



RITI Advanced Management Program

Final Report

Dec. 2009 – May 2011



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I. Program Background:

Based on the agreement signed between MCIT and RITSEC in May 2007 and building on the success of the first intakes of the Capacity Building Program held in November 2007, ITIDA in cooperation with RITI has launched 8 new intakes of RITI Advanced Management Program (RAMP) in December 2009 and which were finalized in May 2011.

This program aims to prepare managers at the start of their managerial careers to deal with higher levels of management responsibility, through providing them with the following:

- Greater perspectives on both professional and personal sides, enabling them to develop and share their vision, lead their companies and motivate their employees.
- An integrated vision of different managerial functions and how they work together.
- Global business perceptions through the analysis of best practice companies from a wide range of sectors and countries.
- Solid knowledge base and scientific foundation of management tools that enables them to work as efficient managers.

RAMP is further enhanced to encompass eight selective modules with a total of 152 training hours, which are designed and bundled in a way to best address today's challenging economy and generate global executives who can lead strategically, responsibly and ethically.

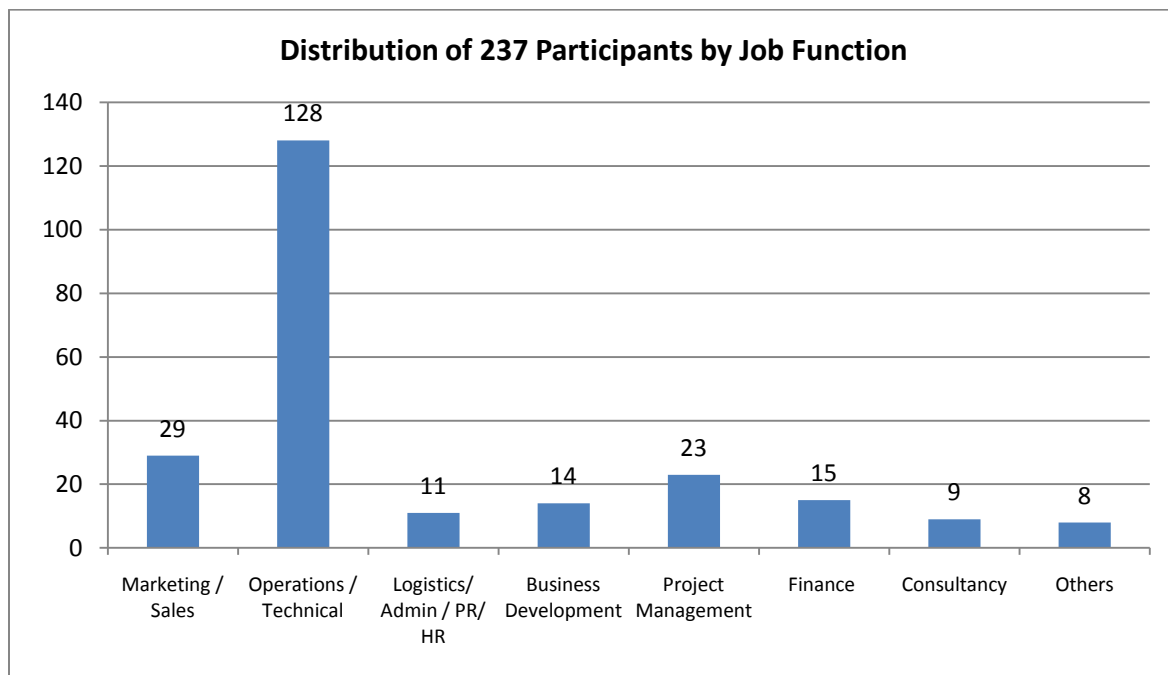
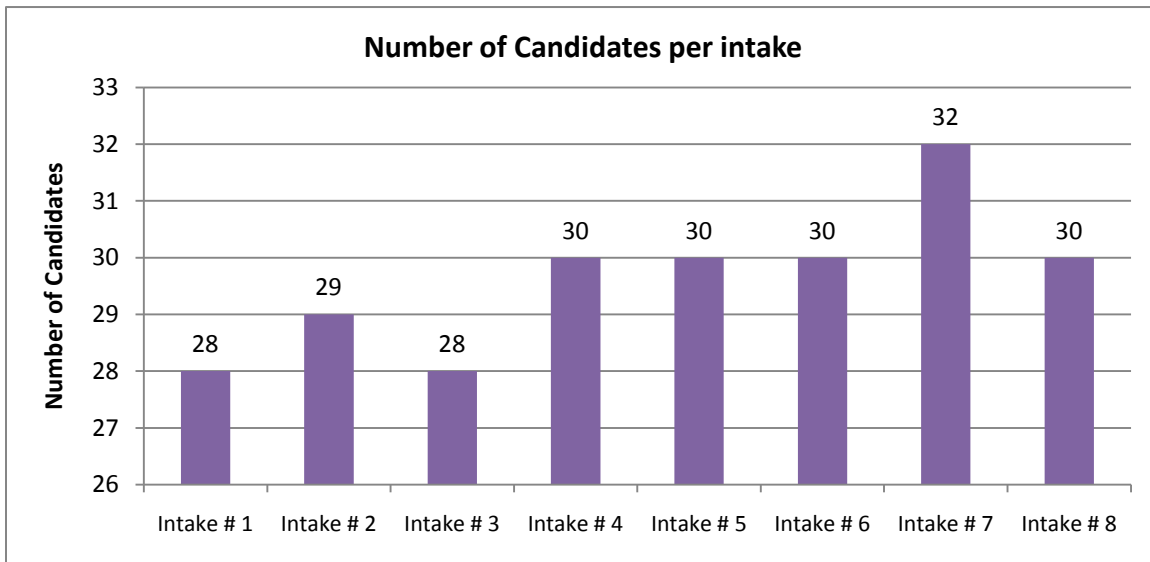
RAMP modules are:

1. Marketing: A Key Success Factor
2. Mastering the Sales Process
3. Quality Management for Business Improvement
4. Developing the Leadership Inside You
5. Creative Thinking & Effective Problem Solving
6. Business in Global Context
7. Business Strategy for Leaders
8. Understanding Business through Managerial Finance

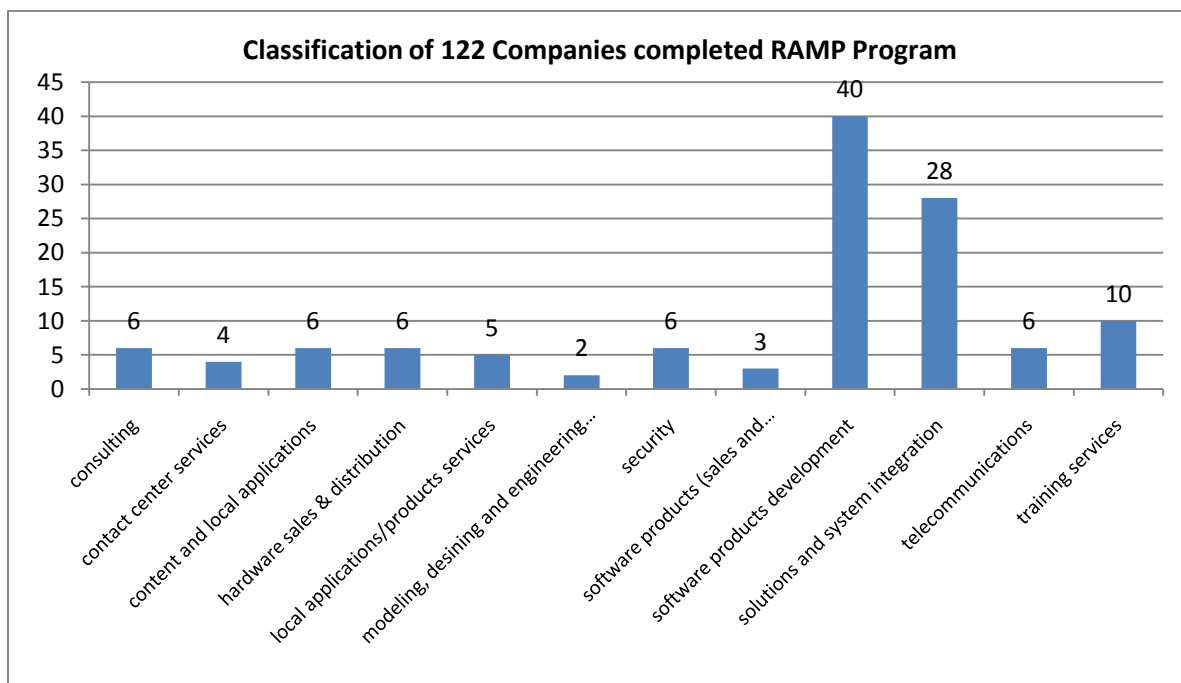
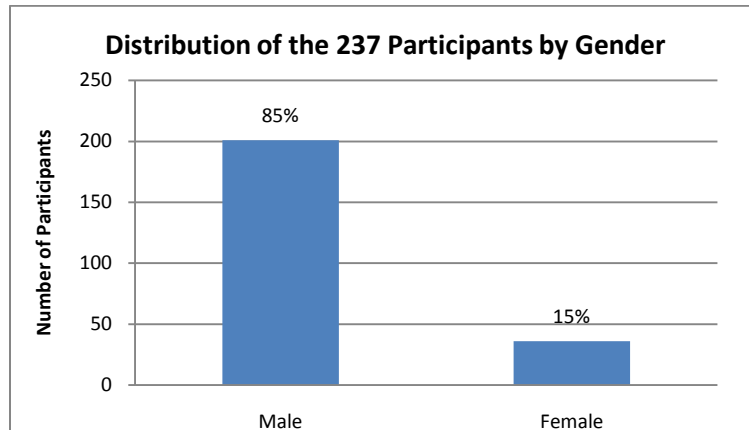
A total of 187 Companies with 349 candidates have registered to the Program, out of which 122 Companies participated in the Program.

II. Program Statistics:

A total of **237 first line managers** from **122 ICT companies** have completed the program, with average of **30 trainees** in each intake.



Job Function	Marketing / Sales	Operations / Technical	Logistics/ Admin / PR/ HR	Business Development	Project Management	Finance	Consultancy	Others	Total
# of Participants	29	128	11	14	23	15	9	8	237



Companies Classification	# of Companies	% of Companies
consulting	6	5.0%
contact center services	4	3.0%
content and local applications	6	5.0%
hardware sales & distribution	6	5.0%
local applications/products services	5	4.0%
modeling, designing and engineering services	2	1.5%
security	6	5.0%
software products (sales and distribution)	3	2.5%
software products development	40	33.0%
solutions and system integration	28	23.0%
telecommunications	6	5.0%
training services	10	8.0%
Total	122	100%

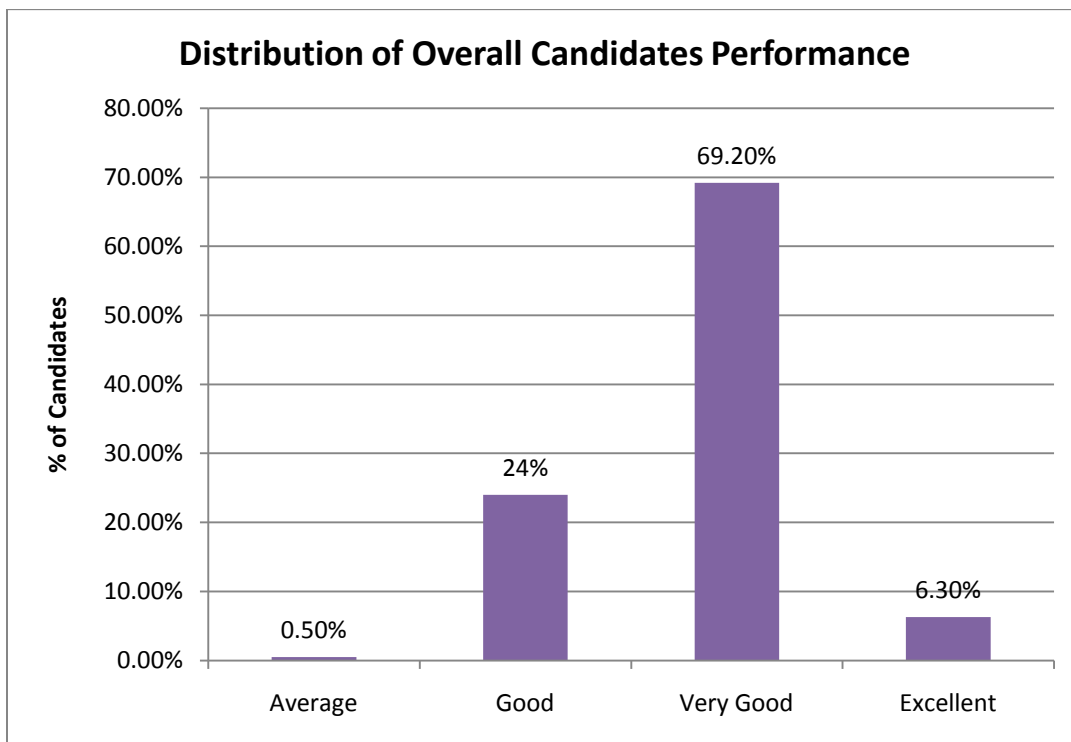
III. Candidates' Performance:

Assessment is an integral part of the RAMP program with the purpose of evaluating the participants' performance in each of the courses. Such evaluation comes in different forms that include group presentations, group projects, individual projects and in-class activities. The main objectives of measuring students' performance are to:

- Maximize the benefits gained from the courses
- Motivate a cooperative environment between the participants
- Encourage interaction that enriches the educational environment at large

The chart below illustrates the distribution of 237 candidates overall performance throughout the whole RAMP Program:

Items	Average	Good	Very Good	Excellent	Total
Number of Candidates	1	57	164	15	237
% of Candidates	0.5%	24%	69.2%	6.3%	100%



As a result, the majority of the candidates that finalized the RAMP Program (69.2%) obtained "Very Good" as an overall grade for their Performance throughout the 8 courses of the Program.

IV. Courses Evaluation

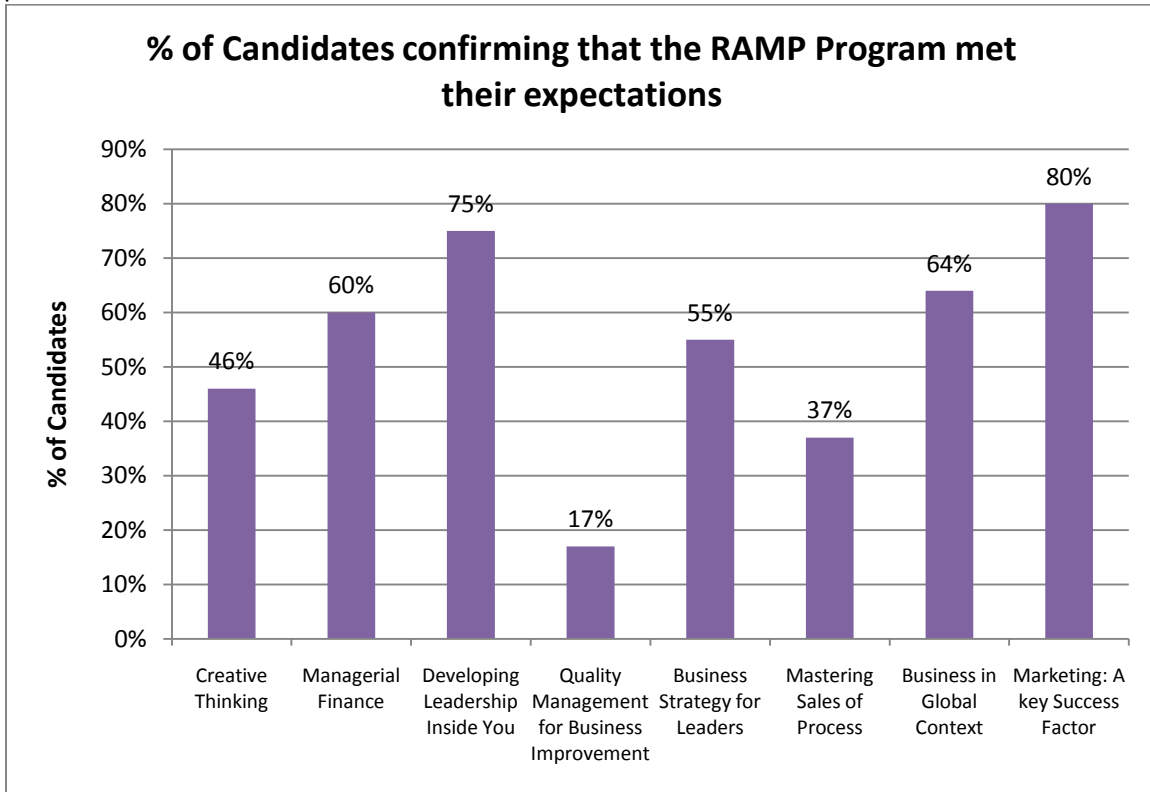
An evaluation process was crucial to gain insight of the feedback of the participants on the eight courses of the program in terms of how relevant the courses were to their work environment and how they helped them improve and enhance their management skills and to what extent the courses met their expectations. Such evaluation process would help attain a closer idea and a more strategic view on the modules the participants benefited from most and what modules were relatively useful. Such process would be helpful in the assessment of the program, in order to ensure sustainable improvement.

The feedback on the eight courses in the 8 intakes comes as follows:

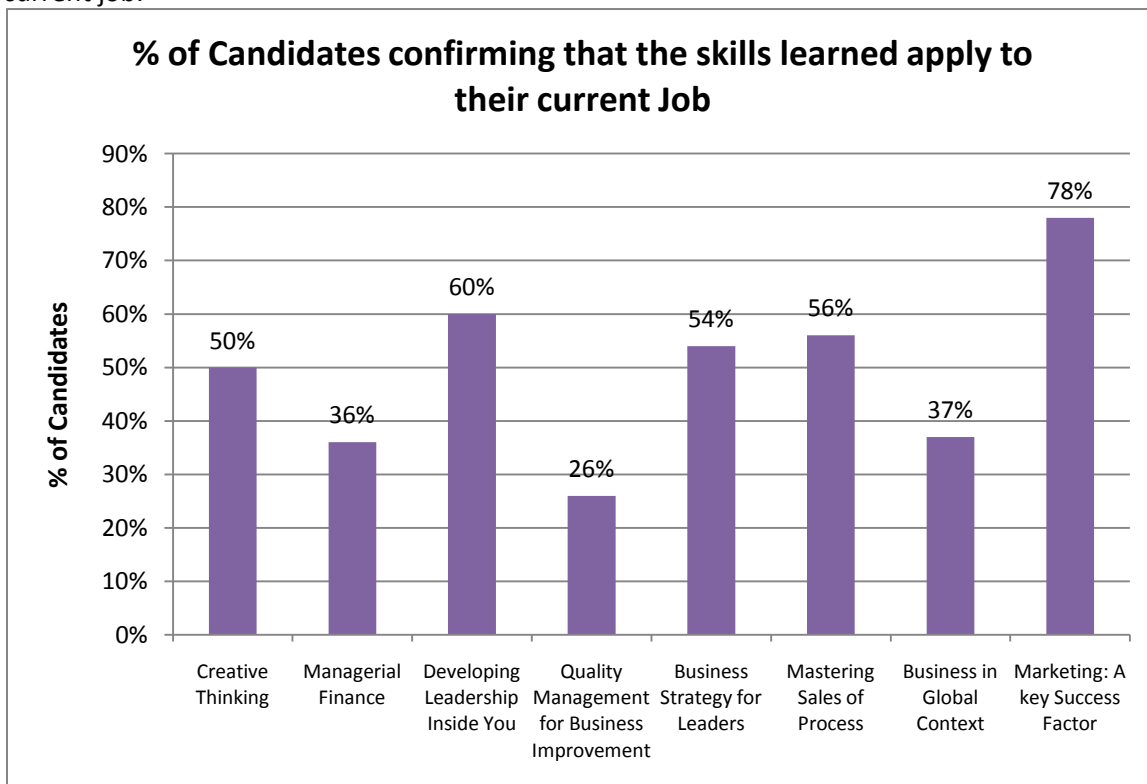
Modules	Candidates Feedback
Creative Thinking	<ul style="list-style-type: none"> - Printed material is required. - More practices required: exams, assessments, case studies. - Majority of candidates agreed that the course length was too short. - 46% of the candidates confirmed that the course met their expectations. - 50% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Managerial Finance	<ul style="list-style-type: none"> - More practice and more exercises are required. - More accounting related content is required. - The course needs to be tailored to the IT Business. - Majority of candidates agreed that the course length was too short. - 60% of the candidates confirmed that the course met their expectations. - 36% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Developing Leadership Inside You	<ul style="list-style-type: none"> - More practical cases are required. - The course is generally satisfactory for the majority of the candidates in terms of material, instructor and length. - 75% of the candidates confirmed that the course met their expectations. - 60% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Quality Management for Business Improvement	<ul style="list-style-type: none"> - More practical exercise is required. - Printed material (mainly a textbook to be assigned) is required. - The courses content needs to be elaborated as it is insufficient. - Majority of candidates agreed that the course length was too long. - 17% of the candidates confirmed that the course met their expectations. - 26% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Business Strategy for Leaders	<ul style="list-style-type: none"> - Soft copy of material is required. - The course content needs to be elaborated as it is insufficient. - Majority of candidates agreed that the course length was too short. - 55% of the candidates confirmed that the course met their expectations. - 54% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.

Modules	Candidates Feedback
Mastering Sales of Process	<ul style="list-style-type: none"> - The course is generally satisfactory for the majority of the candidates in terms of material, instructor and length. - More practice is required as workshops. - Printed material is required. - Majority of candidates agreed that the course length was very short. - 37% of the candidates confirmed that the course met their expectations. - 56% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Business in Global Context	<ul style="list-style-type: none"> - The course is generally satisfactory for the majority of the candidates in terms of material, instructor and length. - Majority of candidates agreed that the course length was suitable. - 64% of the candidates confirmed that the course met their expectations. - 37% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.
Marketing: A key Success Factor	<ul style="list-style-type: none"> - The course is generally satisfactory for the majority of the candidates in terms of material, instructor and length. - The course content should be more related to the IT Business Field. - Majority of candidates agreed that the course length was too long. - 80% of the candidates confirmed that the course met their expectations. - 78% of the candidates confirmed that they practice the concepts and skills learned in the course in their current job.

The graph below indicates the % of candidates confirming that the RAMP Program met their expectations:



The graph below indicates the % of candidates confirming that the skills learned apply to their current job:



In order to gain a closer understanding of the feedback of the candidates to every facet of the Program in terms of structure, workload, facilities and catering, a detailed evaluation was also conducted to scrutinize the training process as a whole.

Such feedback is summarized below:

#	Criteria	Description of the issue	Corrective Actions
1	Attendees	25% of the candidates have missed one or more courses of the 8 Courses of the Program.	An initiative was taken in order to extend the learning experience to all RAMP participants through the design and delivery of the Crash program (72 extra hours). The Crash Program was offered to give a chance to those who did not manage to complete the whole program to finalize their pending courses. It also gave the opportunity to those who missed courses to attend with the last two RAMP intakes for the same purpose.
		Participants in the early RAMP rounds were not distributed among the intakes based on specific criteria and this resulted in a lack of homogeneity among group of participants attending in the same classrooms.	A selection scheme was laid down depending mainly on the candidates' background and managerial levels according to which candidates were grouped.
2	Structure	70 % of the participants from the early RAMP rounds requested assigning "Business Strategy for Leaders Course" as a prerequisite for "Marketing: A Key Success Factor Course".	This recommendation was taken into consideration by changing the order by which the two courses were offered.
		60% of the participants requested to have the full-day lectures mode because they faced difficulties attending lectures during afternoon hours.	Full-day lectures mode (for two intakes out of eight) were introduced in order to address the request of 60% of participants who faced difficulty attending classes after the working hours as well as the commuters.
		40 % of the participants requested that "Quality Management for Business Improvement Course" should be offered in the middle of the program and not at the end.	This recommendation was taken into consideration.
		30% of the participants requested to change the textbook of "Business Strategy for Leaders Course".	This issue was raised to the top management to change the textbook and the necessary action was taken.

#	Criteria	Description of the issue	Corrective Actions
2	Structure	20 % of the participants who attend on Saturdays in the full-day lecture mode complained about the concentration of the Finance course -considering that an eight-hour finance lecture is very heavy.	For this group the last lecture was divided on two four-hour lectures spanning two Saturdays.
3	Workload	70% of the participants had a concern about the program workload being a bit heavy.	One week break was added between each two consecutive courses. This was applied for the 8 RAMP intakes.
4	Facilities	20% of the participants requested to get exposed to audio visual resources.	Some videos were offered in some courses (e.g.: "Marketing: a Key Success Factor Course").
5	Catering	20 % of the participants requested to change the catering.	The necessary corrective actions were taken by diversifying the catering items and changing different suppliers in order to ensure variety.
		ITIDA requested RITI to secure a lunch break at RITI premises for all participants attending the full-day lectures mode.	RITI offered snacks and a lunch break for the participants who attended the full-day lectures mode.

V. Findings Summary and Recommendations:

On examining the candidates' evaluation of the different courses, it is clear that the skills gained from some of these courses are directly applied to their current professional setting of work. These courses include Marketing, Leadership, Sales and Business Strategy. Hence, the value added from these courses should be capitalized on by means of improving the content and outlines of these courses through adding more up-to date topics, case studies and practice.

On the other hand, the content of courses like Quality, Finance and Business in Global Context should be revisited as the skills and concepts learned are not related to the IT Business jobs.

Furthermore, some courses proved to meet the majority of the candidates' expectations such as Marketing, Leadership and Business Strategy. However, courses like Quality did not really meet the candidates' expectations and its content needs to be revisited.

In addition, some courses need to be prolonged in terms of duration, this is mainly the case with Creative Thinking, Finance and Business Strategy which the students highly valued and recommended that it needs more span of time to comprehensively cover more areas of these courses.

In fact, The RAMP program proved to have been a successful experience of cooperation between ITIDA as a sponsor of training programs for Egyptian ICT companies and RITI as a training service provider. The program is of substantial benefit to the middle management level in the ICT companies. Accordingly, it is recommended that the ICT companies should nominate more of their staff to take the program.

In order to upgrade the program and take it to better levels, all the constructive participants' feedback regarding the content, length and structure of the courses is to be taken into consideration in future intakes of the program.

It is recommended that specialized courses are offered to the middle managerial level in the fields of Human Resources, Sales, Marketing and Business Planning focuses.

It is highly recommended to offer awareness seminars or refreshment sessions to the RAMP graduates to keep them abreast with the recent updates in each topic.