

5 CRITICAL ANALYSIS

FOR SENIOR AND MIDDLE LEVEL FINANCE EXECUTIVES

Does this apply to you?

- I am frequently called upon to provide decision analysis information to the Board
- I feel I am losing relevance
- I don't want to be just a scorekeeper
- My management accounting knowledge is not up to date
- My job has become more specialised, I have not

*If you have ticked any of the above statements;
you seriously need to upgrade your skills*

CMA
Australia
Twenty-first Intake

THE CERTIFIED MANAGEMENT ACCOUNTING PROGRAM

PROTECTS YOUR CAREER BY GIVING YOU THE COMPETITIVE EDGE

SMART EDUCATION GROUP FZC

Regional Office - UAE and GCC, ICMA Australia

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About ICMA (Australia)

The Institute of Certified Management Accountants (ICMA) is a growing organisation with a vision to attain the status of a premier body of professionals practicing the science of management accounting.

International Branches

The ICMA has opened branches in a number of states in Australia and in the following countries and will continue to expand its presence in the future:

HongKong	United Kingdom	Indonesia	Lebanon
Malaysia	Philippines	Singapore	Sri Lanka
India	China	Papua New Guinea	UAE

How recognized is the ICMA?

The ICMA was registered in 1996 under the Associations Incorporations Act 1981 (Vic.) with members entitled under its Rules to use the post-nominals Fellow Certified Management Accountant (FCMA); 'Certified Management Accountant (CMA)', 'Associate Management Accountant (AMA)', 'Graduate Management Accountant (GMA)', 'Registered Cost Accountant (RCA)', 'Registered Business Accountant (RBA)', Certified Accounting Technician (CAT) and 'Management Accounting Affiliate (MAA)' membership categories.

The CMA, RBA, RCA and CAT post-nominals are also Registered Trade Marks of the ICMA. True "recognition" is, however, only earned in the market. As a relatively new body (now in its second decade of operations), having just over 10,000 members (with over 2,500 CMAs), it is already well recognised in its niche market, as a specialist qualification for already qualified 'generalist' accountants who which pursue a professional qualification undertaking two advanced subjects at the Masters Degree level. Its CMA education program now runs within a number of Masters Degree programmes in numerous Australian and overseas universities.

Why you should enrol

Acquire the relevant skills and information that will allow you to build quality business practices inside your organisation and set you apart in today's competitive marketplace. Attend a program which has been benchmarked against the best and most advanced Management Accounting programs available globally.

Establish yourself as a strategic operations-focused professional committed to lifelong learning and positioned for long-term success. Network with colleagues and discuss the issues that affect you today.

The Certification Program has four objectives:

- ☑ To establish Management Accounting and Business Analysis as recognised professions by identifying the role of the professional, the underlying body of knowledge and a course of study by which this knowledge is acquired.
- ☑ To encourage higher educational standards in the Management Accounting and Business Analysis fields.
- ☑ To establish an objective measure of an individual's knowledge and competence in Management Accounting and Business Analysis.
- ☑ To encourage continued professional development.

CMAS ARE IMPORTANT ASSETS IN ALL TYPES OF ORGANISATIONS. THEY ANALYSE OPERATING RESULTS, REVIEW PERFORMANCE, CONDUCT STRATEGIC AUDITS, AND RESOLVE ISSUES THAT ENHANCE THE STRATEGIC OBJECTIVES OF THE ORGANISATION. CMAS APPRECIATE THE BUSINESS APPROACH FOR MANAGING CUSTOMER VALUE, FORMULATING STRATEGIES AND VALUING EQUITY. CMAS ARE VALUE CREATORS, NOT MERELY ACCOUNTANTS FOCUSED ON COMPLIANCE ISSUES.

ICMA Global™

YOUR COURSE FACILITATORS



Professor Leon Duval

MBus (Acc) (Monash), CA (Aust), CMA(Aust)

Dr. Leon Duval is Emeritus President of the **Institute of Certified Management Accountants** (Australia). He is a practising Management Accountant with over 25 years experience in the area. He runs his own professional practice, Duval Partners, and has been involved in the installation of over 100 Activity Based Costing (ABC), Balanced Scorecard and Cost Management systems to a diverse range of clients.

As an educator and trainer, Leon has worked for Monash University, the Mt. Eliza Business School, CPA Australia and the Institute of Chartered Accountants (Aust) at which he was responsible for developing the Advanced Management Accounting module in its Professional Year program. He is the Dean of the Australian Institute of Finance and Management, and also a faculty member of the Wharton Institute of Technology and Science, both are accredited by the Institute of Certified Management Accountants (Australia) as recognised providers of its CMA program in Australia. In this capacity, Leon has been a much sought after presenter in Australia, Malaysia, Indonesia, India, Sri Lanka and Papua New Guinea.



Professor Janek Ratnatunga

DipM UK MBA PhD Bradford UK FCA CPA CMA

Professor Janek Ratnatunga, MBA, PhD (Bradford), Dip. M, FCA, CPA, CMA, is Chief Executive Officer of the **Institute of Certified Management Accountants**. His previous appointments were Dean and Head of Commerce at the University of South Australia and Head of Department and Chair in Business Accounting at Monash University, Australia. He has also held academic positions at the University of Melbourne and the University of Canberra in Australia; and the Universities of Washington, Richmond and Rhode Island in the USA. He is currently the Editor of the Journal of Applied Management Accounting Research. He has authored/co-authored twenty-five books on strategic cost management, entrepreneurship, financial accounting, accounting theory and financial modelling; and over 250 academic and professional papers.

He has worked in the profession as a Chartered Accountant with KPMG, and is currently a consultant for the World Bank. He has undertaken a major consultancy for the Australian Department of Defence in the valuation of strategic capabilities, and has valued the 'brand' capabilities of major Telecommunication and IT companies worldwide. He is also a world authority on the business and accounting implications of global warming and carbon trading.

Professor Ratnatunga conducts on an annual basis in a number of countries in the Middle East and Asia-Pacific region think-tanks and workshops for CEOs, CFOs and Financial Controllers of major companies in the areas of 'Strategic Cost Management' and 'Strategic Business Analysis'.

He has been awarded the prestigious joint American Accounting Association, AICPA (USA), CIMA (UK) and CMA (Canada) **Impact on Management Accounting Practice Award**. The award is given annually to a paper published within the last five years in a refereed academic journal that has the greatest potential impact on Management Accounting Practice.



The Institute of Certified Management Accountants

- **10% Discount for Early Bird Registration until 28th February 2017**
- **Registration Limited upto First 40 Enrollment**
- **Registration closes on: 10th April 2017**
- **7Day Course – Park Regis Kris Kin Hotel, Opp. Burjuman Mall, Bur Dubai**
- **22nd - 24th and 26th - 29th April 2017**



Certified Management Accounting Program (Australia)

(21st Intake)

The educational objectives of the Institute of Certified Management Accountants (ICMA) in Australia are to further the development of management accounting education in the universities and schools in Australia and internationally; to encourage research into the application of management accounting theory and practice; and to provide continuing professional development for its members.

In order to achieve the above objectives, a number of educational programmes are offered by the Institute. The CMA program is its flagship program, and open only to Accounting Graduates, Professional Qualified Accountants of other recognised bodies, and the Institute's Graduate (GMA) and Associate (AMA) members.

Who Should Attend?

- Professional accountants (ACCA, CPA, CA, ICWA, ICSA or equivalent)
- Business Analysts
- Industrial and Services Accountants
- Financial Analysts & Controllers
- Any senior staff responsible for the provision of decision information in their organisation

Key Learning Outcomes

- identify the basic conventions and doctrines of strategic managerial accounting.
- identify major contemporary issues that have emerged in managerial accounting.
- discuss a number of issues relating to the design and implementation of cost management models in modern firms.



Pathway to CMA

**ACCA, CPA, CA, ICWA, ICSA,
Accounts Degree Holders and MBAs**



Undertake the CMA Program

Unit 1: Strategic Cost Management

Topics Covered:

Management Control Systems, Lean Manufacturing and Quality Control, Cost Accounting and Cost Management in a Lean Environment, Life Cycle Costing Systems, Benchmarking, Activity Based Cost Allocation Systems, Customer Profitability Analysis, Process Control and Activity Based Management, Implementing Cost Analysis and Control Systems, Strategic Performance Management Systems, Environmental and Social Management Accounting, Strategic Governance and the Strategic Audit

Unit 2: Strategic Business Analysis

Topics Covered:

Strategic Thinking, Strategy and Structure, Strategic Marketing Analysis and Budgeting, Financial Analysis in Product Portfolio Management, Pricing Methods and Strategies, Financial Dimensions of Pricing in International Business Strategies, Promotion: Push Strategy and Human Resource Management, Promotion: Pull Strategy and Integrated Communication, Supply Chain Management and the Place - Distribution Decision, Performance Valuation and Strategic Financial Structures, Strategic Value Analysis, Risk Management - Corporate Radar and Early Warning Systems, Strategic Scorecards



Sit for CMA Exams and/or other Assessments based on relevant experience



Apply for CMA Membership (Once having 5 years relevant experience)

Certified Management Accountant (CMA)

Detailed Syllabus: CMA Program

Subject One: Strategic Cost Management

Objectives:

Strategic Cost Management is an advanced level course that covers the role of the management accountant in complex modern industrial organizations within which the various facets of decision-making and controlling operations take place. The course includes the discussion of management control systems, costing systems and activity based costing, activity management, and implementation issues in modern costing systems. Emerging Issues that are vital to the modern value-creating accountant such as environmental, social, governance and empowerment issues are also covered. The course is designed to prepare students for careers as professional management accountants.

Synopsis:

- Describe the basic conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models.
- Identify major contemporary issues that have emerged in managerial accounting.
- Critically evaluate a number of issues relating to the design and implementation of cost management models in modern firms.
- Explain the management accountant's role in the implementation of cost management systems for product costing and decision making purposes.

Course Structure:

The course is structured into twelve modules all covering different topics some of which are related. Participants receive a complete file containing lecture notes and selected readings to enhance their understandings of the topics covered. Participants who wish to undertake the examinations will not be required to do any additional research beyond material in the module handout. Delivery via class room style lectures with a simulation game, video presentations and group work on practical case study problems.

Assessment:

50% Class Assessment, 50% Examination/Project (Students must pass the examination in order to pass the unit)

Subject Two: Strategic Business Analysis

Objectives:

Strategic Business Analysis seeks to provide specialization-level knowledge to accountants and financially motivated general managers in the interface areas between accounting and the other business functions. The subject is an advanced level course that enables students to apply the basic conventions and doctrines of managerial and cost accounting and other generally accepted managerial principles, in order to strategically analyze business situations across the various functions of a business organization. A number of cost and management accounting issues relating to the design and implementation of strategic, marketing, value analysis and other management models in modern firms are discussed, and major contemporary issues that have emerged in business accounting in recent years are identified. This subject provides an advanced study of the interface between modern managerial accounting and the business functions of strategic planning, marketing, manufacturing and human resource management. The accountant's role in the marketing decision areas is specifically considered.

Synopsis:

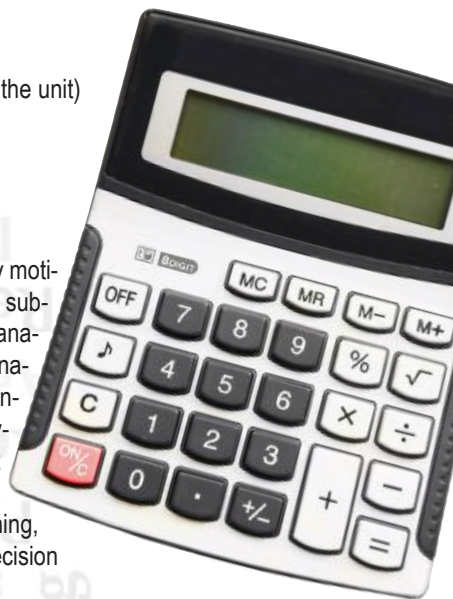
- Describe the basic conventions and doctrines of managerial and cost accounting and other generally accepted principles that may be strategically applied across the various functions of a business organization.
- Identify major contemporary issues that have emerged in strategic management accounting.
- Critically evaluate a number of cost and management accounting issues relating to the design and implementation of strategic, marketing, strategic value and other management models in modern firms.
- Explain the management accountant's role in the implementation of cost management systems for marketing decision-making and business valuation.

Course Structure:

The course is structured into twelve modules all covering different topics some of which are related. Participants receive a complete file containing lecture notes and selected readings to enhance their understandings of the topics covered. Participants who wish to undertake the examinations will not be required to do any additional research beyond material in the module handout. Delivery via class room style lectures with a simulation game, video presentations and group work on practical case study problems.

Assessment:

50% Class Assessment, 50% Examination/Project (Students must pass the examination in order to pass the unit)



Timings: 9.00 AM to 6.00 PM

Lunch Break – 1.30 PM to 2.30 PM

DAY ONE:

Introduction to the Program

Topic 1: Management Control Systems

The role of accounting is often stated to be providing information for decisions. Management accounting, however, fulfils a much broader role in organizations. As well as providing a framework for planning, management accounting has an important role in management control. This topic introduces the concept of management control and considers the role of management accounting within such a control framework. The design of management accounting systems is also considered.

Topic 2: Lean Manufacturing and Quality Control

This topic introduces the traditional production management techniques and strategies. The 5-P's of production are specifically considered; i.e. the product, plant, process, program, and people. The three traditional types of production; i.e. Job; Batch; and Flow production are also studied, and concepts such as quality and reliability are also introduced. Modern production management techniques originating from Japan, such as Flexible Manufacturing Systems (FMS); and Total Quality Management (TQM) are also considered.

Topic 3: Cost Accounting and Cost Management in a Lean Environment

This topic continues to look at production management techniques and strategies, especially the more modern production philosophies originating from Japan, such as Just-In-Time production (JIT). The strategic management accounting issues raised by such philosophies and techniques and aspects of the influence of the philosophy on production and purchasing are also covered.

Topic 4: Life Cycle Costing Systems

This topic overviews the complexity that exists in modern industrial settings, and why the conventional management accounting techniques may provide misleading information in such environments. It is shown that indirect costs make up the largest percentage of total costs in such complex firms, and that there are many challenges in allocating such indirect costs. Methods of identifying 'obsolete' cost systems and of improving cost control are also discussed. Whole of Life Costing, i.e. costing before, during and after manufacturing is considered within a complex and competitive industrial setting.

DAY TWO:

Topic 5: Benchmarking

This topic discusses in depth "benchmarking"; which is the formal process of measuring and comparing a company's operations, products, and services against those of top performers, both within and outside that company's primary industry.

Topic 6: Activity Based Cost Allocation Systems

This topic focuses on the principles of Activity Based Costing (ABC), which is shown as the response to the challenge of complexity.

Aspects such as "volume", "structural" and "introductory" costs are specifically considered.

Topic 7: Customer Profitability Analysis

This topic moves the focus from analysis to action. Methods of finding profitable customers and products are considered, as is the area of account management.

Topic 8: Process Control and Activity Based Management

Here the areas of process control and activity based management are discussed. Monitoring systems, and the concepts of frequency, timeliness and accuracy are considered, especially in relation to white-collar departments.

DAY THREE:

Topic 9: Implementing Cost Analysis and Control Systems

This outlines the implementation process of activity based costing. Behavioral aspects, especially in creating motivation are discussed. Long-term cost management models are also considered.

Topic 10: Strategic Performance Management Systems

This topic looks at Strategic Performance Measurement Systems, especially the linking of financial control systems with process based control systems. Some Key Questions to ask in the strategic refocusing of Performance Measurement Systems are discussed, and the recognition of how tangible and intangible assets combine in the implementation of organisational strategies that ultimately enhances organisational value is specifically considered.

Topic 11: Environmental and Social Management Accounting

Environmental and Social Management Accounting [also known as Corporate Social Responsibility (CSR) and Triple Bottom-line Accounting (TBL)] is changing the way organisations go about their business. This topic explores what is meant by the "triple bottom line" and what it means for organisations, now and in the future. The need for integrated management accounting reports are discussed; and the impact of climate change and carbon emissions trading on Cost and Management Accounting is specifically considered.

Topic 12: Strategic Governance and the Strategic Audit

This topic first overviews the corporate governance structure which specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. Areas of both structural governance and strategic governance are compared and contrasted. Finally, it considers assurance issues using 'leading' rather than 'lagging' indicators, via the Strategic Audit.

DAY FOUR:

Topic 1: Strategic Thinking

This topic overviews the concepts and development of strategic thinking in modern business enterprises. The traditional areas of corporate strategy; such as strategic objectives and strategic planning decision

models are first introduced to the student. The state of strategic thinking in the current environment is then considered, especially in relation to multiple approaches to analysing corporate strategy.

Topics 2: Strategic Marketing Analysis and Budgeting

Here the marketing concept is introduced and the links between marketing and strategic business analysis are illustrated. It is shown how concepts such as the product life cycle and product portfolio matrix are linked to managerial accounting techniques such as budgeting and life cycle costing to provide relevant information for strategic decision making. A comprehensive strategic segmental marketing budget is developed in this topic.

Topic 3: Financial Analysis in Product Portfolio Management

This topic looks at the interface between management accounting and marketing related “product management” especially in competitive environments. The “product” is the first “P” in the 4-Ps of marketing, the others being price, promotion and place distribution, which will be discussed in detail in later topics. It is shown that as a product moves through various stages of its life cycle, there are differing financial aspects that need to be focused on for competitive positioning. It is demonstrated that the company's management accountant possesses the tools and techniques required to provide the product managers with decision-orientated information.

DAY FIVE

Topic 4: Pricing Methods and Strategies

Here the various aspects of pricing decisions are covered, especially in competitive environments. Pricing methods and pricing strategies are specifically contrasted, and the use of such techniques as CVP analysis and linear programming in the pricing area are discussed. Risk averse pricing strategies and their limitations are also covered in this topic.

Topic 5: Financial Dimensions of Pricing in International Business Strategies

This topic extends the discussion of the previous section on pricing, and considers within a competitive international market. It is shown that setting a selling price in a foreign market has, in addition to strategic marketing considerations, some unique international financial dimensions, especially due to the lengthening of the channels of distribution and the impact of multiple currencies.

Topic 6: Promotion: Push Strategy and Human Resource Management

Here the principal ways of communicating with the market, referred to collectively as the “promotional mix” are overviewed. The objective of this mix is to make a sale, either by “pulling” customers towards the product (using advertising) or by “pushing” the product to the customer (using personal selling). It is shown that the management accountant has a significant role “push strategy”, especially in the human resource management areas of controlling field sales operations and evaluating sales force performance.

DAY SIX:

Topic 7: Promotion: Pull Strategy and Integrated Marketing Communication

This topic continues with the discussion on promotion, and specifically looks at “pull strategy” and integrated marketing communication (IMC) with its heavy reliance on advertising. It is demonstrated that the management accountant has a significant role in formulating advertising budgets, especially using specific budget models, and in the difficult areas of controlling advertising outlays and evaluating advertising effectiveness.

Topic 8: Supply Chain Management and the Place-Distribution Decision

This topic considers the last “P” of the 4-Ps of marketing; i.e. place (or physical distribution). It is shown that the control of the supply-chain distribution function involves a “trade-off” between maximising customer service and minimising distribution costs, and that the management accountant has a significant role to play in achieving this balance. The various accounting techniques useful in distribution cost analysis and control are highlighted in this topic.

Topic 9: Performance Valuation and Strategic Financial Structures

This topic introduces Business Performance Measures and provides a link as to how these measures are interrelated with the capital structure of the firm. The impact of financial structure on planning performance evaluation is considered, specifically the relative measures (ratios) used in financial statement analysis. Investment and Financing issues are separated; and capital structure and its role in obtaining an appropriate discount rate for capital projects is particularly considered.

DAY SEVEN:

Topic 10: Strategic Value Analysis

This topic introduces the concepts in a relatively new area, Strategic Value Management, and compares these concepts to the more traditional concepts in financial management, especially capital budgeting and net present value. It is demonstrated that the concepts of ‘value’ and ‘strategic value’ can be quantified for planning purposes.

Topic 11: Risk Management - Corporate Radar and Early Warning Systems

Here the approaches to risk management using short-term (weekly) and long-term (annual) corporate radar systems are considered, in order to determine the health of a business organisation. Bankruptcy prediction models (such as Z-scores) are specifically considered.

Topic 12: Strategic Scorecards

This topic focuses on corporate success, and the role of non-financial indicators in measuring and controlling this success. The importance of monitoring both the internal and external environment is highlighted, especially in terms of a firm's ‘critical success factors’. The impact of intangible assets and capabilities on strategic scorecards is specifically considered.

All Participants are provided with Study Materials, Tea/Coffee and working Lunch

Frequently Asked Questions – The CMA Program

Do I automatically get CMA membership with the ICMA?

Completing the CMA program makes you eligible for CMA membership with the ICMA. On successful completion you will then have to apply for CMA membership with the ICMA by submitting your relevant academic transcripts and proof of practical experience.

Can I register/ study one unit at a time?

Yes, you have the flexibility to take one unit at a time. But you will be eligible for CMA membership only when you successfully complete both units.

Can I do the CMA program via correspondence?

No, the CMA program is designed in such a way that face to face contact lectures are necessary. This ensures that you receive the best quality input not only from the faculty but also from fellow classmates.

What differentiates a CMA from a CA/ CPA?

A Certified Management Accountant is part of the management team, focusing on business strategy and strategic decision-making. A CMA understands the business formula for delivering value to the customer, arriving at strategies for identifying, developing, marketing and evaluating a product or service throughout the entire life cycle. He or she assesses the competitive environment and ascertains whether there is a sustainable competitive advantage. Unlike a CA/ CPA, which emphasize financial reporting, auditing, theoretical applications and after-the-fact verification, the CMA looks to the future to provide real-world strategic direction, business management and leadership. A CMA creates value, instead of just measuring it.

Will I get credit for my professional development hours?

Yes, the CMA program would give you the following credit hours: 18 Hours for Strategic Cost Management, and 24 hours for Strategic Business Analysis.

Is ICMA (Australia) linked to other accounting bodies or to IFAC?

The Institute of Certified Management Accountants (Australia) is an independent Australian body. Its patrons are Bill Dix, formerly the Chairman of Qantas and Ford, and Professor John Miller, formerly Director of Consumer Affairs and President of CPA Australia.

The Institute distributes the world-class "On Target", published by the ICMA to all its members. The ICMA's research journal, the 'Journal of Applied Accounting Research (JAMAR)' is co-edited by Prof Garry Marchant of Charles Sturt University and Professor Janek Ratnatunga the CEO of ICMA.

It is not linked to any other professional body like IMA (USA), CIMA (UK), SMA (Canada), etc., although as a post-graduate level professional body, it recognizes the certified/chartered membership of such bodies as entry pathways to its CMA advanced professional qualification.

It is a charter member of the International Management Accounting Collaborative (IMAC) [www.imacglobal.org] that consists of member CMA organizations in Asia, Australia, Europe and the Middle East. It has chosen not to seek membership of IFAC, which is now primarily a body for the financial accounting profession.

If I have a recognized accounting qualification such as CPA, do I still have to become a GMA or AMA first?

No, you may wish to undertake the CMA Program as a student, and upon completion, apply for CMA membership directly if you have over 5 years relevant professional experience in Management Accounting.

How do I qualify to become a CMA?

Those with an "Accounting" background (such as an accounting degree, CA or CPA) need to do 2 specialist electives, which is the CMA

Program, to get the CMA certification as follows:

- A. Strategic Cost Management.
- B. Strategic Business Analysis

Do I have to sit exams to become a CMA?

Yes, it is one of the prerequisite to attain CMA membership. However, If you are a qualified accountant, and have over 20- years relevant experience you may be exempted from having to sit for exams (under ICMA's 20- year rule). You still have to attend and follow the CMA program when it runs, even though you don't have to sit the exams.

If I have an Diploma in Accounting (or equivalent), can I still become a CMA?

Those holders of Diploma in Accounting (or equivalent), need to do four prerequisite (conversion) subjects, before they do the CMA program.

These are:

- A. Financial Modelling (Accounting with Excel modelling)
- B. Financial Management
- C. Management Accounting
- D. Financial Statement Analysis

Completion of these four subjects will give you Graduate Management Accountant (GMA) status, and if you have three years relevant experience, Associate Management Accountant (AMA) status.

For more information visit:

www.cmawebline.org



Recognised Provider Institutions (RPI)

Navitas Workforce Solutions Australia
Wharton Institute of Technology and Science (WITS), Australia
The Institute of Chartered Accountants in Sri Lanka (ICASL), Sri Lanka
Academy of Finance, Sri Lanka
IPMI (Indonesian Institute for Management Development), Indonesia
Multimedia College (MMC), Malaysia
Business Sense, Inc., Philippines
Academy of Professional Education, India
HBS for Certification and Training, Lebanon
Institute of Professional and Executive Management, Hong Kong
AFA Research and Education, Vietnam
TOP Academy, East Malaysia
Centre for SMART, Central Java, Indonesia
Segal Training Institute, Iran

Further, the Institute has accredited a number of universities to provide in- house training and examinations of the CMA programme.

These universities are as follows:

Monash University (AUS)
Deakin University (AUS)
Central Queensland University (CQU) (AUS)
Macquarie University (AUS)
Sydney University (AUS)
University of South Australia (AUS)
ACU National (Australian Catholic University) (AUS)
University of Melbourne
University of New South Wales
University of Queensland
University of Wollongong
Victoria University
University of the Sunshine Coast
University of Balamand (Lebanon)
Royal Roads University (Canada)
Educatis University (Switzerland)
University of Utara Malaysia (Malaysia)
University of Hong Kong (Hong Kong)
Jubilee University (PNG)
Manchester Business School Worldwide (University of Manchester) South East Asia Cent
Parahyangan Catholic University (Bandung, Indonesia)
Petra Christian University (Surabaya, Indonesia)
University of Indonesia (Jakarta, Indonesia)
Airlangga University (Surabaya, Indonesia)
Gadjah Mada University (Jogjakarta, Indonesia)
Nanjing University of Finance and Economics (Nanjing, P.R. China)
MultiMedia University (Malaysia)
University of Nicosia



SMART
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GROUP

P.O.Box 7073, UAQ, Dubai, United Arab Emirates
Website: www.smarteducationgroup.org

SMART EDUCATION GROUP - ICMA

In Pictures





CMA

Australia

Twenty-first Intake

Register Now

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By Email : jayafar@smarteducationgroup.org
shakeeb@smarteducationgroup.org
www.smarteducationgroup.org
By Web : www.cmadubai.org

10% Discount for Early Bird Registration until 28th Feb. 2017
Last Date to Apply: 10th April 2017

Program date: 22nd - 24th & 26th - 29th April 2017

Registration form

Delegate's Name: _____
Position: _____
Educational Qualification: _____
Work Experience: _____
Mobile: _____ Email: _____
Passport Number: _____ Nationality: _____ DOB: _____

Company Details:

Company Name: _____
Company Address: _____ Post code: _____
Telephone: _____ Fax: _____ Email: _____

Registration Fees:

Individual Course Fee – 7 Days: AED 11000.00 (USD 3000.00)
(Inclusive of Lunch and Tea breaks on all Days)

Ways to pay:

1. Cash
2. Cheque / Draft in favor of Smart Education Group FZC

Conditions of Booking and Privacy Statement.

A valid e- mail address is required to enrol. Please tick the box below if you do not want us to disclose the information.

- ☐ I do not wish to have my details made available to other organisations.
☐ I do not wish to receive any more mailings from ICMA. Every care has been taken to ensure that this program published is correct at the time of publication. However ICMA reserves the right to alter the program prior to the event.

Cancellations and Transfers

Should you be unable to attend, a substitute delegate is always welcome at no extra charge. Alternatively a full refund, less a 10% service charge, will be made for cancellations received in writing (letter, fax or email) up to two weeks prior to the event. A cancellation fee of 25% will apply for cancellations between 1 to 2 weeks prior; and there will be no refunds for cancellations within 1- week period prior to the commencement of the course.

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