



New Skills to Skyrocket Your Career!

Sales & Marketing Seminars

New! Mobile Marketing page 3

How to Write a Killer Marketing Plan page 3

Principles of Professional Selling page 8

Leveraging Social Media to Engage Customers and Build Your Brand (also Live Online) page 6

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any seminar

See inside back cover for details

APRIL-SEPTEMBER 2012

“The secret is here in the present.”

—Paulo Coelho, Author



Most of us are obsessed with the future: paying the bills, keeping our jobs, reaching our goals. But if you stop right now and work on what needs to be addressed *in the present*—whether it’s how well you know your market, what to do to reach more customers or what skills you need to update—the future will take care of itself, and the sky’s the limit. AMA seminars give you the chance to actively work on what you need to work on, and put the deadlines and distractions aside for a while. We have all the tools, techniques and answers you need—delivered by our expert faculty of business practitioners.

www.amanet.org



Each day you delay keeps you further from your goals. **REGISTER TODAY!**

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Schedule 69 (GS-02F-0092R)
MOBIS (GS-10F-0083S)

All seminars are on General Services Administration Schedule

TOP 40
AMA's most popular seminars



AMA Blended Learning—a dynamic and effective blend of live training, online tools, resources and events that provides the foundation for greater subject mastery and measurable performance metrics to back it up.

 AMA's Live Online Seminars offer the same high-caliber faculty and engaging content as the classroom seminar—on your desktop.

AMA CERTIFICATE PROGRAMS
Attendance at seminars in this booklet contributes to the requirements for earning an AMA Certificate—a recognized symbol of achievement in the business world. For information on how to qualify for an AMA Certificate, as well as special discount pricing, visit www.amanet.org/certificates or call 1-800-262-9699.



Also available as a
Live Online Seminar



Fundamentals of Marketing

Your Action Plan for Success SEMINAR #5512

The importance of effective marketing can't be overestimated. If you need a fast, reliable way to get your marketing know-how up to speed, this intensive, action-oriented workshop is the answer.

If you're new to marketing and need a basic—yet thorough—overview, this seminar is for you. In just three days, you'll learn the fundamentals behind successful marketing. You'll get a complete grounding in the essentials and begin to develop the skills and techniques necessary to become a marketer who can help your company develop a marketing orientation to enhance the bottom line.

BENEFITS OF ATTENDING

- Acquire the basic marketing skills, tools and techniques to identify, evaluate and solve marketing problems
- Understand the components that make up compelling marketing plans that succeed in capturing customer value within a competitive environment
- Discover creative ways to apply marketing principles and practices to compete successfully in today's business environment
- Understand the "whys" behind basic marketing practices
- Begin to think like a world-class marketer

TOPICS COVERED

Understanding the Role of Marketing

- Defining what marketing is and how it fits into the organization
- Creating a marketing system exchange map
- Learning why marketing-oriented companies typically outperform other companies

Using Market Research and Market Intelligence Information Systems

- Identifying the types of information found in market research
- Defining the six steps of market research
- Exploring models of consumer decision making

Leveraging Marketing Strategies

- Summarizing strategic approaches to the planning process
- Comparing mass marketing to segmentation marketing
- Classifying ways to segment the market in both business-to-consumer and business-to-business environments
- Analyzing segments and the targeting process
- Constructing a differentiated positioning strategy

Understanding and Aligning the Components of the Marketing Mix

- Learning the components of marketing tactics and how they align with one another
- Learning how to see products as a bundle of customer-desired benefits
- Exploring various pricing objectives and strategies
- Comparing and contrasting various distribution options
- Discovering the strengths and weaknesses of various promotional methods

Creating Customer Value, Satisfaction and Loyalty

- Analyzing the benefits and rationale behind developing customer value, satisfaction and loyalty
- Understanding how marketing communication programs can cultivate strong customer relationship efforts
- Looking at the importance of CRM systems in supporting customer relations efforts

SCHEDULE

April 11-13	New York, NY	5512-EYX-01060
April 16-18	Chicago, IL	5512-EYX-01061
May 30-June 1	San Francisco, CA	5512-EYX-01067
June 6-8	Chicago, IL	5512-EYX-01064
June 13-15	New York, NY	5512-EYX-01065
July 11-13	New York, NY	5512-EYX-01068
July 16-18	Chicago, IL	5512-EYX-01069
July 23-25	Arlington, VA	5512-EYX-01071
Aug. 1-3	Los Angeles, CA	5512-EYX-01072
Aug. 1-3	New York, NY	5512-EYX-01070
Sept. 5-7	San Francisco, CA	5512-EYX-01073
Sept. 12-14	New York, NY	5512-EYX-01074
Sept. 19-21	Atlanta, GA	5512-EYX-01066
Sept. 19-21	Chicago, IL	5512-EYX-01075

3 days/1.8 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200



LIVE ONLINE SCHEDULE

1.2 CEUs

\$2,095/AMA Members \$1,895

Tuesday 2-5 pm ET • 4 Lessons

May 1-22, 2012 5512-EYX-01076

Aug. 7-28, 2012 5512-EYX-01077

WHO SHOULD ATTEND

Newly appointed marketers with fewer than three years of experience in marketing, as well as product, brand and advertising managers, business professionals and executives who need to understand the importance of marketing's role in generating profits and a framework to think like a world-class marketer.



This course qualifies for 18 CEUs for completion of the classroom seminar or 12 CEUs for completion of the Live Online Seminar toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

Planning and Developing New Products

SEMINAR #4259

When it comes to new product development, it can be a long haul from concept to profitability.

Here's where you'll learn methods to get maximum mileage from market research, strategies for breakthrough ideas and tactics for innovative product development.

BENEFITS OF ATTENDING

- Understand the eight critical keys to success
- Define objectives and strategies for your new product program
- Analyze from a financial perspective
- Bring innovation to market quickly
- Effectively handle product testing and launch issues
- Use market research to identify profitable new markets
- Successfully manage your team

TOPICS COVERED

- How to generate ideas for new products
- Surveying your competition
- Determining if new products are in line with overall corporate strategy and your current portfolio
- Conducting small-scale tests to eliminate unprofitable ideas
- Techniques of market testing
- Developing a market-driven business plan
- The team approach to managing new products
- Managing the product life cycle: the launching process and evaluating market performance results

WHO SHOULD ATTEND

Professionals with six months to five years of new product development experience, managers of new product planning and development, corporate planners, R&D directors and managers, project managers and directors and specialists in new product design, product managers, marketing vice presidents, directors and managers.

Note: Attendees should have two years of marketing experience.

SCHEDULE

May 21-23 New York, NY 4259-EYX-00355
 June 25-27 San Francisco, CA 4259-EYX-00356
 Sept. 24-26 Atlanta, GA 4259-EYX-00357

3 days/1.8 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200

Successful Product Management

SEMINAR #5597

Gain the business skills you need to manage your product's profitability.

Discover the tools and techniques you need to effectively manage the increasingly complex product management process and gain more control of the myriad tasks at hand.

BENEFITS OF ATTENDING

- Understand the whys and hows of the product management system—and how to make the best use of it
- Gain marketing savvy and use it to perform your job effectively
- Set priorities and manage the profitability of your products or service
- Build effective working relationships with suppliers and with external and internal business partners
- Manage the financial aspects of product management
- Learn how to develop an effective business plan

TOPICS COVERED

- Benefits of the product management system
- Strategies and models for marketing success
- The main tasks of a product manager
- Key reports and relationships
- Managing new product or service development
- Preparing your marketing plan

WHO SHOULD ATTEND

Product and brand marketing managers and directors and those who interact with them.

Note: Attendees should have two years of marketing experience.

SCHEDULE

April 9-11 San Francisco, CA 5597-EYX-00509
 May 14-16 Chicago, IL 5597-EYX-00510
 June 13-15 Chicago, IL 5597-EYX-00515
 June 18-20 New York, NY 5597-EYX-00511
 July 11-13 Chicago, IL 5597-EYX-00512
 Aug. 20-22 Philadelphia, PA 5597-EYX-00516
 Sept. 10-12 Chicago, IL 5597-EYX-00513

3 days/1.8 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

How to Write a Killer Marketing Plan

SEMINAR #5120

Learn how to develop and execute a more powerful, successful marketing plan.

Whether you're a marketing newcomer or a long-time veteran of countless campaigns, you're always going to be under pressure to produce a better, smarter, more effective marketing plan—and the sooner, the better! This results-oriented seminar shows you how to build a detailed plan that wins the approval of your organization's key players. You'll see how to assemble all the critical elements of your customer-winning strategy (from financials to research to media selection) in just hours, instead of days or weeks.

BENEFITS OF ATTENDING

- Sharpen the key skills necessary to devise a dynamic, comprehensive marketing plan
- Learn how to consult effectively with all stakeholders to ensure plan accountability and success
- Understand how to focus the entire planning process on more efficient, revenue-driven goals
- Explore the crucial components of how to distinguish your product/service in the marketplace
- Get insights on how to become an indispensable player in your organization's annual strategic planning process

TOPICS COVERED

- Assessing your business: where it is now and where you want it to go
- Clarifying the core objectives for each element of the marketing mix (Product, Price, Place and Promotion)
- Defining the overall direction, total advertising and promotion budgets and revenue expectations
- Identifying the key research and test market plans needed to support your plan
- Aligning long-term business objectives with the demands of short-term priorities
- Learning how to facilitate consensus for your plan among top decision makers

WHO SHOULD ATTEND

Anyone who must write, review or approve marketing plans—including new marketers, mid- to senior-level marketers, brand managers, directors, VPs and CMOs. Anyone in corporate planning, finance and sales will also find this course valuable.

SCHEDULE

Apr. 30-May 1	Arlington, VA	5120-EYX-00013
June 21-22	Chicago, IL	5120-EYX-00012
July 23-24	New York, NY	5120-EYX-00014
Aug. 20-21	Atlanta, GA	5120-EYX-00015
Sept. 27-28	San Francisco, CA	5120-EYX-00016

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200

NEW! Mobile Marketing: From Platforms to Profits

SEMINAR #5125

Reach more customers with an effective mobile marketing strategy.

It's up close, it's personal, it's always on—and it demands attention. Wireless devices of all kinds are everywhere, and so are the potential customers carrying them. If you want to keep up with this "always-on, always-available" audience, you've got to know the fundamentals of this marketing/communications phenomenon, as well as the swift, direct paths you need to take to engage these on-the-move consumers. This fast-paced, 3-day workshop shows you what mobile marketing is and what it isn't. You'll learn how it works, how you can lay the groundwork to get an effective MM program up and running and how to drive customer interest and response. In addition, you'll be better equipped to make a convincing case that mobile marketing must become an essential tool and strategy all across your organization.

BENEFITS OF ATTENDING

- Learn how to add this dynamic new component to your present marketing mix without breaking the bank
- See how to grab the attention of specific audiences anytime, anyplace
- Be able to implement a measurable marketing method that allows you to account for every dollar spent
- Find out how to take full advantage of mobile marketing's high "message-read" rate (an astounding 95%!)
- Implement strategies to convert customer service expense into a profit center via mobile marketing
- Learn how to maximize current customer activity and create new customers and markets

TOPICS COVERED

- Customer expectations and behaviors in a connected world
- Comprehensive analysis of mobile marketing concepts, methods and best practices
- New technologies and platforms: smartphones, tablets and eReaders
- Eleven must-have mobile marketing strategies that compel involvement
- Campaign design: before and after strategic decisions for every level of marketing involvement
- Legal, ethical and privacy issues; mobile security

WHO SHOULD ATTEND

Mid- to senior-level marketers, brand managers, directors, VPs and CMOs, as well as managers and executives involved in corporate planning, finance and sales.

SCHEDULE

April 25-27	Chicago, IL	5125-EYX-00002
May 14-16	San Francisco, CA	5125-EYX-00003
Sept. 17-19	New York, NY	5125-EYX-00004

3 days/1.8 CEUs

\$2,545/AMA Members \$2,295

AMA Members save \$250

Measuring and Maximizing Marketing ROI

SEMINAR #5105

Does your marketing ROI measure up?

With today's tougher competition, market volatility and greater individual and team accountability, you must prove that your marketing efforts are getting the desired results. Now, discover various marketing ROI measurement tools—from financial techniques that measure traditional activities to research methods that measure attitudes, perceptions and other intangibles—and how to implement them. You'll learn how to use marketing ROI results to generate more competitive product and service strategies.

BENEFITS OF ATTENDING

- Know exactly how effective your marketing spending is
- Measure each marketing activity to maximize sales and minimize costs
- Justify the value of your marketing efforts to your boss and CEO
- Make better brand decisions using correct marketing ROI information
- Enhance and promote your company's image

TOPICS COVERED

- Marketing ROI: challenges, opportunities and roadblocks
- How leading companies track and assess marketing ROI
- Three key categories of marketing ROI: accounting, addition, attitudes
- Advanced strategic and tactical ROI measurements
- Market research: new ways to generate fast, effective feedback
- Key components to successful marketing ROI measurement
- Integrating measurement into the marketing plan and budgeting process
- Determining potential marketing ROI assessments

WHO SHOULD ATTEND

Marketers at all levels, including marketing vice presidents, directors and managers—as well as managers and executives in other departments (finance, operations, customer service, R&D) who work with or support marketing.

Note: An understanding of the fundamentals of marketing is highly recommended.

SCHEDULE

April 23-24 Arlington, VA 5105-EYX-00085
 Aug. 6-7 Chicago, IL 5105-EYX-00086

2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



This course qualifies for 12 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

WARNING Shift ahead.

...are you ready?

Business Perspectives
That Matter to You

www.amanet.org/shift



AMA SHIFT
never business as usual

AMA's Advanced Course in Strategic Marketing

SEMINAR #5537

Competitor-proof your company and advance your career.

How do you:

- Calculate the lifetime value of your customers?
- Market to distinct psychographic groups?
- Make the most of the Internet's impact on the purchasing cycle?
- Adapt pricing to reflect your customer's perception of value?

Tackle today's most complex marketing issues right here.

Discover cutting-edge strategic marketing models—and their real-world applications—and improve the success ratio of your marketing activities. At this dynamic 3-day seminar, you will take the next step towards becoming a marketing pro.

BENEFITS OF ATTENDING

- Understand the strategic value of sales vs. the strategic value of marketing
- Learn the stages of the customer buying process—and generate incremental value at each stage
- Use the growth audit gap model to select the most effective options for marketing programs
- Efficiently target your campaigns to core buying influences
- Successfully develop and manage new product and service launches and increase overall market share

TOPICS COVERED

Marketing in Today's Changing Environment

- The new economy: the Internet and e-commerce
- Marketing and sales: differences and synergies
- The strategic pyramid of business planning

Strategic Growth Perspectives

- How companies are changing the way they think
- The "SMART" strategic approach
- Developing a growth audit gap model
- Enterprise growth segmentation and cross-departmental support

Product/Service Discovery

- Stages of the product/service life cycle
- Analyzing and applying a growth-strategy matrix
- The role of branding

Pricing: From Objective to Strategy

- Impact of price changes on revenues and profits
- Key players in the pricing process
- Getting the information critical to pricing products/services

Managing the Customer Relationship

- Understanding the lifetime value of a customer
- Changing the buying structure through the Internet
- Developing a successful customer relations program

SCHEDULE

April 18-20 Los Angeles, CA 5537-EYX-00096
 May 14-16 New York, NY 5537-EYX-00097
 May 30-June 1 . Chicago, IL 5537-EYX-00098
 July 18-20 New York, NY 5537-EYX-00100
 July 23-25 San Francisco, CA 5537-EYX-00099
 Aug. 13-15 Atlanta, GA 5537-EYX-00101
 Sept. 5-7 New York, NY 5537-EYX-00102

3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

AMA Members save \$250

Integrating Promotions and Communications

- Traditional and digital media elements and their uses
- Tying promotions to various customer groups
- Advertising and the product/service life cycle
- Creating a marketing communications plan

Evaluating New Products and Services

- Developing a matrix for new products/services
- Using a planning model for new products/services and markets

WHO SHOULD ATTEND

Experienced marketing managers and associates, directors and vice presidents of marketing, as well as executives and managers in finance, operations, customer service, R&D and other departments who interact with colleagues in marketing.

Note: Knowledge of the fundamentals of marketing is recommended.



This course qualifies for 1.8 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.



Also available as a
Live Online Seminar

Leveraging Social Media to Engage Customers and Build Your Brand

SEMINAR #5521

Are you tapping into the web's amazing potential to turn users into customers?

This seminar provides marketing professionals with concrete techniques for applying social media strategies and tools to their overall marketing portfolio. Learn to engage customers with blogs, social networks, podcasts and videos. You'll return to work with ready-to-use job aids and templates, including media strategy checklists, reporting forms and more.

BENEFITS OF ATTENDING

- Migrate traditional marketing activities to your online marketing
- Become familiar with the components of online communication programs
- Monitor the web for "buzz" about your brand
- Implement and measure search engine optimization and paid search
- Initiate a measurement and metrics regimen to demonstrate the ROI of your e-marketing efforts
- Generate interest and buy-in from organizational stakeholders

TOPICS COVERED

Integrating Online Marketing into the Overall Marketing Mix

- Brand building and awareness over the web
- Online market research: what works, what doesn't and how to adjust quickly
- Identifying online communities where your customers congregate
- Discovering likes and dislikes of your customers to refine your product offerings
- Using word of mouth, word of web and buzz marketing
- Lead generation/affiliate marketing—the automated referral network

Best practice spotlight: McDonald's—How McDonald's integrated an existing offline campaign into an online campaign

Social Networks and Successful Online Community Programs

- Creating a web-friendly, open and transparent company
- "Tell me, don't sell me," the informational vs. promotional rules of the road
- Using targeted marketing within social networks
- Defending and assuring accurate representation of your product online

Best practice spotlight: Toyota Motors—Setting up a social network and online community program

Effective Online Marketing Communications Programs

- Working with and leveraging bloggers
- Setting up your corporate marketing blog and getting it noticed
- Using RSS feeds to generate traffic
- Disseminating online marketing intelligence throughout your organization
- Elements of a successful podcasting strategy
- Publicizing videos and getting them to "go viral"

Best practice spotlight: National Geographic Channel—Using multiple online marketing communications vehicles

Search Engine Marketing—Optimize and Advertise

- Key factors of search
- The leaders in paid search
- Tools and key players for SEO and SEM automation

Best practice spotlight: Replacements Limited—Using search to drive a successful marketing strategy and build a business

SCHEDULE

April 23-24 New York, NY 5521-EYX-00040
 May 21-22 Chicago, IL 5521-EYX-00041
 June 20-21 Arlington, VA 5521-EYX-00042
 July 30-31 San Francisco, CA 5521-EYX-00044
 Aug. 16-17 New York, NY 5521-EYX-00043

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

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LIVE ONLINE SCHEDULE

1.2 CEUs

\$2,095/AMA Members \$1,895

Thursday 2-5pm ET • 4 Lessons

May 3-24, 2012 5521-EYX-00051

Online Marketing Measurement and Metrics

- Measuring what matters: online sales, web visitation, time on site, lead capture, participation and interactivity
- Leveraging online ratings networks
- List of online marketing analytics software providers
- The engagement scorecard: How well are you engaging your customer, building the brand and increasing sales?

Best practice spotlight: Tommy Hilfiger—How web analytics drove an online merchandising strategy

WHO SHOULD ATTEND

This seminar is for marketing professionals at every level who are involved in interactive marketing strategies and need a practical understanding of the latest techniques and tools available.

EXTRA



All attendees receive a FREE copy of *Digital Engagement: Internet Marketing That Captures Customers and Builds Intense Brand Loyalty* by Leland Harden and Bob Heyman.



Fundamental Selling Techniques for the New or Prospective Salesperson

SEMINAR #5510

Start your sales career the right way—with this intensive introduction to selling.

Because of the mounting pressure facing salespeople in today's tough economy, this challenging profession is becoming even more competitive. But many prospective sales professionals don't have a solid foundation and understanding of the fundamentals of selling. This intensive, highly interactive 2-day introduction to the art of selling will equip you with the vital, cutting-edge skills you need to achieve your expected sales outcomes and improve your performance even in difficult times.

BENEFITS OF ATTENDING

- Identify the behaviors and skills of a successful sales professional
- Describe different types of selling models
- Identify elements of the sales framework
- Understand prospecting basics and be able to conduct a sales call
- Use a customer-centered selling approach to provide value
- Choose a closing technique to earn the business
- Complete a formula to achieve sales goals
- Manage the customer relationship on an ongoing basis
- Develop an action plan to apply your new skills

TOPICS COVERED

Understanding the Importance of Sales to an Organization

- Sales and its organizational role
- The customer's buying cycle process
- Unique aspects of sales functions compared with the rest of an organization
- How the sales function creates market opportunities

Behaviors, Characteristics and Skills of a Successful Salesperson

- Identifying successful selling skills
- Defining a sales success model
- Characteristics of a successful salesperson

The Various Selling Models and the Sales Framework

- Characteristics of different selling models, types and structures
- Defining the sales framework

Planning for the Business

- Calculating and setting goals based on your sales quota and plan
- Analyzing the territory
- Conducting account research
- Planning your calendar to achieve sales goals and build a sales pipeline
- Identifying resources and methods of generating leads

Finding and Qualifying New Business

- The "Find and Qualify New Business" process
- Defining categories of customers
- Strategies to respond to common new business objections

Earning the Business

- The "Earn the Business" process
- Ways of opening a call
- Questioning techniques to discover and confirm needs
- Strategies to present options/solutions and gain incremental agreement
- Strategies to handle customer objection
- Closing techniques to negotiate and get the sale

SCHEDULE

April 9-10	San Francisco, CA	5510-EYX-01181
May 17-18	New York, NY	5510-EYX-01182
June 4-5	Chicago, IL	5510-EYX-01183
June 21-22	San Francisco, CA	5510-EYX-01186
July 16-17	New York, NY	5510-EYX-01184
July 23-24	Atlanta, GA	5510-EYX-01185
Aug. 13-14	Los Angeles, CA	5510-EYX-01189
Aug. 16-17	Chicago, IL	5510-EYX-01188
Sept. 10-11	New York, NY	5510-EYX-01190
Sept. 13-14	San Francisco, CA	5510-EYX-01191

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200

Delivering the Business

- The "Deliver the Business" process
- The 3 Cs: Coordinate, Communicate and Confirm with your customer

Managing the Relationship

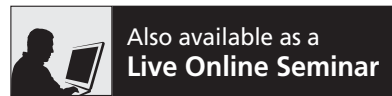
- The "Manage the Relationship" process
- Technologies or methods for maintaining customer information
- Strategies to maintain communication with a customer

WHO SHOULD ATTEND

Salespeople, sales support, as well as potential candidates for sales positions who want to build and revitalize their existing selling skills.



This course qualifies for 12 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.



Principles of Professional Selling

SEMINAR #5520

Benefit from today's advanced consultative approach to selling.

Thousands of sales pros have prospered by attending AMA's most popular sales seminar. This highly interactive course guides you through the entire sales process and incorporates the most modern sales methods today—consultative/solutions selling. Plus, through role-play exercises, you'll practice, reinforce and experience firsthand the advanced techniques you've learned.

BENEFITS OF ATTENDING

- Develop a master plan to manage the sales process
- Win the confidence and trust of prospects
- Successfully sell on a consultative level using effective interviewing techniques
- Effectively communicate your product/service superiority over that of the competition
- Build long-term sales relationships by offering solutions—not just products
- Increase your success by taking advantage of your personal selling style
- Uncover any hidden customer resistance and overcome any objection
- Know when—and how—to close the sale

TOPICS COVERED

Defining Professionalism

- Goal setting and career planning
- The habits of productive salespeople
- Having the right attitude and motivation

Planning

- Using competitive analysis to gain more business
- Generating an account profile of your best customers
- Identifying key contacts in each of your accounts
- Pre-call planning

Effective Listening

- Definition and elements of listening
- The barriers to effective listening
- Increasing your ability to listen while conversing with customers

Personality Styles

- Identifying your own personality style—and those of others
- Modifying your sales approach to match the personality style of your customer

Consultative Selling

- Being a customer's supplier vs. being his or her problem solver
- The concept of consultative selling
- Learning the value-added selling approach and method

The Sales Process

- The elements of the sales process
- Applying the skills associated with each step of the sales process
- Conducting effective sales calls—from the initial greeting to the final commitment
- Evaluating your presentation—and critiquing those of others—to reinforce what you've learned

New Business Development

- Developing new business while maintaining existing accounts
- Qualifying the business opportunity: Where is your time best spent?
- Making a prospecting call—by phone or in person—to a potential customer

SCHEDULE

April 18-20	Chicago, IL	5520-EYX-01007
April 23-25	New York, NY	5520-EYX-01008
May 9-11	Atlanta, GA	5520-EYX-01009
May 30-June 1	Chicago, IL	5520-EYX-01010
June 25-27	New York, NY	5520-EYX-01011
Aug. 8-10	Chicago, IL	5520-EYX-01014
Aug. 15-17	New York, NY	5520-EYX-01015
Sept. 5-7	Atlanta, GA	5520-EYX-01016

3 days/1.8 CEUs

\$2,345/AMA Members \$2,095
AMA Members save \$250



LIVE ONLINE SCHEDULE

1.2 CEUs
\$2,345/AMA Members \$2,095

Monday 2-5 pm ET • 4 Lessons

July 9-30, 2012 5520-EYX-01019

Territory and Account Management

- Creating a plan for growing your territory or account base
- How to meet and exceed your quotas
- Managing key-account as well as key-prospect relationships

Time Management

- Prioritizing your work
- Using technology to become more productive

WHO SHOULD ATTEND

Sales professionals with a minimum of one year of sales experience, veterans who want to refresh their sales skills and managers who want to train salespeople.

Note: This course is not for beginners. If you're new to sales, we recommend *Fundamental Selling Techniques for the New or Prospective Salesperson* (seminar #5510), page 7.

Strategic Sales Negotiations

SEMINAR #5535

Today's purchasers are more attuned to the "real value" of what they're buying.

Influence them and improve your profits. Regain the seller's advantage over today's more sophisticated purchaser. Learn the tools, techniques and savvy negotiating tactics that enable you to influence your buyer's perception of cost, value and benefits. Close the sale by maintaining a flexible position that successfully counters your buyer's negotiating moves.

SCHEDULE

April 9-10 Chicago, IL 5535-EYX-00169
 May 7-8 San Francisco, CA 5535-EYX-00170
 June 28-29 Chicago, IL 5535-EYX-00171
 Aug. 23-24 Chicago, IL 5535-EYX-00175
 Sept. 27-28 New York, NY 5535-EYX-00172

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200

BENEFITS OF ATTENDING

- Improve sales margins and closing ratios
- Influence how customers view your product's costs, benefits and value to them
- Anticipate buyer behavior and turn it into an advantage
- Establish your credibility with the buyer
- Develop confidence-building skills that maintain your control of negotiations
- Be ready to justify your price when meeting price specifications
- Use creative advantages to counter competitive offers

TOPICS COVERED

The Role of the Professional Salesperson

- Manipulative selling and consultative selling
- Key responsibilities of professional salespeople

The Role of the Buyer

- Viewing the sales negotiation process from the customer's viewpoint
- The concept of selling profitable deals
- Effectively analyzing the financial aspects of a deal
- Becoming more aware of your perceptions of the sales negotiation process
- Learning how to sell to a sophisticated buyer
- Common ploys and countermeasures in sales negotiations

Redefining the Role of the Professional Salesperson

- Understanding a typical buyer's motivation in most situations
- Effectively differentiating yourself from your competition
- Understanding the consultative sales processes

- Differentiating between selling and negotiating
- The importance of selling first, negotiating last
- Handling premature negotiation pressure from the buyer
- When and when not to negotiate

The Sales Negotiation Process

- Identifying the elements of an offering
- How to identify negotiating chips
- Assessing and defining your negotiating authority
- How to create value that offsets the need to make concessions
- The value of maneuvering room and concession planning

Using Powerful Sales Negotiation Planning Tools

- Establishing settlement ranges in advance
- Planning for concessions
- Understanding the sales negotiation planning instrument
- Providing feedback on the sales negotiation process

Win-Win Sales Negotiations

- Determining if a sales negotiation was a winner for both sides
- Critical mistakes to avoid in sales negotiations
- The importance of following through after the negotiation is completed
- Evaluating your effectiveness in sales negotiations—and developing an improvement plan

Increasing Your Personal Power in Sales Negotiations

- Assessing the relative strategic positions of the parties to a sales negotiation
- Knowing the sources of real and perceived power
- Understanding the four primary negotiating styles—and the goals and fears that motivate each style
- Applying strategies to favorably influence each of the four styles
- Effectively persuading buyers who are different from yourself

Tips for Achieving Success as a Sales Negotiator

- Being more aware of key elements which lead to success in sales negotiations

WHO SHOULD ATTEND

Sales professionals, sales managers, executives, contract negotiators and anyone involved in the negotiating process.

Note: Some sales experience is necessary.

Selling to Major Accounts

A Strategic Approach SEMINAR #5235

Get the highest sales results with the least investment of time, effort and money.

Today's successful sales professionals are more than just tactical pros. They're strategic experts who focus resources only on the opportunities that produce the largest return of profitable sales, repeat business and referrals.

Save time, money and hassle by developing a strategic selling plan that clarifies who to call on, why your offer matters to them, what it takes to win their long-term relationship and how to move them along the pipeline quickly. Learn how to design a sales strategy that enables you to identify the key success factors, pinpoint your best prospects and rule out accounts with little potential.

SCHEDULE

April 4-6 Chicago, IL 5235-EYX-00134
 May 21-23 New York, NY 5235-EYX-00137
 July 16-18 Chicago, IL 5235-EYX-00136
 Aug. 8-10 San Francisco, CA 5235-EYX-00141
 Sept. 24-26 Atlanta, GA 5235-EYX-00139

3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

AMA Members save \$250

BENEFITS OF ATTENDING

- Enhance sales performance while expending less time and energy
- Gain more new, repeat and add-on business
- Increase sales rep morale and motivation
- Shorten the sales cycle by identifying and removing internal and external bottlenecks
- Reduce the number of "DOA" accounts
- Become more efficient at account maintenance
- Create a clear sales plan that keeps you organized
- Learn systematic ways to get referrals from existing customers

TOPICS COVERED

The Changing Sales Environment: The Salesperson as Strategist

- Today's competitive landscape
- The difference between strategy and tactics
- The core concepts of strategic selling: understanding ROITEM (Return on Investment of Time, Effort and Money)
- The what, why and how: the desired outcome...the value of matching your offer's strengths with your market's needs...effective selling tactics

Developing the Strategic Selling Plan: Thinking "Big Picture"

- Defining the quantitative and qualitative strengths of your offering
- Creating the profile of your ideal prospect

Establishing Goals, Objectives and Indicators

- Identifying your revenue goals
- Defining the non-revenue elements of the selling process: prospect and sales rep behaviors
- Identifying internal resources

Skills Needed for Selling Strategically

- Understanding buyer behavior
- Gaining and maintaining rapport
- Managing objections: a five-step process
- Asking for the order
- The art of getting referrals

Qualifying Your Best Opportunities: Your Likeliest Sources for ROITEM

- Ruling out the non-starters: deciding whether the prospect's needs, desires and preferences offer you a profitable opportunity
- Investing in the right opportunities: moving prospects to the next critical step

The Salesperson as Relationship Manager

- Developing a timeline for the entire selling process
- Business development vs. business maintenance
- Creating a territory strategy

Presenting the Solution

- Testing the recommended solution informally with the senior decision maker
- The need for—and format of—a formal presentation
- Presenting value

Managing Your Sales Pipeline

- Spreading the risk: the importance of managing many opportunities simultaneously
- Using leverage to maximize your potential: barring competitor entry...creating relationships that result in active referrals

Tracking Pipeline Performance: The Ultimate Success Factor

- Establishing target quantities and dates
- Checking performance against plan for maximum effectiveness
- Managing your pipeline by fact

WHO SHOULD ATTEND

Sales professionals, including account managers, sales representatives and sales executives—as well as sales managers, vice presidents and directors of sales and marketing who are seeking best-practice techniques used in selling today.

Note: A minimum of three years of sales experience is recommended.



Also available as a
Live Online Seminar

Customer Service Excellence

How to Win and Keep Customers

SEMINAR #5165

Providing better, faster service will keep your customers coming back.

Quality service will give you the competitive advantage you need to survive in a tough business climate. In today's customer-oriented business environment, people skills are critical for personal and organizational success. How you handle your customers can directly affect your individual goals as well as your team's and company's performance. This seminar gives you the skills you need to enhance customer relationships and secure an overall competitive advantage.

BENEFITS OF ATTENDING

- Deliver better, faster service and increase customer satisfaction
- Learn how to gain and maintain repeat business
- Know what customers expect
- Increase your credibility with customers—and your value to your organization
- Manage stressful situations more effectively
- Recognize the signals of customer irritation—and how to quickly find a workable solution to your customer's problem

TOPICS COVERED

- The benefits of excellent service
- Focusing on customer service success
- How customer service creates revenue
- Why customer satisfaction is based on perceptions
- Focusing on customers' top two expectations to save time and reduce stress
- Managing customer expectations by personality style
- Dealing with difficult customers
- Responding effectively to specific customer behaviors

WHO SHOULD ATTEND

Customer service representatives, technical and support personnel, field service representatives, account managers, credit and billing specialists, small business owners—as well as managers who want to reinforce their skills and train their staffs.

SCHEDULE

April 19-20 New York, NY 5165-EYX-00223
 June 11-12 Chicago, IL 5165-EYX-00224
 Aug. 13-14 New York, NY 5165-EYX-00226
 Sept. 24-25 San Francisco, CA 5165-EYX-00241

2 days/1.2 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200



LIVE ONLINE SCHEDULE

1.2 CEUs

\$1,895/AMA Members \$1,695

Monday 2-5 pm ET • 4 Lessons

Aug. 6-27, 2012 5165-EYX-00242

Territory and Time Management for Salespeople

SEMINAR #5289

Learn to make the most productive use of your time as you mine your territory for sales.

Poor territory management leads to missed opportunities and meager results. Time is a salesperson's most valuable asset. Lost hours mean lost sales and lower earnings. To survive in today's fiercely competitive marketplace, you need the best productivity training you can get.

BENEFITS OF ATTENDING

- Control your territory with strategies that help you value accounts, target prime prospects, penetrate accounts and maximize coverage
- Stretch your selling day and spend more time with your customers
- Plan effectively and avoid losing sales to better organized competitors
- Sell more, earn more and accomplish more
- Set goals and priorities to maximize your selling effectiveness
- Increase selling time by minimizing distractions and procrastination
- Make more productive use of travel time
- Strike a balance between personal and professional goals

TOPICS COVERED

- How goals, attitudes and organizational skills impact territory and time management
- Managing your territory: assigning account priorities according to opportunity and probability
- Managing your time: setting and working with goals and quotas
- Getting organized: planning your day to accomplish what's important
- Managing information: improving your electronic communication, organizing your paperwork and making your CRM (Customer Relationship Management) system work for you
- "Territory bandits" and "time burglars": the causes of territory and time management problems

WHO SHOULD ATTEND

Sales representatives, account executives, sales managers and all sales staff with customer or field responsibilities.

SCHEDULE

April 26-27 Chicago, IL 5289-EYX-00159
 May 14-15 San Francisco, CA 5289-EYX-00164
 June 11-12 New York, NY 5289-EYX-00160
 July 19-20 Arlington, VA 5289-EYX-00165
 Aug. 27-28 Chicago, IL 5289-EYX-00161

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200

Fundamentals of Sales Management for the Newly Appointed Sales Manager

SEMINAR #5227

Achieve success as both a management team player and your sales group's team leader.

This highly interactive seminar provides you with a foundation of critical-to-success management skills—from proven communication techniques... to interviewing tools that ensure the most appropriate salesperson is hired... to establishing an effective training program... to a six-step coaching process that helps you make the most out of each sales team member's potential.

BENEFITS OF ATTENDING

- Make a smooth transition from talented salesperson to expert manager
- Win respect by building your management skills
- Ensure your team's productivity through recruiting, training and coaching skills
- Effectively plan—and target—customers and territories
- Successfully plan your logistical operations and organizational structure
- Pick up time-management techniques that work

TOPICS COVERED

Making the Transition to Management

- Distinguishing between team leader and team player...between being a peer vs. managing former peers
- Task management vs. people management
- Understanding your style—and those of your employees

Understanding Management Communication Styles

- Analyzing your strengths and weaknesses—and those of each team member
- Team advantages and disadvantages
- The internal motivation theory

Objectives and Planning

- The planning model
- Creating the mission statement: the ultimate outcome
- Developing SMART goals—specific, measurable, attainable, relevant, trackable

Recruiting and Interviewing

- Recruiting successfully
- Discovering the best sources for candidates
- Effective interviewing—a three-phased approach: person, position, placement

Training

- Creating for—and presenting information to—the salesperson
- The learning curve
- The Reinforcement Theory

SCHEDULE

April 18-20 New York, NY 5227-EYX-01069
 May 7-9 Chicago, IL 5227-EYX-01070
 June 27-29 San Francisco, CA 5227-EYX-01071
 July 9-11 Chicago, IL 5227-EYX-01072
 Aug. 8-10 New York, NY 5227-EYX-01073
 Sept. 17-19 Arlington, VA 5227-EYX-01075

3 days/1.8 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

Delegating

- What can—and cannot—be delegated
- Characteristics of appropriate delegation
- Time management techniques

Coaching and Counseling

- Taking a positive approach to problem solving
- Developing a win-win appraisal or goal-setting system
- Managing salespeople from a distance

Team Building

- The characteristics of a team
- Applying the principles of team building
- Running team-based projects
- Six steps to becoming a team leader

WHO SHOULD ATTEND

Newly appointed or prospective sales managers who need the tools to respond to customer, team and company needs.

Note: More experienced sales managers should attend *Advanced Sales Management* (Seminar #5598), page 13.

Advanced Sales Management

SEMINAR #5598

Learn how to ensure your team's success.

Attend this advanced program and keep pace with all the business and human resources issues that are affecting sales management today. Discover can't-fail techniques that have already benefited thousands of your colleagues—and that have made this seminar the number-one choice for those who want to become more effective sales managers and advance further and faster in their careers.

BENEFITS OF ATTENDING

- Understand the business dynamics that impact sales team success
- Recruit, hire and develop the top sales stars
- Measure and maximize sales team performance and results
- Establish results-oriented goals for today and for the future
- Effectively counsel your difficult or "problem" team members
- Develop into a successful sales team manager by applying proven leadership principles

TOPICS COVERED

What Is Your Strategy?

- The changing world of sales management
- What's expected of you?
- Knowing the business realities: situational analysis
 - You and your company, sales team, products/services
 - Your industry and competitors
 - Your customers and their customers
 - The general environment
- Customer values benchmarking
- Developing critical objectives

Planning for Today and Tomorrow

- The value of planning
- A snapshot of today
- Tomorrow's trends: scenario and simulation planning
- Identifying and prioritizing corporate objectives
- Clarifying short-, intermediate- and long-term goals
- Creating mission and vision statements for your sales team

- Determining resource requirements and availability
 - Internal and external resources
 - Identifying key players and their motivators
- Ensuring corporate alignment

Building the Professional Sales Force

- Establishing performance objectives and measurements
- Raising the bar for existing sales team members
- Using new performance standards when hiring

Finding the Talent

- Recruiting and hiring: interviewing best practices
- Legal and ethical ramifications of recruiting and hiring
- Protecting yourself and your corporation

Strengthening Your Sales Team

- Linking organizational processes
- Selecting and implementing critical technologies
 - Understanding evolving technologies and software
 - Using technology as a point of differentiation
- Effective training and development initiatives

Compensation Programs That Drive Superior Performance

- Weighing compensation plan variations
- Watching for negative results
- Fine-tuning the plan
- Making the plan fair for everyone

SCHEDULE

April 18-20 . . . San Francisco, CA . . . 5598-EYX-00664
 May 14-16 . . . Chicago, IL 5598-EYX-00666
 June 20-22 . . . Hilton Head, SC 5598-EYX-00665
 July 25-27 . . . Chicago, IL 5598-EYX-00669
 Aug. 22-24 . . . New York, NY 5598-EYX-00667
 Sept. 17-19 . . . Chicago, IL 5598-EYX-00668

3 days/1.8 CEUs

\$2,545/AMA Members \$2,295

AMA Members save \$250

Measuring and Managing Performance

- Evaluation tools
 - Assessing the changes in the territories and the marketplace that impact performance
 - Evaluating performance against potential
 - Recognizing individual challenges
- Forecasting tools
 - Identifying all contributors to a forecast
 - Using the forecast to plan resource requirements
- Communicating the results to senior management

Coaching and Counseling

- Coaching skills to improve performance
- Moving from directing to empowering
- Creating a motivational environment
- Counseling the problem team members
- Managing dismissals intelligently
- Legal considerations

Looking Towards the Future

- Creating career development plans for sales team members
- Succession and legacy planning
- Characteristics and competencies of great leaders

WHO SHOULD ATTEND

Seasoned sales managers who want to refine sales planning techniques, build leadership skills and become more powerful decision makers, motivators, communicators, coaches and counselors.



Also available as a
Live Online Seminar



Successfully Managing People

SEMINAR #2295

Be the catalyst that motivates your team to heightened productivity.

Utilizing extensive practice in the principles of emotional intelligence, *Successfully Managing People* underscores the importance of self-awareness in developing sensitivity and increased communication effectiveness with others. You'll leave this 3-day seminar well-versed in the most effective methods for dealing with difficult people, winning cooperation and trust and ensuring that your people's values and your organization's goals are in sync

BENEFITS OF ATTENDING

- Motivate and direct the employees you rely on—even when they don't share your values
- Adjust your management and personal style to the needs of different situations
- Get more done by using the appropriate delegation techniques for any given situation
- Resolve conflict more effectively in a wide variety of situations
- Turn difficult people and poor performers into team players
- Win the cooperation and trust of everyone in your organization
- Increase your confidence, leadership skills and personal and professional satisfaction in your job

TOPICS COVERED

The Experience of Being a Manager

- How to get people to want to do what they're supposed to do
- Specific challenges you face when motivating others

Values

- Values and their impact on work life
- How values can have productive and nonproductive results
- Identifying value conflicts

Personal Styles

- Determining your own personal style profile
- Gaining insight into the strengths and limitations of your profile
- Using behavioral clues to determine others' personal styles
- How to work more effectively with others

Motivation

- Motivational factors and their impact on behaviors and work settings
- How to tailor your motivational efforts to individual employees and situations

Listening, Body Language, Giving Feedback and Dealing with Difficult People

- Using active listening to gain information and understand employees' perspectives
- Applying positive and corrective feedback
- Using appropriate values alignment when dealing with difficult employees

Conflict

- The dimensions of conflict management
- Identifying your own preferred conflict resolution styles
- Analyzing conflict-management techniques

Delegation

- Different delegation styles
- Determining the appropriate delegation strategies for employees and situations

Organizational Culture and Subculture

- The impact of organizational culture and subculture and "cultural blinders"
- Exploring the assumptions that impact your team's thinking and actions
- Identifying and building on the strengths of your team's culture

Emotional Intelligence (EI)

- The components of emotional intelligence
- Gaining an honest and accurate assessment of yourself
- Developing an improvement strategy

Ethical Leadership

- Identifying your group's values
- Your vision for ethical leadership

WHO SHOULD ATTEND

Everyone with management responsibilities whose success depends on clear communication, a cooperative attitude and a commitment to shared goals.

SCHEDULE

April 2-4	Chicago, IL	2295-EYX-01624
April 9-11	Atlanta, GA	2295-EYX-01625
April 11-13	San Francisco, CA	2295-EYX-01627
April 16-18	Arlington, VA	2295-EYX-01628
April 23-25	Cincinnati, OH	2295-EYX-01629
April 25-27	New York, NY	2295-EYX-01630
Apr. 30-May 2	Chicago, IL	2295-EYX-01631
May 2-4	Houston, TX	2295-EYX-01634
May 2-4	Scottsdale, AZ	2295-EYX-01635
May 9-11	New York, NY	2295-EYX-01637
May 14-16	Minneapolis, MN	2295-EYX-01638
May 21-23	Arlington, VA	2295-EYX-01639
June 4-6	Denver, CO	2295-EYX-01656
June 4-6	New York, NY	2295-EYX-01640
June 6-8	Chicago, IL	2295-EYX-01641
June 6-8	Newport Beach, CA	2295-EYX-01642
June 11-13	Boston, MA	2295-EYX-01643
June 13-15	Arlington, VA	2295-EYX-01644
June 18-20	Atlanta, GA	2295-EYX-01645
June 18-20	San Francisco, CA	2295-EYX-01646
June 20-22	Philadelphia, PA	2295-EYX-01647
July 9-11	New York, NY	2295-EYX-01649
July 11-13	Chicago, IL	2295-EYX-01648
July 16-18	Arlington, VA	2295-EYX-01650
July 18-20	Atlanta, GA	2295-EYX-01651
July 18-20	San Francisco, CA	2295-EYX-01652
July 23-25	Seattle, WA	2295-EYX-01653
July 25-27	Dallas, TX	2295-EYX-01654
July 25-27	Morristown, NJ	2295-EYX-01655
Aug. 6-8	Arlington, VA	2295-EYX-01658
Aug. 8-10	Chicago, IL	2295-EYX-01659
Aug. 8-10	New York, NY	2295-EYX-01660
Aug. 13-15	San Francisco, CA	2295-EYX-01661
Aug. 22-24	Anaheim, CA	2295-EYX-01662
Aug. 22-24	Austin, TX	2295-EYX-01681
Sept. 5-7	Houston, TX	2295-EYX-01663
Sept. 5-7	New York, NY	2295-EYX-01664
Sept. 10-12	Arlington, VA	2295-EYX-01665
Sept. 10-12	Boston, MA	2295-EYX-01666
Sept. 10-12	Chicago, IL	2295-EYX-01667
Sept. 12-14	San Francisco, CA	2295-EYX-01669
Sept. 26-28	Atlanta, GA	2295-EYX-01668
Sept. 26-28	Las Vegas, NV	2295-EYX-01671

3 days/1.8 CEUs/18 PDUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



LIVE ONLINE SCHEDULE

1.2 CEUs

\$2,345/AMA Members \$2,095

Monday 2-5 pm ET • 4 Lessons

April 23-May 14, 2012 2295-EYX-01672



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).



Also available as a
Live Online Seminar



Fundamentals of Finance and Accounting for Non-Financial Managers

SEMINAR #2218

Give us three days and we'll help you conquer your fear of finance.

In today's uncertain economy, when every manager is being held accountable for the bottom line, you have to be "finance-savvy." You've got to know how to justify a request...quantify your contributions to the company...spot profit drains immediately. Because no matter how effective your management style or how innovative your ideas, your performance will be measured in dollars and cents.

This seminar offers exactly what you need to further your career and build your future. From accruals to writeoffs to receivables and payables, this course shows you the concepts, tools and techniques that can help you make each decision pay off—on the job and on the bottom line.

BENEFITS OF ATTENDING

- Get a firm grasp of the numbers side of your job
- Gain greater confidence with a working knowledge of business financials
- Learn how to "think finance" and translate performance into financial terms
- Cultivate proactive working relationships with finance professionals and enhance your value to your organization
- Understand the business dynamics of dollars-and-cents—and take initiatives that meet short- and long-term goals
- Take the guesswork out of your decision making and deliver a better bottom line
- Expand your professional expertise—and your career opportunities

TOPICS COVERED

- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- Mastering the mindset: seeing business in terms of dollars-and-cents decision options that pay off—over the short and long terms
- Basic accounting principles
- Applying accounting conventions and guidelines
- Developing working rules regarding your corporate financial statements
- Using the balance sheet to examine assets and liabilities

- Analyzing the income statement to assess revenues and expenses
- The statement of cash flow: sources and uses of funds
- Content and format of the annual report
- Debt vs. equity financing
- How leverage can increase return to shareholders
- Keeping your plan on target with budgetary controls
- Using profit-planning tools, break-even analysis, financial forecasting
- Cash flow: where cash comes from and how it's applied
- Elements of cost accounting
- Analyzing payback method, discounted cash flow, present value and present value index in making profitable capital investment decisions
- Criteria for examining the performance of divisions and product lines
- Understanding the cost of capital

WHO SHOULD ATTEND

Non-financial managers in every functional area of responsibility, in all industries.

Note: Please bring a calculator and copy of your annual report (if available).



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR certification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

SCHEDULE

April 11-13	Atlanta, GA	2218-EYX-01977
April 11-13	Cincinnati, OH	2218-EYX-01978
April 16-18	San Francisco, CA	2218-EYX-01979
April 18-20	Philadelphia, PA	2218-EYX-02043
April 23-25	Denver, CO	2218-EYX-01988
April 23-25	Durham, NC	2218-EYX-01984
April 25-27	New York, NY	2218-EYX-01981
Apr. 30-May 2	Houston, TX	2218-EYX-01982
May 2-4	New York, NY	2218-EYX-01983
May 9-11	Arlington, VA	2218-EYX-01980
May 9-11	Chicago, IL	2218-EYX-01986
May 14-16	Atlanta, GA	2218-EYX-02044
May 14-16	Garden Grove, CA	2218-EYX-01987
May 16-18	Morristown, NJ	2218-EYX-01990
June 4-6	Arlington, VA	2218-EYX-02045
June 6-8	Dearborn, MI	2218-EYX-01991
June 6-8	New York, NY	2218-EYX-01992
June 11-13	Dallas, TX	2218-EYX-01993
June 18-20	Atlanta, GA	2218-EYX-01995
June 18-20	Chicago, IL	2218-EYX-01996
June 25-27	San Francisco, CA	2218-EYX-01998
July 9-11	New York, NY	2218-EYX-01999
July 11-13	Chicago, IL	2218-EYX-02000
July 16-18	Pittsburgh, PA	2218-EYX-02002
July 16-18	San Francisco, CA	2218-EYX-02003
July 18-20	Boston, MA	2218-EYX-02004
July 23-25	Arlington, VA	2218-EYX-02005
July 25-27	Atlanta, GA	2218-EYX-02006
Aug. 1-3	Denver, CO	2218-EYX-02007
Aug. 6-8	Houston, TX	2218-EYX-02008
Aug. 6-8	New York, NY	2218-EYX-02009
Aug. 8-10	Arlington, VA	2218-EYX-02010
Aug. 8-10	Chicago, IL	2218-EYX-02011
Aug. 15-17	San Francisco, CA	2218-EYX-02012
Aug. 22-24	Atlanta, GA	2218-EYX-02013
Aug. 27-29	Overland Park, KS	2218-EYX-02018
Sept. 5-7	Chicago, IL	2218-EYX-02015
Sept. 5-7	Hartford, CT	2218-EYX-02016
Sept. 10-12	New York, NY	2218-EYX-02017
Sept. 12-14	Seattle, WA	2218-EYX-02019
Sept. 17-19	Atlanta, GA	2218-EYX-02020
Sept. 17-19	Austin, TX	2218-EYX-02021
Sept. 24-26	Arlington, VA	2218-EYX-02022

3 days/1.8 CEUs/18 PDUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



LIVE ONLINE SCHEDULE

1.2 CEUs/12 PDUs/12 PHR/SPHR
\$2,345/AMA Members \$2,095

Tuesday 2-5 pm ET • 4 Lessons

May 1-22, 2012 2218-EYX-02024

July 10-31, 2012 2218-EYX-02028

Sept. 4-25, 2012 2218-EYX-02029



Essentials of Project Management for the Non-Project Manager

SEMINAR #6548

Learn and apply basic elements of project management to your job to support project success.

To work together effectively on any project, everyone on the team needs to use a common language and tools, plus have a clear understanding of all expectations. This unique seminar is designed for individuals with little or no prior knowledge of project management, but who serve on project management teams—or those who simply want to know more about PM or are making the transition to project management. In just two days, you'll develop an understanding of essential terminology and apply basic PM tools and techniques to increase your effectiveness both on the team and in your own functional area.

BENEFITS OF ATTENDING

- Know the purpose and process of project management
- Understand the roles, responsibilities and needs of project team members
- Identify and apply critical project management tools
- Identify stakeholders, their relationships to each other and how these relationships affect the projects
- Recognize stakeholder issues within the organization
- Identify and apply critical communication tools and protocols

TOPICS COVERED

Getting Your Hands Around Project Management

- Distinguishing between projects and operations
- Considering factors that contribute to project success or failure
- Identifying the framework for project management

Getting the Project off the Ground

- Knowing why/how a project is important to you and the organization
- Identifying the elements of a charter and its relevance to initiating a project
- Identifying stakeholders and their role(s) on a project

Planning the Work

- Defining the scope of the project: project scope statement
- Identifying the work to be done; work breakdown structure, activity lists
- Estimating resources, cost and hours for the project
- Scheduling the project work
- Identifying roles and responsibilities for the project
- Planning for potential risks to the project

Working the Plan

- Building an effective status report
- Recognizing the types of meetings and their purpose
- Identifying action items and issues
- Recognizing the importance of managing change

Putting the Project to Bed

- Contributing to the "lessons learned" database
- Identifying the project records and files that must be archived for historical purposes
- Using a project closure checklist
- Comparing closing out successfully vs. unsuccessful or cancelled projects

SCHEDULE

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Aug. 23-24	New York, NY	6548-EYX-00046
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