> ▪ Hold meetings only when necessary. ▪ Invite the right participants and follow an agenda. ▪ Start and finish on time. ▪ Keep the meeting focused and encourage participation. ▪ Summarize accomplishments and review follow-up assignments.
4	Conflict Resolution and Consensus Building.	<ul style="list-style-type: none"> ▪ Identify common causes of conflict. ▪ Recognize the impact of workplace conflict. ▪ Understand how positive communication helps prevent conflict. ▪ Resolve conflicts successfully and build consensus among employees.

NO.	MODULE	KEY FOCUS AREAS/ SESSIONS
5	Understanding How the Business Works.	<ul style="list-style-type: none"> ▪ The business value creation model – Ref: Business Model Canvas. ▪ Business strategy, structure and processes – connecting the dots. ▪ Understanding and managing business key stakeholders and the external environment.
6	Dealing with Change – the Role of a Manager.	<ul style="list-style-type: none"> ▪ Understanding change and the challenges presented by it. ▪ The importance of resilience in the face of change. ▪ Resistance to change and how to overcome it. ▪ Change is inevitable, continual, often difficult and presents opportunities.
7	Setting Goals and Managing Performance.	<ul style="list-style-type: none"> ▪ Understand the benefits of setting performance goals. ▪ Tailor goals to the needs of each employee. ▪ Set goals to motivate superior performance. Incorporate goals successfully into the appraisal process.
8	Problem Solving and Decision Making.	<ul style="list-style-type: none"> ▪ All input from employees, colleagues, and senior management should be considered in problem solving process. ▪ By taking a step-by-step approach and applying a variety of techniques, any problem can be solved. ▪ Supervisors must make decisions whenever they perform any of the following management functions; planning, organizing, leading and controlling. ▪ Establish decision criteria—the factors that will be used to evaluate alternatives.
9	Creating and Managing Effective Teams.	<ul style="list-style-type: none"> ▪ Consider each team member’s ideas as valuable, there is no such thing as a stupid idea. ▪ Be clear when communicating. ▪ Team members are encouraged to share information. ▪ Establish team values and goals; evaluate team performance. ▪ Encourage listening and brainstorming.
10	Delivering Successful Projects.	<ul style="list-style-type: none"> ▪ Understanding of the impact that good project management can have on a business. ▪ With the right planning, work is delivered on time and within budget. ▪ Designing efficient project management processes, to; reduce the complexity of collaboration, increase transparency, and ensure accountability, even when you’re working across teams or departments.
11	Workplace Ethics and Employee Code of Conduct.	<ul style="list-style-type: none"> ▪ Appreciate the importance of ethical conduct on the job. ▪ Understand the requirements of the law and company policies. ▪ Identify ethical problems in the workplace. ▪ Make ethical decisions; and recognize and carry out ethical responsibilities.
12	Negotiation Skills for Managers.	<ul style="list-style-type: none"> ▪ Being a good negotiator helps you achieve important goals and get what you need and want for yourself, your department, and the organization. ▪ Negotiation is a way to settle differences to build, maintain, and improve relationships. ▪ The ultimate goal of any negotiation is to reach a mutually beneficial agreement.



Leadership Development Program (LDP)

A program for middle to senior level managers who have professional expertise in various areas of the organisation.

Leadership Development Program (LDP)

Rationale for the Program

The overall goal of the LDP is to equip business executives with fresh thinking, empower them with a broader perspective of the business in order to advance as leaders, decision-makers and change agents in the organizations.

Target Audience

The MABS Leadership Development Program (LDP) is designed to enhance management and leadership skills for middle to senior level managers who have professional expertise in various areas of the organisation. These managers are responsible for driving results that directly influence the performance of the organization.

Overview of the LDP

MAT ABACUS Business School (MABS) believes that leadership is a journey that never stops and it is committed to help business executives to evolve, adapt and turn everyday business challenges into opportunities that will help the organisation thrive in the “new normal”.

Organizations need to dedicate to a sustained process of continuous human capital development. This is necessary to maintain a performance driven culture through effective processes, controls and high levels of integrity.

In some instances, they control large budgets and have to make decisions that can have a drastic impact on organization’s triple bottom line and the community at large.

The program is also intended to bridge the gap between knowing, thinking and doing. While as a leader, one may know what is required of them and how to be effective, it is all too easy in a pressurized environment to slip into habitual, less helpful behaviors that quickly drain energy and delegitimize leadership.



Program Modules

The program consists of 10 training modules and 30 sessions focused around; **Leadership styles, team dynamics, employee engagement, human capital development, culture and organisational transformation, problem solving and decision making and digital technology.**



Learning Objectives

Leadership development is one of the top human capital priorities and has a significant impact on both staff and organizational performance.

The following are the specific learning objectives of the LDP.

- a. Enhancing leadership effectiveness of managers through a broader understanding of their capabilities, leadership styles and relationship with teams.
- b. Understanding the concept of emotional intelligence (EQ) and leverage it to manage self and relate with others at the workplace to thrive in the “new normal”.
- c. Appreciating the importance and process of personal development and growth.
- d. Gaining an overview of the fundamental concepts in business finance and accounting in order to make informed business decisions that affect the financial health of the organisation.
- e. Understanding the importance of performance appraisal and identify the key issues involved in the process and various strategies for improvement.
- f. Gaining an in-depth understanding of the world in which we live and work today and how its changing to create perspective on nature of problems we are facing – the VUCA environment and the strategies that can be used to solve them.
- g. Leveraging problem solving and decision-making capabilities to achieve consistent performance improvement and business growth.
- h. Identifying various strategies and practices for managing talent in a multigenerational workspace.
- i. Understanding the importance of succession planning as a systematic initiative by an organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future.
- j. Understanding the relationship between a “good culture” and “organizational health”; and the importance of aligning culture around a common vision and execute against that vision.

Program Sessions and Key Focus Areas

NO.	MODULE	KEY FOCUS AREAS/ SESSIONS
1	Leadership Essentials for Managers	<ul style="list-style-type: none"> ▪ Navigating the transition to management. ▪ Leadership styles. ▪ Leadership and personality.
2	Emotional Intelligence (EQ)	<ul style="list-style-type: none"> ▪ Importance of EQ: the art of “tripling” your performance. ▪ Effective communication and conflict resolution. ▪ Effective stress management: regaining your emotional equilibrium.
3	Personal Effectiveness and Development.	<ul style="list-style-type: none"> ▪ The science of expertise: deliberate practice. ▪ The effective manager and personal development. ▪ Auditing your personal effectiveness.

NO.	MODULE	KEY FOCUS AREAS/ SESSIONS
4	Leading High Performing Teams.	<ul style="list-style-type: none"> ▪ Team dynamics and dysfunctions. ▪ Managing and engaging remote teams. ▪ Case study: why talented teams make poor decisions.
5	Employee Engagement and Performance Dialogue.	<ul style="list-style-type: none"> ▪ Planning and managing performance. ▪ Employee engagement and cultivating a culture of performance enhancement. ▪ Leadership strategies for employee motivation and performance.
6	Problem Solving and Decision Making.	<ul style="list-style-type: none"> ▪ VUCA and the 4IR: the new paradigm. ▪ Problem solving for decision making: the constant cycle for improving performance. ▪ Case study: The challenger disaster – “Normalization of Deviance”. ▪ Thinking Outside the Box.
7	Human Capital Development.	<ul style="list-style-type: none"> ▪ Talent management and competence profiling. ▪ Succession planning and business continuity. ▪ Coaching and mentoring.
8	Culture, Change and Transformation.	<ul style="list-style-type: none"> ▪ Harnessing culture: the “Agile Way”. ▪ Effective organizational change management. ▪ The Mindset of creativity and innovation.
9	Business Finance and Accounting for Managers.	<ul style="list-style-type: none"> ▪ Overview and fundamental concepts in business finance and accounting. ▪ Financial reporting and understanding of financial statements. ▪ Finance for decision making, planning and control. ▪ Understanding the Economy: How to survive the corporate rat race and avoid roasting your pay cheque. ▪ Investing for the future: creating a sustainable post-employment livelihood.
10	Harnessing the Business Value of Digital Technology.	<ul style="list-style-type: none"> ▪ The case for Big Data, Advanced Analytics, APIs and AI. ▪ Cybersecurity and remote working. ▪ Decoding your organization’s Digital Quotient (DQ) – digital capabilities, talent and leadership.

Executives will understand how leaders create a **“BIG PICTURE”** of the future (VISION) and then **inspire, influence** and work with others to achieve that vision.

Board and Director Development Program (B&DP)

This program is relevant for aspiring directors, those new to the role, as well as experienced directors.

Board and Director Development Program (B&DP)

Rationale for the Program

The goal of the program is to sensitize directors about their fiduciary duties and responsibilities in the context of the stewardship and approaches to oversight.

Who Should Sign Up To Become An Effective Director?

The Effective Director program is relevant for aspiring directors, those new to the role, as well as experienced directors looking to gain a fresh perspective on being an effective director within a high-performance board.

Especially, Directors looking to; challenge 'group think', refresh their confidence in their role as a director, and improve their contribution during board meetings.

Overview of the B&DP

Being a director requires skill, commitment and passion – at times it may feel like a very lonely position, particularly when things aren't going to plan.

MAT ABACUS Business School has designed a series of pathways that will help you rise to the challenges and help identify opportunities for contributing effectively in your role as a director – helping you realize your full potential.

The Pathways include;

- Enhancing knowledge and skills via the **Effective Director Program**.
- Briefing updates, thought leadership initiatives and **Continuing Professional Development** via sponsored research initiatives, networking events, high profile speaker events, boardroom briefings and bite-sized development initiatives.
- **Foundation Events** via workshops and networking events designed for aspiring directors.
- **Board Effectiveness Initiatives** via coaching and consultancy interventions, including strategy away days, board evaluations and stakeholder perception reviews.



Program Modules

The program is designed to develop effective directors and create high performance boards. It comprises of 7 modules, culminating in an Effective Director.

All modules use practical, activity driven, highly interactive approaches, enabling both aspiring and experienced directors to develop the necessary skills needed to succeed as effective directors, capable of operating in multi-disciplinary, dynamic environments.



The Effective Director Program

Good Corporate Governance is central to any organization's direction, management, and operations. Boards of Directors usually adopt a Charter which sets out in clear terms the individual and collective responsibilities and authorities of the Board of Directors in providing oversight and direction of the organization's affairs. This oversight and stewardship need to be provided in accordance with the principles of good governance and the laws and regulations of Rwanda.

Directors stand in a fiduciary relationship to the organization and are accountable to the shareholders. The Directors also have a duty to act honestly and in good faith, a duty to act in the best interest of and for the benefit of the organization, a duty to act independently, free from undue influence of any other person and a duty to access necessary information to enable them to discharge their responsibilities appropriately.

All modules in the Effective Director program can be run either in-house or as open courses.

- **In-House:** encourages boards to develop high performance attributes and positive board behaviours for its directors and EXCO.
- **Open Access:** provides cohorts of directors with an opportunity to exchange views and ideas with other participants from different organizations.

Learning Objectives

- a. To provide an opportunity for directors to familiarize themselves with the principles and practices of good corporate governance.
- b. Acquire knowledge of characteristics of effective boards.
- c. To help board of directors understand the roles and functions of the board, its committees, and management's roles in the context of legal and regulatory requirements.
- d. Provide a review of contemporary trends in corporate governance and how the roles of boards are changing around the world and in particular Rwanda.
- e. Impart knowledge and understanding on effective collaboration among the board of directors and management on strategy.
- f. Be confident in assessing and interpreting financial reports that directors must understand - ensure you can read the numbers as well as the words!
- g. Improve the confidence of directors in board meetings by recognizing the board dynamics at play and understanding the contribution they can make in the boardroom by challenging and influencing others effectively.
- h. Gain an overview of how technology is changing the competitive landscape and what you can do to make sure your organisation stays relevant.

Overall

Delegates participating in the program will come from different backgrounds and bring with them different experiences and perspectives on what directorship means to them. For this reason, The Effective Director program acts as an excellent platform for directors interested in exploring ways to lead and govern effectively – dealing with risks and creating opportunities to drive successful organizations.

Program Sessions and Key Focus Areas

NO.	MODULE	KEY FOCUS AREAS/ SESSIONS
1	The Board and Committees – roles, structure, principles and best practices.	<ul style="list-style-type: none"> ▪ Board quality and composition. ▪ Roles and legal and regulatory responsibilities of the board, committees and directors. ▪ Legal and regulatory responsibilities. ▪ The Company Secretary and the Board – developing a winning partnership.
2	Leadership and Governance.	<ul style="list-style-type: none"> ▪ Leading with Emotional Intelligence (EQ). ▪ Trust, board dynamics and ethical dilemmas in the boardroom. ▪ Leadership, collaboration and independence. ▪ Effective board Chairmanship. ▪ The effective director.
3	Strategy and Resource Allocation.	<ul style="list-style-type: none"> ▪ Corporate strategy and execution. ▪ Culture, organizational transformation and resilience - “Culture eats strategy” ▪ Shared value and sustainability.
4	Risk and Performance.	<ul style="list-style-type: none"> ▪ Internal controls systems. ▪ The risk universe. ▪ Environmental, Social and Governance (ESG) risks. ▪ Stakeholder engagement.
5	Digital Technology and the Board.	<ul style="list-style-type: none"> ▪ Digital governance. ▪ Digital strategy. ▪ Big data, advanced analytics and AI. ▪ Ecosystems and the business value of APIs. ▪ Cybersecurity.
6	Finance For Non-Finance Directors.	<ul style="list-style-type: none"> ▪ Understanding how the Economy works. ▪ Overview and fundamental concepts in business finance and accounting. ▪ Financial reporting; understanding and analysis of financial statements. ▪ Finance for decision making, planning and control.
7	Human Capital Development.	<ul style="list-style-type: none"> ▪ Succession planning and business continuity. ▪ Employee engagement, motivation and performance. ▪ The war for “talent” and future of work – skills, knowledge and experience. ▪ Executive coaching and mentoring.

Support is provided by our team of industry leading governance experts who are at hand to ensure directors embrace new ideas and relevant theories delivered in a practical, hands-on way.

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