



The Academy for Professional Education and Training

Programme of Workshops and Courses

Executive Education in Integrated Business Management for Small to Medium Sized Enterprises

Professional Executive Development in Integrated Business Management

Integrated Business Management and more specifically SME (Small to Medium Sized Enterprises) Business Management, is a structured process covering all the essential business functions relevant to an SME, whereby the underlying assumption is that these functions relate to and support an SME's business plans, and requires a certain level of business insight relating to several diverse management disciplines.

The principal objective of Integrated Business Management is to achieve the best possible match of various business functions within an SME's business plans. These business functions combine financial and personnel resources, information systems, and business assets, to form a total Integrated Business Management strategy. Business objectives are translated into functional strategies, outputs and outcomes.

The fundamental *principles* of business management represent current thinking with small business owners as well as corporate organisations and business consultants, and relate to various *themes* that can be presented in the form of an overall Integrated Business Management structure or *framework*. Such a general yet comprehensive framework would include the following functions:

It is in accordance with these *functions* that professional executive development courses have been developed. In order to be able to relate to those business management practices that are common to the many different small to medium sized enterprises therefore, the following professional development concept map in Integrated Business Management was established for SMEs:



The Integrated Business Management courses consist of a total of 12 modules, representing the functions of an Integrated Business Management structure or *framework*.



The Integrated Business Management courses are developed from a concept map that includes most business management principles, themes, frameworks and functions.

Modes of Professional Development in Integrated Business Management

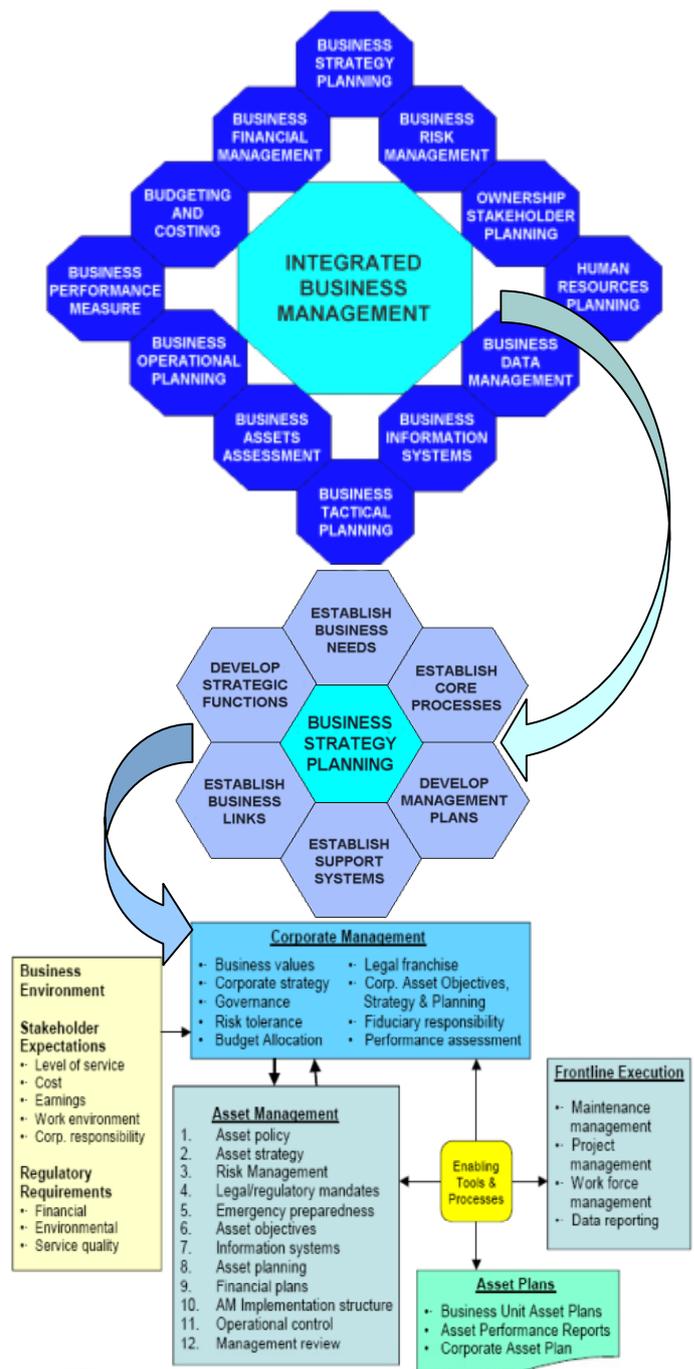
Introductory Overview, and how to Apply, Integrate and Benchmark Business Management Functions

one - day workshops for executives of SMEs that give an in-depth insight into how to apply, integrate and benchmark the essential business management functions, to establish an Integrated Business Management environment based upon business best practice. These workshops serve as a lead-in to the other two-day and one-day courses.

Composite Certificated Integrated Business Management 6 x two-day courses serve as certificate-based, exercise-oriented, competency-based training usually as up-front lead-in to graduate courses in Business Management and Administration.

Assessment of Practical Integrated Business Management 3 x one-day courses serve as executive education introduction to decision-making about implementation of organization-wide 12 x one-day courses of in-company Integrated Business Management.

Comprehensive Organization-wide Integrated Business Management 12 x one-day courses serve as company-specific practical 'how-to' understanding of the implementation of Integrated Business Management in an organization-wide, topic-by-topic *drill-down* format.



Contribution of Professional Development in Integrated Business Management

The various formats of professional education and training delivery is designed to ensure a gradual and sustaining progress towards the establishment in small to medium sized businesses (SMEs) of Integrated Business Management in the form of a *programme* with essential understanding of the various themes and functions of management at all levels in the business. Only then will the implementation of such a programme have any guarantee of success with the appropriate structured and comprehensive knowledge of its content. Delegates will learn, at different strategic, tactical and operational levels of detail, exactly what benefits would be expected from the implementation of an **Integrated Business Management Programme**, with the relevant management plans, responsibilities, costs and benefits.

The practical contribution from the various courses at the different strategic, tactical and operational levels of detail, include the following:

Development and implementation of:

- **Business planning in an Integrated Business Management Programme**
- **Strategic management plan (needs strategies, processes and functions)**
- **Risk management plan (risk identification, calculation, ranks, mitigation)**
- **Business management plan (ownership stakeholder relationship models)**
- **Strategic HR management plan (HR planning, capability maturity models)**
- **Business data management plan (data collection, storages and retrieval)**
- **Information systems management plan (systems applications and usage)**
- **Tactical management plan (business modelling, 'what-if' scenario plans)**
- **Business assets assessment plan (profiling, monitoring and measuring)**
- **Business operational plan (applied functions, processes and procedures)**
- **Maintenance management plan (strategies, repair, renewal, replacement)**
- **Performance management plan (functionality, utility, utilisation and KPIs)**
- **Budget and cost management plan (acquisitions and whole-of-life costs)**
- **Financial management plan (DCF, ROI, asset depreciation, economic life)**

Contact Details:

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Workshops in Applying, Integrating and Assessing Business Management Functions

These 1-day workshops give executives of small to medium sized enterprises an in-depth insight into *how* to apply, integrate, assess and benchmark their particular business management functions against the critical functions of Integrated Business Management.

The **Integrated Business Management** series of certificate courses scheduled throughout the year, explain in detail the development and establishment of the following Integrated Business Management functions:

- Business strategic planning and risk management
- Business ownership and stakeholder relationships
- Business data management and information systems
- Business tactical planning and assessing business assets
- Business operational planning and performance measures
- Business budgeting and costing and financial management

Up-front workshops on how to apply, integrate, assess and benchmark an SME's business management effort and functions against the critical functions of an Integrated Business Management Program is essential. These workshops have been structured to run *prior* to the scheduled Integrated Business Management series of certificate courses listed above.

Topics covered in these up-front workshops include the following:

- Defining Business Management Principles, Themes and Functions
- Defining Integrated Business Management Benefits and Functions
- Identified and Structured Critical Business Management Functions
- Developing and Assessing Integrated Business Management Plans
- Assessment Criteria of Integrated Business Management Functions
- Implementation of an Integrated Business Management Programme
- Benchmark Criteria for Integrated Business Management Functions
- Business Strategic Plans and Risk Management Plans Benchmarks
- Business Data Management and Information Systems Benchmarks
- Business Tactical Plans and Business Assets Delivery Benchmarks
- Business Operational Plans and Performance Measure Benchmarks
- Business Budgeting, Costs and Financial Management Benchmarks

For further information regarding these workshops, contact the Academy at e-mail: info@apetorg.com.au

INTRODUCTORY OVERVIEW WORKSHOP

Business Management Functions and Integrated Business Management

This 1-day workshop gives executives of small to medium sized enterprises an in-depth insight into *how* to assess, benchmark, and enhance their particular business management effort and functions against the application and integration of the critical functions of Integrated Business Management.

WORKSHOP CONTENTS

Coffee and registration 08h30 – 09h00

INTRODUCTION

- Defining Business Management
- Business Management Principles
- Business Management Functions

Morning Tea 10h30 – 11h00

- Defining Integrated Business Management
- Integrated Business Management Functions
- Benefits of Integrated Business Management

Lunch 12h30 – 13h00

- Identifying Critical Management Functions
- Structuring Business Management Functions
- Development of a Business Management Plan

Afternoon Tea 14h30 – 15h00

- Assessment Criteria for Business Management
- Benchmarking Business Management Functions
- Integrated Business Management Implementation

DISCUSSION

Closure 16h30

For specific dates and venues, please refer to the back-page schedule
For specific costs, please contact the workshop or course organizers



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INTEGRATED BUSINESS MANAGEMENT PRACTICE WORKSHOP

Integrated Business Management in Practice

The basic *principles* of business management relate to specific concepts or *themes* that can be presented in the form of an Integrated Business Management structure or *framework* with related *critical business functions*. It is through the integration of these *critical business functions* that an Integrated Business Management Programme can be developed. This workshop gives an overview of the practical application of an Integrated Business Management Programme in small to medium sized enterprises.

WORKSHOP CONTENTS

Coffee and registration 08h30 – 09h00

- Overview of Integrated Business Management
- Establishing Business Management Functions
- Developing a Business Management Framework

Morning Tea 10h30 – 11h00

- Overview of Business Strategic Planning in Practice
- Overview of Business Risk Management in Practice
- Overview of Business Owner/Stakeholder Relations
- Overview of Human Resources Planning in Practice

Lunch 12h30 – 13h00

- Overview of Business Data Management in Practice
- Overview of Business Information Systems in Practice
- Overview of Business Tactical Planning in Practice
- Overview of Business Asset Assessment in Practice

Afternoon Tea 14h30 – 15h00

- Overview of Business Operational Planning in Practice
- Overview of Business Performance Measure in Practice
- Overview of Business Budgeting and Costing in Practice
- Overview of Business Financial Management in Practice

Closure 16h30

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INTEGRATED BUSINESS MANAGEMENT ASSESSMENT WORKSHOP

Benchmarking the Status of Business Management Functions

This 1-day workshop is linked to sector-wide surveys of the assessment and implementation of Integrated Business Management that serves as a basis for assessing an SME's business management.

WORKSHOP CONTENTS

Coffee and registration **08h30 – 09h00**

- Identifying Business Management Principles and Functions
- Assessment Criteria for Business Management Functions
- Identifying Critical Business Management Functions

Morning Tea **10h30 – 11h00**

- Developing an Integrated Business Management Framework
- Application of Integrated Business Management Functions
- Assessment Criteria for Integrated Business Management

Lunch **12h30 – 13h00**

- Benchmarking Criteria for Integrated Business Management Planning
- Benchmarking Business Strategic Plans and Risk Management Plans
- Benchmarking Business Data Management and Information Systems

Afternoon Tea **14h30 – 15h00**

- Benchmarking Business Tactical Plans and Business Assets Delivery
 - Benchmarking Business Operational Plans and Performance Measure
 - Benchmarking Business Budgeting, Costs and Financial Management
- DISCUSSION**

Closure **16h30**

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CERTIFICATE COURSE MODULE 1

Business Strategic Planning and Risk Management Strategy:

**From Development of Business Strategy Plans to the
Development of Business Risk Management Plans**

This 2-day course gives executives of small to medium sized enterprises an overview of the integration of business strategic plans with risk management plans, and how risk based decision-making can benefit their organisation's business strategies.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- Business Management Functions and Frameworks
- Identifying Critical Business Management Functions

Morning Tea 10h30 – 11h00

- Assessment of Business Management Functions
- Application of Business Management Functions

Lunch 10h30 – 11h00

- Developing and Implementing Business Strategy
- Establishing Strategic Processes and Functions

Afternoon Tea 14h30 – 15h00

- Developing an Integrated Business Strategy Plan
- Assessment Criteria for Business Strategic Planning

DAY 2

Coffee 08h30 – 09h00

- Business Risk and Business Management Implications
- Developing a Business Risk Management Process

Morning Tea 10h30 – 11h00

- Business Risk Identification and Calculating Risk Factors
- Qualitative and Quantitative Business Risk Management

Lunch 10h30 – 11h00

- Strategic SWOT Analysis and Business Risk Assessment
- The Business Risk Action Schedule and Risk Mitigation

Afternoon Tea 14h30 – 15h00

- Developing an Integrated Business Risk Management Plan
- Assessment Criteria for Business Risk Management

Closure 16h30

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CERTIFICATE COURSE MODULE 2

Business Ownership / Stakeholder Relations and Strategic Human Resources Planning:

From Development of Integrated Business Ownership Plans to the Development of Strategic Human Resource Management Plans

This 2-day course gives executives of small to medium sized enterprises a detailed perspective of the integration of business strategies together with business ownership and stakeholder relationships, as well as human resources planning in Integrated Business Management.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- Basic Principles of Business Ownership and Stakeholders
- Business Ownership / Stakeholder Strategic Governance

Morning Tea 10h30 – 11h00

- Business Stakeholder Relationships and Involvement
- Business Ownership / Stakeholder Responsibilities

Lunch 12h30 – 13h00

- Contracts Management and Public Private Partnerships
- Managing a Competitive Negotiating Environment

Afternoon Tea 14h30 – 15h00

- Developing Business Ownership / Stakeholder Plans
- Applying the Business Ownership / Stakeholder Plan

DAY 2

Coffee and registration 08h30 – 09h00

- Strategic Human Resources in Business Management
- Human Resources Planning in Business Management

Morning Tea 10h30 – 11h00

- Human Resources Capability and Business Management
- Human Resources Business Capability Maturity Models

Lunch 12h30 – 13h00

- Human Resources Processes in Business Management
- Human Resource Teams and Virtual Teams in Practice

Afternoon Tea 14h30 – 15h00

- The Strategic Human Resources Management Plan
- Assessment Criteria for Strategic HRM in Business

Closure 16h30

For specific dates and venues, please refer to the back-page schedule
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CERTIFICATE COURSE MODULE 3

Business Data Management and Business Information Systems:

From Development of Business Data Management Plans to the
Functionality of Business Information Systems

This 2-day course provides an overview of business data acquisition, storage and retrieval, data quality, documentation, dissemination and maintenance, necessary for the development of a Data Management Plan. The course further relates business data management to information management for coordinated planning of business information systems.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- Developing Business Assets Registers in Information Systems
- Business Assets and Assets Register Hierarchical Structures

Morning Tea 10h30 – 11h00

- Business Data Models and Business Assets Data Hierarchies
- Business Data Selection Criteria and Critical Business Data

Lunch 12h30 – 13h00

- Business Data Capture, Storage, Mining, Retrieval and Analysis
- Business Data Management and Information Systems Selection

Afternoon Tea 14h30 – 15h00

- Developing the Business Data Management Plan
- Assessment Criteria for Business Data Management

DAY 2

Coffee 08h30 – 09h00

- The Economics of Business Information Management
- The Principles of Business Information Management

Morning Tea 10h30 – 11h00

- Criteria for Business Information Access / Validity / Dispersion
- Criteria for Implementing Business Information Management

Lunch 12h30 – 13h00

- Business Models for Information Management Systems
- Integrated Electronic Business Information Systems

Afternoon Tea 14h30 – 15h00

- Developing the Business Information Management Plan
- Assessment Criteria for Business Information Systems

Closure 16h30

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CERTIFICATE COURSE MODULE 4

Business Tactical Planning and Business Assets Assessment:

**From Development of Assets Tactical Plans to the
Optimisation of Business Assets Maintenance Programs**

This 2-day course provides an overview of business management modelling and business performance diagnosis and prognosis as well as an analysis of business assets reliability, availability, maintainability and safety. The course relates business tactical planning to business assets optimisation in the development of Business Tactical and Assets Assessment Plans.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- Business Management Models and Business Analysis
- Business Assets Performance Diagnosis and Prognosis

Morning Tea 10h30 – 11h00

- Business Assets Condition Models and Service Delivery
- Business Assets Tactical Planning and Assets Condition

Lunch 12h30 – 13h00

- Business Assets Reliability, Availability and Maintainability
- Business Assets Health Monitoring and Life Cycle Management

Afternoon Tea 14h30 – 15h00

- Developing a Business Tactical Management Plan
- Assessment Criteria for Business Tactical Management

DAY 2

Coffee and registration 08h30 – 09h00

- Conducting Business Assets Inspections and Surveys
- Business Assets Condition Scoping, Profiling and Modelling

Morning Tea 10h30 – 11h00

- Business Assets Consumption/Preservation Analysis
- Business Assets Degradation/Rehabilitation Analysis

Lunch 12h30 – 13h00

- Business Assets Preservation/Rehabilitation Selection Criteria
- Business Assets Failure Modes and Effects Criticality Analysis

Afternoon Tea 14h30 – 15h00

- Developing a Business Assets Assessment Plan
- Implementing Assessment Criteria for Business Assets

Closure 16h30

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CERTIFICATE COURSE MODULE 5

Business Operational Planning and Business Performance Measure:

**From Development of Business Operational Plans to the
Application of Business Performance Measures**

This 2-day course gives executives of small to medium sized enterprises an insight into the principles and integrity of business operational management in developing a Business Operational Management Plan. The course relates business operational planning to business tactical planning through to business strategy planning for developing a Performance Management Plan.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- The Principles of Business Operational Planning
- Business Operational Planning and Tactical Planning

Morning Tea 10h30 – 11h00

- Identifying and Evaluating Business Processes
- Establishing Key Business Operational Procedures

Lunch 12h30 – 13h00

- Determining Business Operational Integrity Criteria
- Business Operational Integrity and Process Optimisation

Afternoon Tea 14h30 – 15h00

- Developing the Business Operational Management Plan
- Assessment Criteria for Business Operational Planning

DAY 2

Coffee 08h30 – 09h00

- Level of Service And Business Performance Specifications
- The Balanced Scorecard and Business Management Cycles

Morning Tea 10h30 – 11h00

- Business Performance and Key Performance Indicators
- Business Assets Use and Utilisation Performance Measure

Lunch 12h30 – 13h00

- Performance of Out-Sourced Operational Processes
- Risk-Based versus Outcome Performance Measure Criteria

Afternoon Tea 14h30 – 15h00

- Developing the Business Performance Management Plan
- Assessment Criteria for Business Performance Management

Closure 16h30

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CERTIFICATE COURSE MODULE 6

Budgeting and Costing and Business Financial Management:

**From Development of Business Budget and Cost Management Plans to
Business Financial Management and Analysis Methods**

This 2-day course provides an overview of capital investment planning, whole of life costing and life cycle costing processes, as well as estimating business operations and maintenance budgets. The course further relates business budgeting and costing to appropriate financial management analysis methods for developing a Financial Management Plan.

COURSE CONTENTS

DAY 1

Coffee and registration 08h30 – 09h00

- Business Capital Investment Planning
- Developing a Business Capital Costs Plan

Morning Tea 10h30 – 11h00

- Whole of Life and Life Cycle Costing Methods
- Estimating Business Budget and Cost Elements

Lunch 12h30 – 13h00

- Business Operational and Maintenance Budgeting
- Business Costing and Life Cycle Costing Processes

Afternoon Tea 14h30 – 15h00

- Developing the Budget and Cost Management Plan
- Assessment Criteria for Budget and Cost Management

DAY 2

Coffee and registration 08h30 – 09h00

- The Business Financial Management Decision Process
- Assets Acquisitions, Funding And Discounted Cash Flow

Morning Tea 10h30 – 11h00

- Business Opportunity Costs and Return on Investment
- Business Asset Valuation and Economic and Residual Life

Lunch 12h30 – 13h00

- Depreciation and Asset Replacement/Rehabilitation Costs
- Key Financial Management and Financial Analysis Methods

Afternoon Tea 14h30 – 15h00

- Developing the Business Financial Management Plan
- Assessment Criteria for Business Financial Management

Closure 16h30

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WORKSHOPS AND CERTIFICATE COURSES SCHEDULE

INTRODUCTORY OVERVIEW WORKSHOP

Dates				
Venues				

INTEGRATED BUSINESS MANAGEMENT PRACTICE WORKSHOP

Dates				
Venues				

INTEGRATED BUSINESS MANAGEMENT ASSESSMENT WORKSHOP

Dates				
Venues				

CERTIFICATE COURSE MODULE 1 – Strategic Planning and Risk Management

Dates				
Venues				

CERTIFICATE COURSE MODULE 2 – Ownership and Human Resources Planning

Dates				
Venues				

CERTIFICATE COURSE MODULE 3 – Data Management and Information Systems

Dates				
Venues				

CERTIFICATE COURSE MODULE 4 – Tactical Planning and Assets Assessment

Dates				
Venues				

CERTIFICATE COURSE MODULE 5 – Operational Planning and Performance Measure

Dates				
Venues				

CERTIFICATE COURSE MODULE 6 – Budgeting and Costing and Financial Management

Dates				
Venues				

Legend: A-Adelaide; B-Brisbane; H-Hobart; M-Melbourne; P-Perth; S-Sydney; O-Overseas
AR-Academy Training Venue Gold Coast;

PLEASE NOTE: Dates and venues can change - Final confirmation by e-mail.

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