



# Certified Manager<sup>®</sup> (CM) Certification



شهادة المدير المعتمد من معهد المديرين المحترفين - كلية الأعمال - جامعة جيمس ماديسون - الولايات المتحدة الأمريكية

Certified Manager Certification from Institute of Certified Professional Managers-Business College-JAMES MADISON University

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# Institute of Certified Professional Managers (ICPM) Code of Ethics

## Certified Managers agree to abide by the following:

- I will recognize that management is a call to service with responsibilities to my direct reports, associates, supervisors, employer, community, nation and world.
- I will maintain honest relations with customers, suppliers, management and employees.
- I will recognize that, as a leader, my own pattern of work and life will exert more influence than what I say or write.
- I will give the same consideration to the rights and interests of others that I ask for myself.
- I will consider and look for value in the ideas and opinions of others.
- I will regard my role as a manager as an obligation to help others achieve personal and professional fulfillment.
- I will set reasonable performance goals for myself and for my direct reports, and balance the interests of management and employees during challenging times.
- I will promote and practice the management principles and methods I have learned in achieving management certification.
- I will report and encourage others to report unethical business practices to the appropriate authority.
- I will discourage and confront any inappropriate behavior observed or reported to me.



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## Introduction

# شهادة المدير المعتمد

Certified Manager Certification (CM)

البرنامج مصمم من قبل معهد المديرين المحترفين (ICPM) وهو مركز لرجال الأعمال بكلية الأعمال بجامعة جيمس ماديسون - الولايات المتحدة، والشهادة صادرة عن المعهد نفسه، خبرة المعهد حوالي ٤٠ عاما تخرج منه بهذه الشهادة ما يزيد عن ١١٠٠٠ مدير ومشرف بشهادة معترف فيها عالميا لما لها من مستوى من الكفاءة الإدارية والقيادية.

يتكون البرنامج من ثلاث وحدات تغطي موضوعات الإدارة والتخطيط ، تنظيم وقيادة ، السيطرة. تغطي هذه الوحدات خلال ١٥٠ ساعة تدريبية (٦) اسابيع وبشكل منفصل ، كل شهر اسبوع، ليتمكن المشارك من المراجعة والبحث والتعمق في موضوعات الوحدة بتوجيهات المدربين المعتمدين لدى المعهد ICPM

يتطلب القبول في البرنامج ان يحصل المشارك على (١٠) عشرة نقاط موزعة على الشهادات العلمية وشهادات الخبرة ولا تقبل كافة النقاط من جهة واحدة وشرط ان لا تقل نقاط الشهادات العلمية عن ٣ نقاط ولا تقل نقاط شهادات الخبرة عن ٤ نقاط . يستطيع المشارك تحديد موعد الامتحان بعد الانتهاء من وحدات البرنامج اي بموعد اقله ٦ شهور من التسجيل واقصاه ١٢ شهرا يقدم خلالها ٣ امتحانات Online، لكل وحدة امتحان منفصل.



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# Program Overview

The Institute of Certified Professional Managers (ICPM) is an educational institute and business center of James Madison University located in Virginia, USA. ICPM has a 38 year history of developing managers, supervisors, and leaders to enhance performance and lead effectively in today's workplace. With over 11,000 managers certified worldwide, the Institute of Certified Professional Managers is the largest management certifying body in the United States. Both managers and employers benefit from the high level of knowledge, confidence, and professionalism Certified Managers possess.

Through a comprehensive, 3-module program of training and assessment, ICPM certifies a level of management competency and leadership potential which is recognized worldwide by the Certified Manager® (CM) credential. CM certification is appropriate for managers and supervisors working in all industries. The CM body of knowledge covers the following essential skills and content areas: Management Fundamentals, Planning + Organizing, Leading + Controlling. CM certification is highly sought after in today's workplace because:

- It enhances management and leadership knowledge, skills and ethics
- It develops confidence and improves on-the-job performance
- It verifies a level of management competency and leadership potential
- It demonstrates a commitment to continuing professional development
- It offers a competitive edge for employee selection and advancement
- It adds credibility to organization's that invest in quality management



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## Target audience

This program is designed for Department Head, Senior Managers, Managers and others who need to develop their managerial skills

**Capacity & Length:** Course capacity: up to 20 managers, Course length: 150 hours

**Date & Time:** Date and time: 1st week every month, 5 hours daily, Morning or Evening

**Certification:** Certificate issues by: ICPM /COLLEGE OF BUSINESS/JAMES MADISON UNIVERSITY - USA



## The Certified Manager Body of Knowledge (BOK)

The Certified Manager BOK is organized into 3 modules. The knowledge domains of each module are assessed by a corresponding CM certification exam (three exams in total). Eligibility requirements must be met and three CM certification exams passed to earn the CM Certification. CM applicants have the option to purchase study materials to facilitate their preparation to take the certification exams.



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# Program Topics

## Management Skills I: Foundations of Management

### Chapter 1: Management Today

- What is Management?
- Essential Managerial Tasks
- Levels and Skills of Managers
- Recent Changes in Management Practices
- Challenges for Management in a Global Environment

### Chapter 2: Manager or Leader?

- Managers and Leaders: Differences and Similarities
- Characteristics of Effective Leaders
- Leadership Models
- Who's Who in Management and Leadership?

### Chapter 3: Ethics and Social Responsibility

- The Nature of Ethics
- Stakeholders and Ethics
- Ethics and Social Responsibility
- Approaches to Social Responsibility

### Chapter 4: Managing in the Global Environment

- What is the Global Environment?
- The Task Environment
- The General Environment
- The Changing Global Environment
- The Role of National Culture

### Chapter 5: Managing for Sustainability

- Introduction to Sustainability
- Business and the Environment: Conflicting Views
- Why Manage with the Environment in Mind?
- What Managers Can Do
- Opportunities for Making Your Business Sustainable

### Chapter 6: Promoting Effective Communication

- Communication and Management
- Information Richness and Communication Media
- Communication Networks
- Information Technology and Communication
- Communication Skills for Managers



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## Chapter 7: Decision Making

- Types of Decisions
- A Rational Decision Making Process
- Alternatives to Rational Decision Making
- Behavioral Influences on Decision Making
- Group Decision Making



## Chapter 8: Using Information Technology

- Information and the Manager's Job
- The IT Revolution
- Types of Management Information Systems
- The Impact and Limitations of Information Technology

## Chapter 9: The Legal Environment and Managing Risk

- The Case for Laws
- Promoting Fair and Competitive Business Practices
- Understanding Business Risks
- Understanding Insurance Policies

## Chapter 10: Understanding How Economics Affects Business

- How Economic Conditions Affect Businesses
- Understanding Free-Market Capitalism
- Understanding Socialism
- Understanding Communism
- The Trend Toward Mixed Economies
- Economic Indicators
- Monetary and Fiscal Policy



## Management Skills II: Planning and Organizing

### Chapter 1: The Manager as a Planner and Strategist

- Planning and Strategy
- The Nature of the Planning Process
- Determining the Organization's Mission and Goals
- Formulating Strategy
- Formulating Business Level Strategies
- Formulating Corporate Level Strategies
- Planning and Implementing Strategy



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## Chapter 2: Value-Chain Management

- Functional Strategies, the Value Chain, and Competitive Advantage
- Improving Responsiveness to Customers
- Improving Quality
- Improving Efficiency
- Improving Innovation
- Managing the Value Chain

## Chapter 3: Project Management

- What is Project Management?
- Eight Steps to Managing Projects
- Project Management Tools



## Chapter 4: Managing Organizational Structure and Culture

- Designing Organizational Structure
- Job Design: Grouping Tasks into Jobs
- Designing Organizational Structure
- Coordinating Functions and Divisions
- Organizational Culture

## Chapter 5: Building Teams and Work Groups

- What is Teamwork?
- Team Developmental Stages
- Characteristics of High-Performance Teams

## Chapter 6: Human Resource Management

- Strategic Human Resource Management
- The Legal Environment of HRM
- Recruitment and Selection
- Training and Development
- Performance Appraisal and Feedback
- Pay, Benefits and Labor Relations



## Chapter 7: Managing a Diverse Workforce

- The Increasing Diversity of the Workforce
- Managers and the Effective Management of Diversity
- Perception
- How to Manage Diversity Effectively



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### Chapter 8: Coaching and Providing Feedback

- What is coaching?
- What is Feedback?
- Characteristics of Effective Feedback
- Challenges in Providing Feedback

### Chapter 9: Networking and Mentoring

- What is networking?
- What is mentoring?
- Four Stages of Mentoring Relationships
- Limitations of Mentoring



### Chapter 10: Planning and Facilitating Effective Meetings

- Running Effective Meetings
- Strategies for Effective Meetings-Before, During and After
- Key Facilitative Interventions

## Management Skills III: Leading and Controlling

### Chapter 1: Leadership

- The Nature of Leadership
- Trait and Behavior Models of Leadership
- Contingency Models of Leadership
- Transformational Leadership
- Gender and Leadership

### Chapter 2: Motivation

- The Nature of Motivation
- Expectancy Theory
- Need Theories
- Equity Theory
- Goal Setting Theory
- Learning Theories
- Pay and Motivation

### Chapter 3: Managing Change

- Managing Change & the Change Process
- Organizational Development
- Evaluation/Benchmarking
- Managing Innovation
- The Learning Organization



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#### Chapter 4: Managing Conflict, Policies and Negotiation

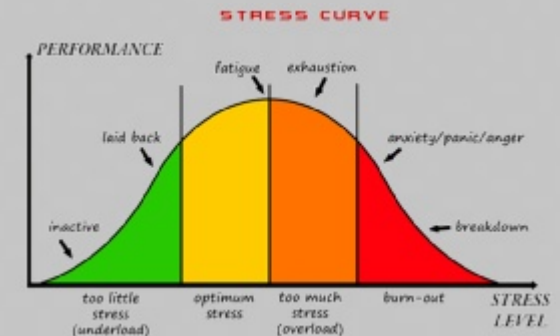
- Organizational Conflict
- Negotiation
- Organizational Politics

#### Chapter 5: Managing Misbehavior

- The Management of Misbehavior
- The Study of Misbehavior
- Selected Behaviors
- Privacy in the Workplace

#### Chapter 6: Time and Stress Management

- Managing Time and Stress
- Strategies for Time and Stress Management
- Types of Stress
- Overcoming the Fear of Failure



#### Chapter 7: Organizational Control

- What is Organizational Control?
- Output Control
- Behavior Control
- Clan Control

#### Chapter 8: Operations Control

- Controlling Operations Costs
- Quality Management
- Inventory Control

#### Chapter 9: Understanding Accounting and Financial Information

- The Role of Accounting Information
- Accounting Disciplines
- The Accounting Cycle
- Understanding Key Financial Statements
- Analyzing Financial Performance Using Ratios

#### Chapter 10: Financial Management

- The Role of Finance Managers
- Financial Planning-Forecasting and Budgeting
- The Need for Operating Funds
- Obtaining Short-Term Financing
- Obtaining Long-Term Financing
- Financial Management in Trying Times



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# ICPM Board of Regents



**Carl Taylor, MBA, CM**  
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 Education: MBA, BBA Management, Certified Manager



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 Education: Bachelors Degree in Management, Master's in Public and Non-Profit Administration. Expertise: Management & Human Resources



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 Education: Masters of Public Administration, Certified Manager  
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 Company: Sun Learning Systems  
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 Education: BBA, MBA, CM, CSP (Certified Sales Professional)  
 Expertise: Sales, management and leadership training and development



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 Title: President Location: Columbia, MD  
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**Carol "Burlene" Morgan, MBA, CM, PMP, CSM**  
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**Enrique (Rick) Ruiz, MBA, CM, PgMP, CDE**  
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 Title: President  
 Location: Germantown, MD  
 Education: MBA, Edinburgh Business School, Heriot-Watt University, United Kingdom



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# What People are saying about the CM PROGRAM?

*"Today's dynamic and fast paced global environment demands more of our leaders than ever before. As managers, there is an expectation to do more, know more, and be more. The CM credential is an excellent designation that says to the world that you have what it takes to set yourself above the rest."*

- John J. Rivera, PMBA, CM, Consultant, Adjunct Professor and Business Executive, Guam

*"The CM certification offered helpful management approaches that I will use as a reference in future decision making."*

- Rich Pandullo, CM, Trinity Consultants, Morrisville, NC

*"The CM Program gave me the tools to better utilize my time and the time of my employees during staff meetings. Meetings taking too long, employees talking without listening to others, and forgetting the agenda were norms within the department. Since I have obtained the Certified Manager credential, our meetings have transformed into more effective ones that employees have stopped trying to avoid. Each meeting has a well-defined purpose, the right people are participating, and an agenda is developed and delivered prior to each meeting."*

- Christos Houtris, CM, CYTA, Nicosia, Cyprus

*"As a result of the CM certification, I am able to leverage a new-found arsenal of management skills, knowledge and perspectives to enhance my performance in a newly acquired leadership role. In addition, I am able to empower each member of my team to create an atmosphere of conscious proactive agents of change."*

- Sharon Horner, CM, Davenport University Student, Detroit, Michigan

*"The CM training has strengthened my skills in the role of communicator. As a manager, I have discovered the importance of accurate, timely communication and active listening. Many managers are good at communicating downward and some are good at communicating upward, but lack the skills to listen to feedback and input from subordinates. Effective communication must be in both directions."*

- Alex Rodriguez, CM, Lockheed Martin, Manassas, VA

*"The CM certification was both challenging and rewarding. The training gave me new insight into what it takes to be a successful manager in today's business environment." "The CM certification was enjoyable and enriching. It simply revived the leader within me. I am grateful to ICPM for creating managerial competence globally. I am proud to be part of the CM certification network."*

- Ephrem Woldetsadik, CM, Ethiopian Telecommunication Corp., Addis Ababa, Ethiopia

*"I found the journey of becoming a Certified Manager most rewarding due to the usefulness of the information provided and the personal growth I experienced. The personal development that the CM certification offers is a benefit to employees that will remain with them forever."*

- Mario Tarolli, CM, Church & Dwight, Princeton, NJ

*"The CM certification provided me with self-gratification. Upon completion of the certification program, I had increased knowledge and leadership skills, enhanced self-confidence, and more enthusiasm to perform in the workplace."*

- Carole Snyder, CM, CMI Company, Chicago, IL

*"Key for me where the principles and the framework in which the CM certification materials were presented. I had never had such comprehensive management instruction. With the CM certification, I reached a new level of understanding that has made all the difference in my career."*

*"I performed some research on ICPM and found that it was an outstanding organization with worldwide membership. One detail that impressed me was that many of the ICPM members worked for Fortune 500 companies. I realized that obtaining this certification would show the corporate world that my skills and abilities met a recognized standard."*

- Darcy Kempa, CM, Chicago, IL

*"CM certification can be made to fit your specific needs. I worked in health care with Nursing Managers that were talented nurses, but were expected to be a complete manager in all areas from productivity, finance, diversity, and front line management. This course greatly assisted them in bringing their nursing certification together, along with the business aspect of the expectations placed upon them. I specifically like the ethics part. Presenting that information to a perspective employer can be of great value. Also, it gives you an edge on your competition."*

- Todd Fuhr, CM, Financial and Operational Consultant, Grand Rapids, MI



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