Executive Education Program

Strategic Planning and Performance Management for Public Organizations

A Regional Executive Development Program for Senior Government Officials
About the School of Global Affairs and Public Policy

The School of Global Affairs and Public Policy (GAPP) prepares its graduates to take the lead in shaping the future of their nations and the world at large, with a strong belief in the interaction of international and public affairs; an unwavering commitment to ethics and the rule of law; and a recognition of the unique role that the media plays in shaping public policy.

GAPP comprises three academic departments: law, public policy and administration, and journalism and mass communication, in addition to five research centers including the Center for Migration and Refugee Studies, Cynthia Nelson Institute for Gender and Women’s Studies, Kamal Adham Center for Journalism Training and Research, Middle East Studies program and the Prince Alwaleed Bin Talal Bin Abdulaziz Alsaud Center for American Studies and Research. Thus, the school provides its graduates with analytical tools, and its students and faculty members with field experience in the context of a broad global perspective to support high-quality research, multidisciplinary policymaking and participatory dialogue on questions in the public domain.

The school’s location in Egypt, at the crossroads of Africa, Asia and Europe, immerses its graduates and faculty members in an environment of cross-cultural diversity and exposes them to numerous world-shaping social, economic and political developments. The school’s vision is to be the premier School of Global Affairs and Public Policy in the Middle East and Africa, producing highly competent and knowledgeable professionals, capable of quality decision making and execution on matters of public concern — domestically, regionally and globally.

Moreover, the executive education program developed by GAPP is a valuable opportunity provided by the school to current practitioners in public organizations, in partnership with leading institutions in the region and the world. GAPP offers this program for executives who want to learn creative methods for addressing challenges of the workplace in the 21st century while obtaining a prestigious certificate that will advance their career.
About the Dubai School of Government

The Dubai School of Government (DSG) is a research and teaching institution focusing on public policy in the Arab world. Established in 2005 under the patronage of HH Sheikh Mohammed Bin Rashid Al Maktoum, vice president and prime minister of the United Arab Emirates and ruler of Dubai, in cooperation with the Harvard Kennedy School, DSG aims to promote good governance through enhancing the region’s capacity for effective public policy.

Working to achieve this goal, the Dubai School of Government collaborates with regional and global institutions in its research and training programs. In addition, it organizes policy forums and international conferences to facilitate the exchange of ideas and promote critical debate on public policy in the Arab world.

The school is committed to the creation of knowledge, dissemination of best practices and training of policy makers in the Arab world. To achieve this mission, it is developing strong capabilities to support research and teaching programs including:

- Applied research in public policy and management
- Master’s degrees in public policy and public administration
- Executive education for senior officials and executives
- Knowledge forums for scholars and policymakers

The AUC Executive Education Experience

Located in the suburb of New Cairo on the outskirts of Cairo lies the 260-acre, state-of-the-art AUC campus. Weaving Egyptian urban and architectural traditions into the design of a modern campus, AUC New Cairo is spacious, technologically advanced and environmentally friendly. It is considered the most progressive campus in the region, receiving a special award from the Urban Land Institute in 2009 for its construction and design. It houses modern classrooms, laboratories, lecture halls and other essential facilities to support current and future teaching methods, curricula and educational technologies.

The Abdul Latif Jameel Hall houses GAPP, as well as the International Executive Education Institute, which manages all GAPP executive education programs including the GAPP-DSG program.
Course Description

Strategic Planning

Strategic planning is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that would enable an organization to achieve its long-term objectives. It seeks to coordinate and integrate the activities of the various functional areas performed in an institution in order to achieve long-term organizational objectives. This module is designed to deliver key skills in setting, deploying and monitoring the organizational vision and strategy.

This module covers awareness of external factors and strategic analysis for sound planning. Through real-world case studies, it will expose participants to the latest analytical and conceptual strategic planning frameworks. Participants will be required to work on a project, individually or in groups, for this component, with practical problem solving and presentation challenges, as well as group discussions. They will be introduced to a series of practical tools and techniques that will cover the following:

• Introduction to strategic management
• Exercise on vision and mission statements
• Characteristics of goals and objectives
• External environment
• Exercises on external environment
• Opportunities and threats
• SWOT analysis
• Internal environment
• Strengths and weaknesses
• TOWS matrix

Performance Management

The program will introduce managers and executives to the most powerful management tools that can be used to improve the performance of their organizations and create better services. The program will discuss a number of topics including the ways in which managers and executives could use performance measures to improve their organizational performance, possible unintended side effects that performance measurement can create and how these problems can be reduced, as well as how to select good performance measures.

Performance measurement has typically received the most attention in the context of quality improvement in organizations. However, given the current economic conditions and the pressure that has been placed on increasing efficiency and reducing cost in organizations, this course will also focus on the ways in which performance measures can be used as an efficiency-promoting and cost-reduction management tool. Participants will be introduced to a series of practical tools and techniques that they can use to:

• Identify what they should be measuring
• Design appropriate measures
• Visualize and analyze the data that is subsequently gathered
• Direct and manage through measurement
• Implement a scorecard that works
Tarek Hatem
PhD, University of Colorado and Harvard Business School

Tarek Hatem received his PhD and educational training from the University of Colorado and Harvard Business School. Hatem is a tenured professor of management at the American University in Cairo, where he teaches strategic management, business plans, public administration and international management. Hatem has numerous publications, and his research interests focus on adapting knowledge to the Arab world. His most recent research, “Management of Human Resources in Egypt,” has been published in Budhwar and Mellahi’s Managing Human Resources in the Middle East.

Hatem is a certified management consultant from the Institute of Management Consultants in the United Kingdom. He is a founding member of the Management Consultancy Association in Egypt (1999), and founder of the Egyptian Junior Business Association (2001). Previously, Hatem was a member of the advisory committee to the prime minister of Egypt (1990) and also served on the advisory committee to the governor of the Central Bank of Egypt (2003).

Hatem is a board member of several leading international and regional firms including Orascom Construction Industries, Alrashad Asset Management Company and IQ Consultancy Group. Committed to community service, he is the vice chairman of the Hatem Foundation for Social Development, which has spearheaded initiatives in the fields of health, youth and female empowerment.
Faculty

Laila El Baradei
PhD, Cairo University

Laila El Baradei is associate dean of GAPP and visiting professor of public administration at AUC. She is also a tenured professor of public administration at the Faculty of Economics and Political Science, Cairo University.

El Baradei graduated from AUC in 1983 with a bachelor’s in business administration, with highest honors, and an MBA in 1988. She received her PhD in public administration from Cairo University in 1998. Her areas of teaching include strategic management, development management, international cooperation management, organizational behavior, human resource management and research methods for public administration. Her research interests are varied and have been manifested in a number of published articles and book chapters in the areas of development cooperation management, decentralization, organizational change, public administration reform, governance, child labor, downsizing and accountability.

El Baradei was a member of the authors’ team responsible for Egypt’s Human Development Report in 2004, 2008 and 2010 (in process); Egypt’s Millennium Development Goals Second Country Report in 2004, and the World Bank’s Country Environmental Analysis for Egypt, published in 2005. Over the years, El Baradei has provided consultancy services to a number of reputable organizations such as the World Bank, United States Agency for International Development, United Nations Development Programme, Danish International Development Agency (DANIDA), Center for Development Research in Bonn, Economic Research Forum in Egypt and the Ford Foundation.

Who Should Attend

The program is intended for senior officials in government ministries and public organizations involved in strategic planning and improving organizational performance, particularly in situations such as the global economic crisis.

Program Structure and Duration

The four-day program includes two consecutive modules. Each module lasts for two days:
- Strategic Planning, May 17 - 18
- Performance Management, May 19 - 20
Admission Criteria
Selective enrollment of the most qualified and diverse group enhances the overall learning experience. The admission committee looks for applicants who have management responsibilities with diverse skills and experience. In seeking senior executives with demonstrated promise, the committee takes into account the candidate’s organizational level, management experience, career goals and ability to contribute to the program. The committee may require a telephone or personal interview as part of the admission process.

Language
Courses are taught in English, and a considerable amount of reading material (case studies and articles) are given in advance and during the program. Moreover, participants are required to actively participate in the classroom and in smaller study-group discussions on a daily basis. Proven proficiency in written and spoken English is essential for the completion of the assignments and engagement in fast-paced discussions.

Admission Process
An online application is available for applicants from Egypt at www.aucegypt.edu/ieei and for applicants from the region at www.dsg.ae. Applications are accepted on a rolling basis and are reviewed upon submission. Early application is strongly recommended.

Certificate
GAPP-DSG award a certificate upon the successful completion of the program. Participants must have attended at least 80 percent of the program to receive the certificate.

Fees
Fees for the GAPP-DSG program are $2,000. Applicants from Egypt receive a partial scholarship, and the program fees are $1,000.

Fees cover tuition, class material and most meals in both Cairo and Dubai. Fees do not cover accommodation and travel. Participants are responsible for their visa and travel arrangements to Cairo and Dubai. Payment is due upon receipt of the invoice. Participants from Egypt will pay to AUC, making checks payable to The American University in Cairo. Participants from the region will pay to DSG. Places will not be guaranteed until payment is received.

It is expected that applicants have their own health insurance valid in Egypt and in the United Arab Emirates. GAPP and DSG are not responsible for medical expenses incurred by participants during the program.

Cancellation Policy
Cancellations made within 30 calendar days of the start date will receive full refund of the tuition fees. Cancellations made less than 30 days in advance will not receive a refund, but may nominate an acceptable substitute or attend a future session of the program within one year. Cancellation requests must be received in writing.
Egypt

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