

## **1. TEST AND EXAM PREPARATION**

**EXT 1-01 TOEFL iBT:** The TOEFL iBT test, administered through the Internet, measures test takers' ability to use and understand English at the university level. The test evaluates how well students are able to combine listening, reading, speaking, and writing skills. This is a preparatory course that aims at familiarizing students with the test format and test-taking strategies and continuously training them to improve their test scores. In this course, language is contextualized and presented in either spoken or written form. This will help students expand their vocabulary, use idioms, and review different facets of English grammar. This course focuses on preparing students for taking the TOEFL iBT. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert***

**EXT 1-02 IELTS PREPARATORY:** The International English Language Testing System (IELTS) course is another preparatory course also designed to improve the language skills - reading, listening, writing and speaking – of candidates who need to study or work where English is the language of communication. This course offers strategies to improve your language skills and to master English test-taking techniques. Among the advantages of this course are its targeted curriculum and the focused attention to students' learning pace and individual progress. Our experienced instructors use up-to-date learning tools and techniques that ensure student learning. Available in ***Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 1-03 GRE PREPARATORY:** This Graduate Record Examination (GRE) preparatory course is intended to help students meet the requirements of the GRE test for admission to most Western style Master's or Doctorate degree programs in the USA and Europe. The GRE exam is only available as a Computer-Adaptive Test (CAT). The CAT test gets harder or easier in response to individual test taker's performance. This preparatory course coaches students in this format through practice and instruction. This course prepares students for the test with a strong focus on verbal skills, test-taking strategies, and analytical writing. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert***

**EXT 1-04 GMAT PREPARATORY:** This course is intensive and rigorous and directed to fully preparing students for the test. Students will learn a deconstructive approach to confidently approach the exam, and then apply these techniques to practice questions, inside and outside of the classroom. Our unique GMAT prep tools are for students who are eager to unlock their exam potential and test high scores for admission to AUA or other top-rated business schools in Europe and USA. The correction of mistakes and strengthening of weak areas in each student is based on test results and individual follow-up. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert***

**EXT 1-05 AUA E-MATH TEST PREPARATORY:** This course is aimed at preparing prospective undergraduate applicants for taking the AUA e-Math Test for admission to the undergraduate program. The test includes the following sections: Arithmetic, Algebra, Geometry, Trigonometry, Functions, Vectors, and Sets. The test is based on basic mathematical skills and understanding of elementary mathematical concepts, as well as the ability to reason quantitatively and to solve problems in a quantitative setting. ***Available in Yerevan***

## 2. LANGUAGES

**EXT 2-01 ENGLISH LANGUAGE LEVEL ONE (1) - Beginner's:** This course aims at the presentation and practice of language for responding to social exchanges in a communicative framework at the basic level of proficiency. Learners are exposed to and use basic grammar and language functions to communicate accurately and appropriately about their life, work and interests in simple everyday situations. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-02 ENGLISH LANGUAGE LEVEL TWO (2) - Elementary:** This course aims at the presentation and practice of language at the elementary level of proficiency to communicate simply about everyday occurrences and concerns. Focus is on acquiring relevant vocabulary and building communicative competence in listening, speaking, reading and writing. A more balanced development of listening and speaking skills is emphasized to ensure effective communication. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-03 ENGLISH LANGUAGE LEVEL THREE (3) - Pre-Intermediate:** This course aims at the presentation and practice of language at the pre-intermediate level of proficiency to communication effectively in everyday social and workplace situations. Emphasis is on developing the four integrated language skills through a function based communicative approach. Learners develop their structural accuracy, oral fluency and language appropriateness by practicing the language in real-life situations. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-04 ENGLISH LANGUAGE LEVEL FOUR (4) - Intermediate:** This course aims at the presentation and practice of language at the intermediate level to upgrade the English language proficiency of learners. The focus is on expanding communicative competence in listening, speaking, reading and writing. Learners are exposed to complex grammatical structures and vocabulary relevant to a variety of social and workplace contexts which will increase fluency and accuracy to improve communication in different social and workplace situations. Also, they will be exposed to use grammatical structures and relevant vocabulary under the guidance of communicative approach. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-05 ENGLISH LANGUAGE LEVEL FIVE (5) - Upper Intermediate:** This course aims at the presentation and practice of language at the upper intermediate level of proficiency. A balanced development of the integrated skills of listening, speaking, reading and writing is emphasized to build up learners' confidence in expressing their views in English accurately and to improve their fluency. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-06 ENGLISH LANGUAGE LEVEL SIX (6) - Advanced:** This course aims at the presentation and practice of language at the advanced level of proficiency. Focus is on comprehensive proficiency of grammar, topical vocabulary and idioms leading to refining the communication skills of learners to enable them to communicate effectively, appropriately and confidently in various social and professional situations. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-07 ENGLISH LANGUAGE LEVEL SEVEN (7) - Advanced Plus:** This course is designed to refine students' ability to function in both academic and non-academic circles by further developing competencies in all four language skills (speaking, listening, reading and writing). The focus of the course is on integrating those skills in a creative manner so that students with varying needs can meet their individual academic, personal and professional learning objectives. Moreover, the course encourages students to reconsider and refine meaning and reflect on their own processes of responding, composing and learning. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-08 SPEAKING ENGLISH WITH CONFIDENCE:** This course is provided to give students the opportunity to put into practice all that they learn in General English courses. General English courses develop language skills; the main focus of the speaking course is student-centered speaking. The goal is to provide students with the comfort they need to feel safe in speaking English freely and without inhibitions by instilling in participants a degree of confidence when communicating in English outside the classroom environment and in different settings. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 2-09 ENGLISH COMPOSITION:** This course reflects the practice of reinforcing writing conventions. The intense concentration on language use in the course enhances students' ability to use grammatical conventions appropriately and to develop stylistic maturity in their prose. The latter is nurtured by emphasizing a wide-ranging vocabulary used appropriately and effectively; different sentence structures, including appropriate use of subordination and coordination; logical organization, enhanced by specific techniques to increase coherence, such as repetition, transitions, and emphasis; a balance of generalization and specific illustrative detail; and an effective use of rhetoric, including controlling tone, establishing and maintaining voice, and achieving appropriate emphasis through diction and sentence structure. **Available in Yerevan.**

**EXT 2-10 BUSINESS ENGLISH: VERBAL AND WRITTEN:** The world of modern business demands that business people possess the English language skills, both verbal and written, to effectively communicate in an ever-changing, fast-paced global business environment. Now, more than ever, effective business communication is of paramount importance to all international business. This workshop is for those who want to have a successful business career, be able to communicate clearly and correctly in English. Students who enroll in this workshop will learn practical communication skills to better equip them in a highly challenging and competitive international business setting. More specifically, this workshop covers both oral and written Business English. **Available in Yerevan.**

**EXT 2-11 INTENSIVE SUMMER ENGLISH:** The Intensive English Summer course aims to prepare incoming freshmen for the academic demands at the American University of Armenia. It offers students opportunities to use English in a wide variety of academic contexts and to practice the methods that meet the classroom requirements of AUA: reading contemporary literature, including novels and data from a variety of sources; completing group and individual oral assignments that analyze and comment on many types of spoken and written English; writing essays that follow the process method and appropriately incorporate other resources; and listening to guest lectures and engaging lecturers in formal question-and-answer sessions. The primary purpose of the course is to improve students' English proficiency as well as develop their basic academic and computer skills. Students who successfully complete the course fulfill the English proficiency requirements of the university. **Available in Yerevan**

**EXT 2-12 ACADEMIC ENGLISH FOR GRADUATE STUDENTS:** This course offers new graduate students the opportunity to sharpen their English fundamentals while learning the principles of sound academic writing at the graduate level. Students are introduced to the principles of effective written communication and critical reading. The course simultaneously improves grammar and vocabulary competence. Participants will learn how to write commentary and summaries, how to think critically, and how to synthesize text from different sources. Concurrent with developing English proficiency participants learn how to conduct literature review, how to reference sources, and how to develop bibliography (different citation styles, MLA, APA, Chicago, etc.). **Available in Yerevan**

**EXT 2-13 ELEMENTARY EASTERN ARMENIAN:** This course is intended for English speakers who wish to learn the modern spoken form of the Eastern Armenian language for daily use. A wide range of printed and audiovisual materials will be used. The course is designed to give sufficient proficiency in Eastern Armenian language and cultural awareness to cope with simple everyday situations, routine social conversations and the basic working environment. Students will be introduced to the main characteristics of Armenian language, grammar, alphabet, and pronunciation. They will be able to form simple sentences, read and comprehend simple texts and hold elementary conversations. **Available in Yerevan.**

**EXT 2-14 INTERMEDIATE EASTERN ARMENIAN:** This course builds upon the knowledge and skills taught in the Elementary Eastern Armenian course. It is designed for students who already have a basic understanding of the language. The main goal of the course is to help students advance their knowledge of Eastern Armenian from the basic to the intermediate level. Students will continue to improve their speaking, writing, reading and listening comprehension skills. They will further strengthen their knowledge of Eastern Armenian with the help of various exercises, sustained monologues, compositions, social conversations and group discussions. Students will advance their knowledge of Armenian grammar to include verb conjugations and noun cases. A wide range of audio-video recordings will be included as part of the lessons. **Available in Yerevan**

**EXT 2-15 ADVANCED EASTERN ARMENIAN:** This course is designed for students who have already had a comprehensive introduction to Armenian grammar, and whose vocabulary is solid at the intermediate level. The course aims to improve

participants' performance in language comprehension, fluency, pronunciation and intonation, grammar range and accuracy, vocabulary range and communicative strategy to the advanced level. By the end of this course, students will be able to read, understand texts of significant structure and diversity, including media (newspapers, advertisements, web sites, television, radio, etc.), and they will learn how to make relevant technical presentations in their areas of expertise. Students will complete their knowledge of Armenian grammar by learning the use of participles and passive voice. **Available in Yerevan**

**EXT 2-16 FRENCH LANGUAGE – BEGINNER'S:** This introductory course is designed for students to gain sufficient proficiency in French to cope with simple everyday situations, routine social conversations and be able to carry on basic conversation at work. The course consists of seven modules of five lessons each. Students are introduced to the characteristics of French language, grammar, alphabet, and pronunciation. During each class, students will acquire grammatical and phonetic knowledge, learn new vocabulary, speak, write and listen at the beginners' level. This course ensures A1 level of knowledge and opportunity to pass (DELF) A1 test. Aside from the main textbook, songs, poems, proverbs, grammar games, audiovisual materials about France, its customs, holidays, traditions and people will be used, to make the learning process more enjoyable and meeting the educational needs of students. **Available in Yerevan**

**EXT 2-17 FRENCH LANGUAGE – INTERMEDIATE:** The French Intermediate level course is designed for students to gain proficiency, through the communicative approach, in coping with everyday situations, social and work-related conversations, as well as being in touch with the customs, holidays and traditions that relate to France. Also, the lessons will enable the student to practice the characteristics of French language, grammar, alphabet, and pronunciation. Moreover, during each lesson, students will apply new vocabulary and strengthen their language skills through reading, writing, listening and speaking. Aside from the main textbook, songs, poems, proverbs, grammar games and audiovisual materials will be used to make the learning process more enjoyable by meeting the educational needs of each student. **Available in Yerevan**

**EXT 2-18 SPANISH LANGUAGE – BEGINNER'S:** This beginning level course is designed for students who have no prior knowledge of Spanish. The course offers an introduction to the Spanish language and culture of Spanish-speaking countries with an emphasis on the acquisition of vocabulary and grammatical concepts through active communication. The course is conducted entirely in Spanish, and students interact in Spanish with their classmates from the very beginning. They also receive exposure to the language via a variety of authentic sources such as the Internet, audio, video and printed materials which help them develop cultural awareness as well as linguistic proficiency. The students will be provided with exercises and true-to-life dialogues enhancing conversational speaking and listening comprehension. Many illustrative materials will help to understand the culture in Spain and Latin America. Through this course students will learn fundamentals of Spanish grammar, vocabulary, will acquire reading comprehension and writing in Spanish. **Available in Yerevan**

**EXT 2-19 ENGLISH LANGUAGE PROFICIENCY FOR ACADEMIC SUCCESS:** This course offers conditionally accepted students the opportunity to improve their English proficiency, as well as develop their basic academic skills for academic success. The course sharpens English proficiency and develops basic academic skills for university education at the graduate and undergraduate levels. The primary goal of this course is to equip students with an understanding and a basic grasp of fundamental techniques of academic writing, speaking, reading and listening. Thus, students are introduced to the principles of effective written and oral communication, as well as critical reading and listening skills. The course simultaneously improves competence in grammar and vocabulary. Participants will learn how to write commentary, summaries, and how to synthesize text from different sources. Concurrent with developing English proficiency participants learn how to reference sources, and how to develop bibliography (different citation styles, MLA, APA, Chicago, etc.). **Available in Yerevan**

**EXT 2-20 AUA MATH PROFICIENCY FOR ACADEMIC SUCCESS:** This course aims at coaching conditionally-accepted AUA students in improving their math proficiency in order to improve their AUA E-Math test score. The course combines instruction and practical training in all the components of the test — Arithmetic, Algebra, Geometry, Trigonometry, Functions, Vectors, and Sets. The instructor works on individual math skills and understanding of mathematical concepts, as well as the ability to reason quantitatively and to solve problems in a test setting. **Available in Yerevan**

This course includes (1) testing students to determine individual levels, (2) reviewing with students each question type to determine individual strengths and weaknesses, and working on specific strategies and tactics to better prepare students with each type of question, (3) coaching students to acquire skills and strategies for success in this standardized test, (4) discussing student questions in an interactive format, focusing on identified problem areas, practicing valuable techniques, and correcting common errors in pairs or groups, (5) providing additional tips for taking the test successfully.

***Available in Yerevan***

**EXT 2-21 LEGAL ENGLISH:** This course introduces participants to international legal English terminology, basic legal concepts and general aspects of different legal systems. The course focuses on the practical application of legal English within professional activities. It also teaches to perform legal practice skills in English related to commercial law topics ranging from company formation and management; contract negotiation to remedies, as well as employment issues. The course advances core reading, writing, and speaking skills in English. In this course participants will advance their skills in understanding and applying legal concepts and terminology in English, become familiar with and properly apply English legal terms to describe various areas of the law in a precise manner, have hands-on exposure to contract terminology, statutory language, comparison of concepts in different jurisdictions, and legal letter/email writing.

***Available in Yerevan***

**EXT 2-22 BEGINNER'S MODERN STANDARD ARABIC:** This course is designed especially for absolute beginners who are interested in learning Arabic. This course will be taught by using a variety of learning techniques and methods which will enable diverse learners to gain the basics of the language authentically. In this course participants will (1) get introduced to the Arabic alphabet - the shapes, sounds and articulation points; (2) learn how to read and write basic words and sentences; (3) perform basic sentence patterns and expressions about a series of subjects and everyday conversation; (4) gain an understanding of different Arab countries and cultures. ***Available in Yerevan***

**EXT 2-23 ITALIAN LANGUAGE AND CULTURE:** This course is designed for absolute beginners who are interested in learning the Italian language and culture. During the course the first language use is minimized, thus both Armenians and foreigners are welcome. In this course the participants will: (1) speak Italian from the first day, (2) acquire the main elements of the pronunciation and grammar, (3) learn the basic structures in Italian, (4) manage daily and necessary communications, (5) acquire sociocultural knowledge about Italy and Italians (art, food, design, music, etc.). ***Available in Yerevan***

**EXT 2-24 INTRODUCTION INTO TURKISH: LEARNING THE LANGUAGE OF THE NEIGHBOR:** This course is an introduction to the basics of modern Turkish language. It explains main grammatical structures of Turkish, teaches the 500 most common words, provides participants with the practical skills to communicate in Turkish, as well as to read and understand Turkish media. The course will be taught by using a variety of learning techniques, as well as rich audio-visual materials. The course will be accompanied with brief historical introductions of Turkish language, culture and history.

***Available in Yerevan***

### **3. BUSINESS, MANAGEMENT AND ENTREPRENEURSHIP**

#### **MANAGEMENT**

**EXT 3-01 PLANNING AND FUNDING YOUR BUSINESS: IDEA, TO BUSINESS PLAN, TO MONEY.** You will come up with a business idea, assess its viability, and write a business plan for it. For business plans development, students will collect, analyze and organize market data, and make financial projections for their business concept. You will also be able to identify and evaluate various resources available for funding a small businesses. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-02 MANAGING THE MOST IMPORTANT RESOURCE: TALENT MANAGEMENT AND WORKFORCE DEVELOPMENT.** This course covers the theory and practice of human resource management with a particular emphasis on the disciplines used by business and public sector professionals. Using the Employee Life Cycle as a framework, the class explores the historical evolution and philosophical foundations of the field, together with examining novel practices that are being used to support human resources in the workplace. Future human resource challenges specific to local development is examined and an emerging concept of strategic human resource management is emphasized. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-03 UNDERSTANDING HUMAN BEHAVIOR IN BUSINESS.** You gain insight into strategies and methods that cultivate and strengthen group performance, resource management, and organizational dynamics. You will also acquire awareness and knowledge of contemporary issues and approaches to organizational change facing organizations. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-04 OPERATIONS MANAGEMENT: ESTABLISHING SMOOTH BUSINESS PROCESSES TO ENSURE QUALITY.** You will form a broad understanding and knowledge of several operations management concepts. Such concepts include (but are not limited to) operations strategy, process design, forecasting, inventory management, scheduling, and quality management. Emphasis will be placed on the application of these concepts to actual business situations. Upon completion of this course, you will be able to understand the dynamics of operations strategy and be able to develop one for a company. **Available in Yerevan**

**EXT 3-05 PROCUREMENT & CONTRACT MANAGEMENT.** This course covers the skills for managing the procurement cycle in compliance with the newest procurement requirements and GoAM regulations; using the most appropriate procurement method and contract type Analyzing costs to ensure best value; monitoring contractor performance; and overall enhancement of skills in this important business responsibility. Topics include: Principles and techniques of the procurement process; peculiarities of the Armenian market and law on procurement; supplier proposals; statements of work; types of contracts; requests for proposals; negotiating techniques; licensing agreements; risk assessment; tax implications; conflict management and dispute resolution; best practices for working with implementing partners. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-06 SEEING THE BIG PICTURE IN BUSINESS: OUTCOMPETE OTHERS THROUGH SUPERIOR STRATEGIES I & II (60 HRS.)** You will learn the fundamentals of strategic management, through integrating knowledge from several business disciplines, while learning and applying strategic management concepts, principles, frameworks and methodologies. This course covers:

- ✓ Strategic planning (including SWOT/PEST, etc.),
- ✓ Strategy formulation (based on best practices and case studies),
- ✓ Implementation (including governance, ethics, organizational structure, control systems and culture) and
- ✓ Evaluation (including monitoring the execution of strategy to determine the extent strategic goals were achieved and competitive advantage created and sustained.

**Available in Yerevan, Gyumri and Stepanakert.**

**EXT 3-07 ECONOMICS FOR MANAGERS: BETTER-GROUNDED DECISIONS FOR BUSINESS SUCCESS.** This course applies economic theory, tools and techniques of decision-making at the firm level. It is designed to help managers efficiently achieve the firm's goals, based on their ability to recognize how economic forces affect the organization. It involves the application of economic models in analyzing and solving selected problems firms typically face, including: product pricing, production and cost analysis, demand estimation, market forecasting, and macroeconomic fluctuations. It is designed for professionals intending to pursue a career in management or those who are enrolled in courses leading to strategic management certification. *Available in Yerevan, Gyumri and Stepanakert.*

**EXT 3-08 STATISTICS FOR MANAGERS: DATA-BASED DECISIONS LEADING TO BUSINESS SUCCESS.** This course examines how managers use data as the key input for systematic business problem-solving. Topics include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting, and risk analysis. The course requires extensive use of Excel for data analysis with a focus on applied business decision-making. Common business processes include gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results. Intermediate-level Excel is a pre-requisite for enrolling in this course. *Available in Yerevan, Gyumri and Stepanakert.*

**EXT 3-09 ETHICS, INTEGRITY AND PROFESSIONAL RESPONSIBILITY.** This is a practical ethics course aiming to develop a basic understanding of the Ethics theory, and discussing the moral issues of business and professional life. In the first half, you will learn about several major ethical theories and discuss issues of justice, social responsibility, and professional ethics. In the second half, you will examine various topics in business ethics such as lying and bluffing, advertising, employee rights, affirmative action, sexual harassment, international business and environmental issues.

**EXT 3-10 CORPORATE FINANCE / MANAGERIAL ACCOUNTING: TOOLS FOR BUSINESS DECISION MAKING.** You will be introduced to costing and analysis techniques managers commonly use. Upon completion of this course you will be able to describe the basic differences between financial and managerial accounting, explain the aims, functions, uses and influence of accounting in management decision-making. Further, the course covers various performance evaluation methods, analysis of financial data for financial statement ratios, cost-volume-profit analysis, cash flow analysis, incremental analysis techniques and budgeting, as well as capital budgeting techniques. *Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.*

**EXT 3-11 BUSINESS LAW & ETHICS: DOING GOOD AND DOING RIGHT IN ARMENIAN BUSINESS ENVIRONMENT.** Legal environment affects individuals, businesses, and business transactions. In addition to providing a general introduction to the legal systems of the Republics of Karabagh and Armenia, this course also focuses on specific legal topics such as procurement, contracts and trading under the Uniform Commercial Code. You will learn to understand basic legal terminology and concepts; know how to evaluate issues of legal significance in business transactions and be able to apply legal reasoning to situations and form legal conclusions. *Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.*

**EXT 3-12 REALISTIC MANAGEMENT OF ORGANIZATIONS: ROLL UP YOUR SLEAVES!** This course is taught through team projects and simulations. It begins with an introduction to the simulated operations and strategic management principles and practice. A number of simulated companies, one for each team, are created for practice of strategy, policy, and integrated operations. You will begin management of their simulated company once you gathered working knowledge of the firm. The rest of strategic management, combined with business functional knowledge from areas such as production/operations, marketing, and finance, is then applied in managing the simulated company. A review of the functional skills is conducted as, when, and if needed. Use of strategic management cases is carried on in parallel to the reinforcement of the concepts and practice. *Available in Gyumri, Dilijan, Yeghegnadzor and Stepanakert.*

**EXT 3-44 WHAT'S BEHIND THE NUMBERS: FINANCE FUNDAMENTALS FOR NON-FINANCIAL DECISION MAKERS:** The course is designed to provide sufficient knowledge and application regarding basic finance, financial and management accounting, so that the participants are able to understand and apply the basic financial concepts in their day to day business activities. At the end of the course the students will understand the main elements and overall structure of the finance in the business, differentiate the types of the expenses in the organization and how these can be used in order to arrive to the cost of the products/services, differentiate the methods of calculating the costs of the products/services

with the respective advantages and disadvantages; to be able to apply them, understand the structure of inventory, labor and overheads, as well as the methods of controlling and evaluating the respective costs (i.e. EOQ, FIFO/LIFO, apportionment based on the cost drivers, incentive schemes). They will also be able to apply the main pricing policies of the products/services, understand how the pricing can affect the competitive advantage of the company.

## MARKETING

**EXT 3-13 STRATEGIC MARKETING: INCREASING YOUR MARKET SHARE THROUGH EXCELLENT DECISIONS.** Working in teams, you will be expected to make marketing decisions and compete with other teams to achieve superior performance in terms of market share, profitability, growth, and trade. The course will use marketing simulation to teach strategic and practical decision making in marketing. You will make decisions regarding new product specifications, price, production, sales force and advertising as in a real life situation. This course integrates the strategic and the tactical aspects of marketing. *Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor and Stepanakert.*

**EXT 3-14 APPLIED MARKETING STRATEGIES.** This applied Marketing course is designed for those in a marketing role who are interested in advancing in their careers. This qualification gives you the practical skills and knowledge to devise and execute tactical marketing activities and gain marketing credibility. It also aims to provide a practical insight into the principles and application of marketing at a tactical level. The syllabus has been designed to reflect the changing issues and practices within marketing and to reflect employers' views of marketing in today's business environment. *Available in Yerevan and Stepanakert.*

**EXT 3-45 BRANDS: DO YOU REALLY NEED THEM?** No one does it alone: be it in life or at work you need a team to succeed. In this era of market saturation, you need to seize every opportunity to delight customers and attract prospects; and you need to build brand equity, if you want long term results. The tools have changed but the fundamentals have not. The questions are the same: Who are you? Who needs to know? How will they find out? Why should they care? Brands are created over time. The process to achieve remarkable results is the same whether you are one person or a big corporation. In this workshop you will start creating your brand and work on your brand platform. The class will cover the basics of branding: from brand identity building to brand positioning, from brand communication to brand image and content.

**EXT 3-46 DIGITAL MARKETING COURSE FOR YOUR BUSINESS:** In this course you will learn the tools and techniques required to successfully run your own business online. You will master techniques focused on increasing the reach and visibility of your Brand. What will you study? (1) Digital Marketing Strategy, (2) Tools and techniques to promote your Brand (Social Media Marketing (SMM), Content Marketing, Email Marketing, Search Engine Marketing), (4) Reporting and Analytics. As a result of the course you will gain advantage over your competitors by building a strong online presence and will run well-crafted online campaigns.

**EXT 3-47 HUMAN CENTRIC MARKETING:** This course is an introduction to the role of marketing within the business firm. Quantitative methods and behavioural theories are utilized. It provides the student an opportunity to apply analytical concepts and techniques developed in psychology, economics, quantitative analysis, accounting, and finance to marketing problems. The course will utilize case studies, and oral and written presentations. Specific topics to be covered include: customer analysis and buyer behaviour, market segmentation, market research, distribution channels, product pricing and strategy, pricing, advertising, and sales force management.

## LEADERSHIP

**EXT 3-15 LEADING TEAMS.** In the fast-paced environment in which successful organizations operate today, teams accomplish much of the work that gets done. This course covers areas such as inspiring and motivating individuals, managing individual expectations and team dynamics, emphasizing shared goals and designing your dream team. A core

feature of this course is experiential learning: participants are expected to engage in student-teams and learn in light of current theoretical and applied perspectives on teaming. **Available in Yerevan and Stepanakert.**

**EXT 3-16 TRANSFORMATIONAL LEADERSHIP: FINDING YOUR LEADERSHIP STYLE.** The course covers classical and current views of leadership, the different levels of leadership, and to the process of leading small and large organizations. Students will gain a foundation in theories and models of leadership; assess their own leadership style; be able to analyze different leaders in history; and learn to develop their individual leadership style and answer questions in situational leadership. **Available in Stepanakert.**

**EXT 3-17 ORGANIZATIONAL COMMUNICATION FOR LEADERS.** You will study and compare the different perspectives on organizational theory, including the traditional style, systems approach, cultural differences, etc. In addition, such applied topics as organizational structure, conflict, and the impact of technology on organizational communications will be investigated. **Available in Yerevan and Stepanakert.**

**EXT 3-18 UNDERSTANDING YOUR BUSINESS THROUGH FINANCIAL STATEMENTS.** Financial statements are the pulse of an organization and one of the clearest indicators of its viability. To non-accountants, financials can be a confusing melee of numbers and accounting terms. The course will provide you with a basic understanding of financial statements and an appreciation for the use of key financial analysis tools. Actual financial statements are used in applying the analytical techniques being examined. **Available in Yerevan, Gyumri, Dilijan, Ijevan, and Stepanakert.**

**EXT 3-19 ENGAGING TEAMS IN DECISION-MAKING AND PROBLEM-SOLVING.** Case studies combined with a study of the theories and tools of decision-making will illuminate the techniques and tactics of effective problem solving. The course focuses on the role that leaders play in achieving desired results. Special emphasis will be placed on effective team building through empowering team members to make decisions and solve problems. **Available in Yerevan and Stepanakert.**

**EXT 3-20 HOW TO DEAL WITH DIFFICULT PEOPLE.** Conflict is a fact of everyday professional and personal life. If conflict is mishandled, it can be a source of considerable stress and lead to lost productivity. Much of the success in business is determined by how leaders respond to conflict. Leaders especially must respond well in conflict situations and should willingly accept the consequences of their conflict responses. Additionally, leaders are often asked to help resolve conflict among others. This course explores theories, methods, skills, and practices associated with successfully engaging in the dynamics of conflict interactions. **Available in Yerevan and Stepanakert.**

**EXT 3-21 LEADING PEOPLE AND MANAGING CHANGE.** Making organizational change happen requires a unique set of skills and approaches. Leaders must be effective in working in multiple contexts and directions simultaneously. As organizational roles shift frequently and more work is affected by those outside the organization, managing relationships with team members, contractors, and volunteers becomes critical. This course builds on emerging theories of self-leadership as they are applied in today's organizational context. **Available in Yerevan and Stepanakert.**

**EXT 3-22 LAW FOR LEADERS.** The goal of the course is to teach future leaders how the law impacts the decisions they make, and how they may be able to use the law to further their objectives. It will examine the relationship between the various branches of government, the rights of individuals versus the state, the role of the courts, and the economic and other conflicts between businesses and individuals. The course will cover both matters of current interest as well as how current issues of public policy in the law arise out of precedents and theory established throughout the history of the country. **Available in Yerevan and Stepanakert.**

**EXT 3-23 LEADING TECHNOLOGICAL CHANGE IN ORGANIZATIONS.** This course assumes a strategic view of technology as a key enabler of organizational effectiveness. It offers elemental perspectives on leading change both in a technical environment and on an enterprise-wide level. Participants consider the human side of technical change, learning how culture, participation, communication, and collaboration are critical success factors when implementing technical change. **Available in Yerevan and Stepanakert.**

**EXT 3-24 MANAGING PEOPLE AND MONEY: CREATING ORGANIZATIONAL CULTURES WITHIN LIMITED BUDGETS.** Resources are the lifeblood of an organization. The course draws on current literature and student experience to explore resource management and focuses on the effective and efficient use of human resources within the boundaries defined by financial realities. This course explores the importance of human and financial resources within the culture of organizations and the interdependence between the two. **Available in Yerevan and Stepanakert.**

**EXT 3-25 MANAGING ACROSS CULTURES: MAKING DIFFERENCES MATTER TO YOUR BUSINESS.** This course is designed to develop a cross-cultural awareness and multi-cultural competency. Using theoretical frameworks, participants will examine their own culture, compare it with other cultures, and develop strategies for working successfully in multi-cultural situations. Emphasis will be on developing understanding, leadership, and problem solving skills when working with people from other cultures. The importance of communication is examined and how cultural style may impact perception, effective communication, and ultimately work performance. **Available in Yerevan and Stepanakert.**

**EXT 3-26 LEADERSHIP CAPSTONE: IDENTIFICATION, ANALYSIS AND SOLUTION OF LEADERSHIP PROBLEMS IN ORGANIZATIONS TODAY.** This course provides students with an opportunity to synthesize what they have learned about leadership during earlier courses in leadership and to demonstrate mastery of primary leadership competencies, concepts, principles and practices. By demonstrating competence in a highly interactive leadership simulation and reflecting on their experience, students focus and integrate their learning upon the identification, analysis and solution of leadership problems in organizations today. **Available in Yerevan and Stepanakert.**

**EXT 3-51 ADAPTIVE LEADERSHIP:** Adaptive leadership is a practical framework of skills necessary for making significant changes in any sector. The format of adaptive leadership highlights the creation of adaptive capacity between organizations and employees. This course is aimed at helping individuals and organizations to identify the right problems to solve, as well as providing ideas on how to manage their stakeholders to better address adaptive challenges. Introducing you to the main tools of Adaptive Leadership, the course will show how you can apply these tools within your organization or community life to achieve a long-term impact. **Available in Yerevan**

**EXT 6-11 TEAMWORK AND TEAMBUILDING.** Over the years, companies have employed a variety of organizational models and corporate structures to enhance efficiency and productivity in order to gain an advantage over the competition. One of the most effective models is the Team Concept. It offers a wide variety of options for enhancing productivity, creativity, motivation and personal growth among employees. This workshop is to introduce you to team building best practices for maximizing the effectiveness of your team. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-12 BUSINESS COMMUNICATION.** This course is designed to give students a comprehensive view of communication, its scope and importance in the tourism and hospitality industry, and the role of communication in establishing a favorable environment, internally as well as externally. The various types of business communication media are covered. This course also develops an awareness of the importance of the written expression in modern business communication. Upon completion of this course, the student should be able to demonstrate competency in the fundamentals of business writing, in oral and interpersonal communication including one-on-one, small-group communication, and public presentation. Students will also gain understanding of the basics of intercultural communication. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

## **TOURISM AND HOSPITALITY MANAGEMENT**

**EXT 3-27 FOOD AND BEVERAGE MANAGEMENT.** The hospitality industry continues to grow steadily within the economies of Armenia and the Republic of Karabagh. This course offers new opportunities for advancement in the service industry and belief in managing and promoting from within. This course examines the complexities of food and beverage management. Both hotel food service operations and freestanding restaurants will be discussed. Students will explore menu planning, pricing, sanitation and safety, kitchen layout, storage facilities and principles, food preparation

techniques, purchasing and inventory, beverage control, responsible beverage distribution, and food service presentation methods. **Available in Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-28 DESTINATION & RESORT MARKETING.** This course is a study of hospitality marketing for hotels, food service, travel/tourism, special events, and destination operations. Special attention is paid to identifying Karabagh-specific destination and resort marketing opportunities. Development of a strategic marketing plan, market research and analysis, buyer behavior, market segmentation, competition analysis, e-commerce business, publicity and promotion, and business feasibility are discussed. Various career and entrepreneurial opportunities in hospitality marketing and management are introduced. **Available in Gyumri, Dilijan, Yeghegnadzor and Stepanakert.**

**EXT 3-29 FROM B&B TO RESTAURANT & HOTEL MANAGEMENT.** Hotels, motels, and bed-and-breakfast operations are not only places where a guest can obtain tasty food and comfortable lodging, they also are an integral part of the tourism and hospitality industry. This course offers career choices for anyone holding or seeking a job in the hospitality industry as guest service manager, head chef, front office clerk, security officer, banquet manager, bookkeeper, concierge and many more opportunities that can be personally satisfying and financially secure. Expected business travel, and domestic and foreign tourism will boost employment growth of lodging managers and B&B operators. Management of a B&B, motel, hotel or restaurant calls for a wide range of capabilities and skills that are covered in this course. **Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 3-30 SALES & SERVICE MANAGEMENT.** This course examines the complexities of sales and service management in the hospitality industry. Both hotel food service operations and restaurants are discussed. Students explore the different components of sales and service, including menu planning, pricing, beverage control, beverage and food presentation methods. The general objectives of this course deal with preparing the student for the challenges of a management career in hospitality. Through the study of actual operational situations participants develop their management style, heighten their industry awareness, develop a service attitude, advance their communication and interpersonal skills, and enhance their problem-solving abilities. **Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 3-31 PRINCIPLES OF EVENT MANAGEMENT.** This course introduces students to the fundamentals of catering, special events and sales in the hospitality industry. The course focuses on understanding the role of catering and special events (including business meetings, conferences, conventions, weddings, baptisms, family reunions, etc.) within the hospitality industry and the various catering disciplines. Students also discuss topics such as contracts, checklists, legal considerations, staffing and training, food production, and sanitation. This course is project driven which requires significant creative and independent work. **Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 3-32 FOOD SAFETY MANAGEMENT.** This course looks at the importance of hygiene, health & safety for people who work in the hospitality industry. It reviews the legislation which regulates hygiene, health & safety practices, identifies gaps, and draws recommendations on policy and enforcement issues. On completion of this course students will be aware of how employers and employee are able to maintain a hygienic and safe working environment wherever food is handled. **Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 3-49 INTRODUCTION TO HOTEL REVENUE MANAGEMENT, OVERVIEW OF GUIDELINES AND PROCEDURES:** Hotel revenue management is a daily, systematic process designed to increase revenue by selling the right room to the right person at the right time for the right price.

Implementing a revenue management strategy is one of the most important revenue-generating initiatives available to a hotel, significantly increasing room revenue and profits. Having access to quality data and knowing how to use it effectively is the core of successful revenue management. This course provides an overview of revenue management guidelines and procedures in overall revenue management. **Available in Yerevan.**

**EXT 3-50 SUSTAINABLE TOURISM: STEPPING AWAY FROM ABC TOURISM (AIRPORT-BARBEQUE-CHURCH):** The course analyses sustainable tourism, dwelling on three different branches: gastronomic tourism; outdoor sports; and religious/historical tourism with the focus on preservation of cultural heritage. As a case study Armenia will be considered for its sustainable tourism potential. The course combines an introduction to the concept of sustainable

tourism, a market study of tourism in Armenia with a practical part where participants will be required to draft a sustainable tourism package for the target country. **Available in Yerevan.**

## **ENTREPRENEURSHIP**

**EXT 3-33 BUSINESS ENTREPRENEURSHIP.** This capstone course in innovation and business entrepreneurship addresses the seven knowledge areas of innovation (intellect, domain knowledge, thinking, problem solving, creativity, innovation and execution) and the innovation model as applied to entrepreneurial ideation, conceptualization and opportunity recognition. Throughout this course, students will appraise their own creative potential and apply lateral intuitive thinking techniques in their appropriate contexts; understand how to apply problem solving techniques and the importance of knowledge as a prerequisite to innovation; and the role of creativity and the impact of culture on innovation and entrepreneurship. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 3-34 BANKING REGULATION.** The recent global financial crisis has strengthened the need to discuss issues related to banking regulation and supervision, as well as intervention mechanisms and tools to prevent problems in the financial services sector. This course provides an overview of the regulation of the financial and banking industry. It considers issues relating to bank regulation, state intervention in times of banking crisis, and rescue packages adopted by financial sector regulators. Special attention is given to managing the current financial crisis by examining and analyzing applicable policies and lessons learned from the recent experience. The course covers theory and practice and covers diverse areas such as banks and banking activities, bank regulation and supervision, bank failures, and the law and practice of restructuring and liquidation of financial institutions. **Available in Yerevan**

**EXT 3-35 LEGAL ASPECTS OF DOING BUSINESS IN ARMENIA.** The workshop examines the legal prerequisites for launching a business in Armenia. The participants will have an opportunity to understand the creation of a legal person and related registration steps; the types of legal persons and corresponding state registration. This workshop will focus on the types of legal persons and the differences and peculiarities among them; we will also explore the compatibility of legal persons with the nature of business activities; examine what the properties of legal persons (company) and the liability of a company and its shareholders. We will also discuss the legal status of shareholders; profit allocation among them; the reasons for expulsion of a shareholder; the legal basis of company governance; general meeting of shareholders and its powers; company charter; share of capital and the stage by stage liquidation of a company. The workshop also covers the types of taxes applicable in Armenia. The participants will have a clear understanding of the rights and obligations of taxpayers; how to protect their business; and how to write and file a claim in court.

**EXT 3-36 MARKETING STRATEGIES FOR START UPS.** Competition is growing stronger in most parts of the world, and starting a new business is becoming more challenging especially in a small and developing market like the Armenian market. Marketing rules have changed, the key is not trying to differentiate your product(s) from these of competitors, but to understand potential consumers and engage them at an emotional level, for a long-lasting relationship. The workshop will be able to provide a complete landscape of the newest marketing strategies for SMEs that are trying to get established in the Armenian market. This is a pragmatic and interactive workshop that will help you in starting and growing your business exponentially. **Available in Yerevan**

**EXT 3-37 HOW TO DEVELOP A SUCCESSFUL LOAN APPLICATION.** The main objective of this workshop is to provide the key techniques for entrepreneurs working with financial institutions, especially within the process of applying and getting approval for a loan. The workshop is divided into three main topics: (a) how to complete a successful loan application; (b) How to conduct financial analysis, and (c) how to cooperate with the partner bank. Participants will have the opportunity to look at their business plan with the lens of a lending institution, such as a commercial bank. This will involve analyzing financial data/revenue and expense projections against expected cash flows. Finally, participants will gain advanced skills in choosing the right bank for their business. **Available in Yerevan**

**EXT 3-48 HANDS-ON ENTREPRENEURIAL FINANCE: HOW TO BUILD A SUSTAINABLE FINANCIAL MODEL FOR YOUR VENTURE:** The course operates with such concepts as CapEx, OpEx, Working capital, IRR, NPV, Free Cash Flow, WACC, J-Curve, Break-Even, Valuation, Debt-Service Coverage Ratio, and many more, making financial management problems visual, understandable and predictable through excel, and actually useful for entrepreneurial decision-making. This course

focuses on the specific needs of entrepreneurial ventures, including start up and development phase financial and management problems, by tackling real-life scenarios. During and after the course the participants can work on their personal projects.

## **PROJECT MANAGEMENT**

**EXT 3-38 PROJECT MANAGEMENT.** This workshop is intended to help participants to complete projects, big or small, on time and successfully. This workshop covers the basics of project management where students learn what project management involves and how to approach it successfully. While project management can be a very long and dry subject, this workshop takes an easy and practical approach to comprehend and identify the necessary skills and learned behaviors a project manager needs to succeed. It covers the major subject areas of the topic and provides valuable information and insight into important subjects such as why a plan is so important to the success of a project, the importance of good teamwork and how to select the right members of a team for a project, what tools are available to be a better project manager, and much more. *Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert*

**EXT 3-39 PROJECT MANAGEMENT PROFESSIONAL (PMP)®** This course is dedicated to the study of project management in all types of organizations; how project managers influence project outcomes relative to cost, time, quality, and deliverables by actively managing various elements and facets of the project life cycle, project customer perspectives, and project functions. Project management is a field in which the principles of 'hard skill' management are applied in combination with 'soft skill' management of people and their expectations. This course will cover the concepts and processes used in the PMI PMP® exam. PMP is a registered mark of the Project Management Institute, Inc. *Available in Yerevan.*

**EXT 3-40 RISK MANAGEMENT.** This course is designed as an overview of Risk Management function and management role in managing actual risks in financial organizations and private businesses arising from currency volatility, price sensitivity, lack of risk appetite and scenario-based approaches. It introduces participants with authority, responsibility role functions and actual problems related to risk management culture. *Available in Yerevan*

**EXT 3-41 SCOPE MANAGEMENT (MASTERCLASS WORKSHOP).** MasterClasses are premium learning programs comprised of advanced topics aimed at experienced professionals. MasterClasses emphasize learning through discussion of real world case studies and practical applications. This MasterClass will provide participants with the skills and knowledge required to deal with project scope management, taking into consideration risks involved. It is 100% compliant with the Project Management Institute, PMBOK® Guide, 5th edition. The participants will achieve: documentation of individual requirements to meet the business need for the project; linkage of requirements to their origin using a requirements traceability matrix; creation of a detailed project scope statement; understanding of techniques to determine and verify key project deliverables; creation of a Work Breakdown Structure (WBS) & the scope baseline; ability to detect variances from the scope baseline and recommend corrective actions. *Available in Yerevan*

**EXT 3-42 TIME MANAGEMENT (MASTERCLASS WORKSHOP).** MasterClasses are premium learning programs comprised of advanced topics aimed at experienced professionals. MasterClasses emphasize learning through discussion of real world case studies and practical applications. This MasterClass will provide participants with the skills and knowledge required to deal with project time management, taking into consideration risks involved. It is 100% compliant with the Project Management Institute, PMBOK® Guide, 5th edition. The participants will achieve: ability to identify the schedule requirements of any project; ability to develop an accurate project schedule that accounts for all project activities, resources needed to complete project activities, and availability of the resources; confidence to evaluate and communicate project trade-offs clearly to project sponsors, and the ability to forecast whether a project can be delivered on time and within budget. *Available in Yerevan*

**EXT 3-43 COST MANAGEMENT (MASTERCLASS WORKSHOP).** MasterClasses are premium learning programs comprised of advanced topics aimed at experienced professionals. MasterClasses emphasize learning through discussion of real world case studies and practical applications. This MasterClass will provide participants with the skills and knowledge required to deal with project cost management, taking into consideration risks involved. It is 100% compliant with the Project Management Institute, PMBOK® Guide, 5th edition. The participants will achieve: understanding of the cost

estimating methods and the pros and cons of each; ability to prepare a cost estimate using one of the above methods; ability to prepare a project time-based budget over the life-cycle of the project; ability to follow-up a project using earned-value management techniques. **Available in Yerevan**

#### **4. CAREER GROWTH AND DEVELOPMENT**

**EXT 4-01 DEVELOPING YOUR RESUME:** This workshop is designed to provide participants with proven techniques in developing effective resumes that produce results in the local job market. The major resume components are explained and step-by-step instructions are provided. Sample resumes are reviewed and participants are coached to develop their own resumes, together with cover letters, which are then critiqued by the class. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-02 CONDUCTING JOB INTERVIEWS:** This training spans the beginning of the job interview process, including preparation, types of interviews and what to do during an interview, knowing how to interview can be a challenge. Conducting an interview isn't always fun and it doesn't come all that naturally to lots of people. Most interviewers are unarmed with the appropriate interview questions, unable to follow-up on candidate responses and otherwise fill the void that often results when two strangers sit together for the first time. In this course, you will learn the do's and don'ts of conducting a job interview. This training will answer all the questions you may have and gear you up with suggestions on questions to ask and ways to develop interviewing techniques. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-03 COMPETENCY GAP ANALYSIS:** Through this information-packed course, participants will learn the components of competencies; explain the types of competencies; and learn the step by step analysis of the critical success factors necessary for building a successful career in different areas of work. Participants will discover the limitations of current trends within the business analysis discipline and what the key approaches, techniques, and tools can do to conduct gap analysis and to recommend approaches to improving competencies and skills, including processes and procedures needed for excellence in performance. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-04 RECRUITMENT & INTERVIEWING SKILLS:** Recruitment of quality staff is one of the main issues for businesses alongside retention and much relies on the skills of your existing staff to be able to define job roles, target their recruitment well and carry out interviews effectively. With so many ways that businesses can potentially discriminate on areas such as age and gender it is surprising that so few companies have procedures to train best practice to new and experienced managers, on how to recruit and interview. Diligent interviewing can prevent a number of difficulties later on and spending a lot of money in wasted recruitment costs. There are a number of foolproof ways, which we share with our delegates, to ensure maximum success when recruiting new staff or moving existing staff to new roles. **Available in Yerevan, Gyumri, Dilijan, Ijevan, and Stepanakert.**

**EXT 4-05 PERSONAL GOAL SETTING & MARKETING YOUR SKILLS:** Goal setting is a technique used by successful people and top achievers in all professions. Participants will learn the process of setting personal career goals and working towards achieving them. This workshop also provides participants with the knowledge and understanding of successful marketing strategies that work in the local job market. Special emphasis is placed on developing communication skills, career goals and search techniques, and networking skills. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-06 UTILIZING YOUR PERSONAL STRENGTHS:** Some people have more natural social skills than others, but all people have their own personal strengths. Truly effective people know their talents and find opportunities to maximize on those. But, all people also have areas in which they struggle. This workshop helps participants pinpoint their unique individual strengths and learn how they can get the most out of their talents. The workshop also demonstrates how those same strengths can turn into obstacles and nuisance when overused. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-07 INTERVIEWING SKILLS:** This workshop enhances the participants' interviewing skills and helps develop the necessary techniques to excel in the interview process. Sample questions are reviewed along with proven strategies for effective answers. Participants also learn how to make a positive impression with potential employers and outperform competitors. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-08 DEVELOPING PERSONAL IMPACT:** This workshop helps individuals to understand their 'inner' and 'outer' strengths raising self-awareness en route to becoming more successful. They look at the thoughts, feelings and skills associated with initiating, provoking, directing or influencing a successful impact. Most people think that they have influence and others respect them. Some people try to project their image to achieve this. Personal Impact Development will explain the subtle behavioral differences that can create more impactful interactions. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 4-09 THE ART & SCIENCE. HOW TO CRUSH ANY GOAL YOU SET?** The course is designed for individuals who aim high & are serious about making their big goals into reality. The course will equip participants with vital practical skills to achieve their goals, raise their performance to a whole new level, excel themselves in all aspects of their lives and grow into a continuously self-actualizing human being. The course combines cutting-edge findings of academic research on human potential, from a variety of fields, such as Neuroscience, Psychology, Business, Art & Sports, as well as concepts suggested by the most prominent authors in success industry. **Available in Yerevan.**

## **5. WRITING, EDITING AND TECHNICAL COMMUNICATIONS**

**EXT 5-01 FUNDAMENTALS OF MICROSOFT WORD.** This hands-on seminar is the beginner's workshop for word processing utilizing Microsoft Word. Participants will gain a basic understanding of word processing that allows them to create letters, documents, reports, and resumes. Use of actual computer applications will allow participants to develop and practice new skills and enhance their job marketability and performance with confidence. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 5-02 BUSINESS WRITING.** In this workshop, participants will develop skills in business writing, including background in the processes of communications, business writing methods and formats, and writing for different purposes. The topics covered will include the differences between letters, memos, e-mail, and reports, and both hard copy and online correspondence. Practical and hands-on, this workshop will require students to write and present written correspondence with the class. ***Available in Yerevan.***

**EXT 5-03 EXECUTIVE COMMUNICATION.** In this workshop, participants will explore and develop skills to communicate effectively in business. They will learn about the principles of business communication, such as processes and dimensions of communication, the 7 C's of business communication, barriers to effective communication, and more. Other topics include active listening, body language, giving and reading feedback, and making arguments and influencing. The workshop will explore creating and delivering business reports and emails, as well as presentations and speeches with supporting visuals, and finally, to managing and leading meetings. ***Available in Yerevan.***

**EXT 5-04 TECHNICAL WRITING.** This course is dedicated to provide an overview to technical writing, technical document types and formats, ways of writing the documents and other information related to producing the qualified technical documentation. To convey technical knowledge to diverse audiences in unique settings necessitates that writers become accomplished technical communicators. Technical writing is the focus of this course. This course will prepare students to communicate knowledge and information through various means to audiences of experts, professionals, technicians, and lay persons. The course will also provide detailed instructions on tools used for technical writing. ***Available in Yerevan***

**EXT 5-05 INTERMEDIATE MICROSOFT WORD.** This hands-on seminar enhances participants' knowledge of Microsoft Word. Participants will gain new techniques and advanced functions of word processing that allows them to create more elegant documents and reports. Use of actual computer applications will allow participants to develop and practice new skills and enhance their job performance with excellence. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert***

**EXT 5-06 FUNDAMENTALS OF MICROSOFT EXCEL.** This hands-on seminar is the beginner's workshop for producing spreadsheets utilizing Microsoft Excel. Participants will gain a basic understanding of creating and editing spreadsheets that allows users to work with data to calculate and analyze information. Use of actual computer applications will allow participants to develop and practice new skills and enhance their job marketability and performance with confidence. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 5-07 INTERMEDIATE MICROSOFT EXCEL.** This hands-on seminar enhances the beginner's knowledge of Microsoft Excel. Workshop attendees will gain insight on more advanced functions and working with formulas to upgrade their skills in financial data analysis and graphical presentations with confidence. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 5-08 FUNDAMENTALS OF MICROSOFT POWERPOINT.** This hands-on seminar is the beginner's workshop for making presentations using Microsoft PowerPoint. Participants will gain a basic understanding of PowerPoint and the techniques of creating impressive presentations and working with slides with confidence. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 5-09 WRITING FOR BUSINESS: IT'S DIFFERENT THAN OTHER KINDS OF WRITING!** In this workshop you will develop skills in business writing, including background in the processes of communication, business writing methods and

formats, and writing for different purposes. The topics covered will include the differences between letters, memos, e-mail, and reports, and both hard copy and online correspondence. Practical and hands-on, this workshop will require students to write and present written correspondence in class. In this course you will:

- Identify and demonstrate understanding of the 7Cs of writing effective business correspondence
- Create effective formats for business correspondence
- Prepare and present 3 samples of business writing

***Available in Yerevan***

## **6. COMMUNICATION AND BEHAVIORAL SKILLS**

**EXT 6-01 MANAGING CONFLICT IN THE WORKPLACE:** Working with difficult people can be one of a manager's biggest challenges and roadblocks to success. People often come across as difficult because they handle conflict differently than others. In fact, others' approaches to conflict can often seem counterproductive, confusing, or even bizarre. This workshop provides participants with a simple, direct way to understand the different fears that drive much of the conflict and resistance they see. Participants in this workshop will learn their own style of handling conflict and understand how that style might differ from the styles of their employees. They also will recognize how quickly employees' fears can disengage them from a team or project. Participants learn how and why different people become threatened and discover skills for relating more effectively with people of all styles. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 3-20 HOW TO DEAL WITH DIFFICULT PEOPLE.** Conflict is a fact of everyday professional and personal life. If conflict is mishandled, it can be a source of considerable stress and lead to lost productivity. Much of the success in business is determined by how leaders respond to conflict. Leaders especially must respond well in conflict situations and should willingly accept the consequences of their conflict responses. Additionally, leaders are often asked to help resolve conflict among others. This course explores theories, methods, skills, and practices associated with successfully engaging in the dynamics of conflict interactions. ***Available in Yerevan and Stepanakert.***

**EXT 6-02 ORGANIZATIONAL SKILLS:** Keeping a project organized requires a focus on controlling how time and resources are used. This program will teach program/project managers or coordinators how to keep themselves and their projects organized and under control. In this program, participants will learn specific strategies for managing their work schedule effectively and for leading productive meetings. Participants will learn the importance of effective project planning and problem solving. Participants will also learn the importance of keeping good documentation and how to maintain good project files. Finally, participants will learn the basics of developing a project schedule that is feasible and accurate. ***Available in Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 6-03 LEADERSHIP SKILLS:** The purpose of this workshop is to apply the basic principles of leadership by developing the practical skills necessary to function as a leader in a realistic context. Students will be encouraged to evaluate their personal style of leadership, the uniqueness of the groups that each of them works with, so that they will be able to adapt and apply those principles to be more successful leaders. The workshop also addresses the issues of direction and purpose in leadership and issues related to working with subordinates. Practical skills for working with others will be introduced. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 6-04 COMMUNICATION SKILLS:** This workshop is about human communication. Students will learn about basic communication theories and explore different types of communication, such as interpersonal, small group, and public communication. Throughout the workshop, students will have opportunities to develop and apply communication skills by completing exercises and assessments, participating in group interactions, and making brief presentations. The class will also touch upon developing effective critical thinking, problem solving, and decision making skills that are essential for success as a communicator. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 6-05 PROBLEM-SOLVING SKILLS:** Whether in the workplace or at home, problems do not go away; rather they have a habit of growing unless dealt with effectively by a good manager or team member. There is always another way to do anything that might be cheaper, quicker or sell better. Creative problem solving is an asset every individual should want to have. Imagine increasing productivity, reducing waste and improving customer satisfaction by developing a process for effectively solving problems. Creative thinking is a skill that can be improved with practice. This workshop introduces effective approaches to problem solving that have proven to be successful in producing improvements in efficiency, performance, and productivity. ***Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.***

**EXT 6-06 DECISION MAKING:** Decision making is the main and core activity of all types of managers and related activities. Innumerable problems will mushroom because of these unsolved problems. The way in which the problems are solved depends on the skills which the managers possess - ***their proactivity, responsiveness and their management style.***

Decision making involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given issue/problem. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-07 TIME MANAGEMENT.** Setting priorities and managing time are basic tenets to enhancing individual and organizational performance. The pressure of finding innovative ways to achieve goals, to stay ahead of competition, to respond quickly to customer needs, and to enjoy life outside of work is increasingly difficult in today's fast-changing environment. Meeting the daily challenges of managing professional and personal responsibilities requires a learning strategy that focuses on individual needs. This workshop helps people assess their time management effectiveness and create a personal plan for improving their competencies.

**EXT 6-08 PUBLIC SPEAKING & PRESENTATION SKILLS.** This workshop in presentation skills will completely change the way you think about the art and science of speaking to a group. If you are like the vast majority of novice public speakers, you will emerge from the training with such a thorough understanding and grasp of the skills needed to speak like an expert that you will wonder why you feared public speaking for so long. You will discover that it is considerably easier to look and sound great than the way you're doing it now. You will learn how to make winning presentations that make a lasting impression. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-09 NEGOTIATION SKILLS:** This workshop teaches the basics of negotiations. Participants will learn how to identify objectives and variables, establish negotiation requirements, research the other party, determine concessions, formulate a plan for agreement, and determine the logistics of a negotiation. Workshop activities also cover the guidelines for conducting a successful negotiation and facilitating communication, and situations that require a specific negotiation style. Participants will also learn how to gain control, use various negotiation tactics, and deal with unethical negotiation tactics. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-10 PRESENTATION SKILLS.** While hard work and good ideas are essential to success, ability to express those ideas and get others to join you is just as important. As you grow in your career, there will be times when you will need to face an audience. If this thought makes you nervous, you are not alone. Many speakers lack the skills & confidence to make effective presentations. Skills required to give a good presentation can be developed and that is done in this workshop. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-11 TEAMWORK AND TEAMBUILDING:** Over the years, companies have employed a variety of organizational models and corporate structures to enhance efficiency and productivity in order to gain an advantage over the competition. One of the most effective models is the Team Concept. It offers a wide variety of options for enhancing productivity, creativity, motivation and personal growth among employees. This workshop is to introduce you to team building best practices for maximizing the effectiveness of your team. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-12 BUSINESS COMMUNICATION.** This course is designed to give students a comprehensive view of communication, its scope and importance in the tourism and hospitality industry, and the role of communication in establishing a favorable environment, internally as well as externally. The various types of business communication media are covered. This course also develops an awareness of the importance of the written expression in modern business communication. Upon completion of this course, the student should be able to demonstrate competency in the fundamentals of business writing, in oral and interpersonal communication including one-on-one, small-group communication, and public presentation. Students will also gain understanding of the basics of intercultural communication. **Available in Yerevan, Gyumri, Dilijan, Yeghegnadzor, and Stepanakert.**

**EXT 6-13 ENGLISH LANGUAGE ENRICHMENT USING THE ARTS:** This course aims to use a thematic visual approach to facilitate the use of English Language in communicative exchanges. Thematically-grouped images provide opportunities for students to describe and critique works of art while practicing English speaking, reading and writing. Students will be exposed to and use basic grammar and language functions to communicate their visual analysis of artwork provided in classroom illustrations. Using portraits, landscape and narrative artwork primarily from the collection at the National Gallery of Armenia, general analytic questions will be asked for discussion and writing purposes. English will be used when discussing composition, elements and design principles of composition, and the study of avant garde artists, artistic

movements and cross-cultural artistic work of nineteenth and twentieth century American, European, Armenian and Russian masterpieces.

**EXT 6-14 BUSINESS COMMUNICATION ENHANCEMENT USING THE ARTS:** This course is designed to demonstrate the historic and contemporary power of visual communication, cultural artistic styles, elements and principles of design and visual perception through study of video, film, narrative art, poster art and internet outlets, such as: social media platforms and mobile applications. The class will also investigate how works of art are commanding visual communication tools for marketing, and how the mechanics of visual perspective affects thinking and decision-making. To address cross-cultural art forms, emphasis will be placed on 'learning to think by looking at art' from different cultures, such as the Americas, Asia and Europe, as we consider viewer perception and interdisciplinary context. The course will also consider Russian and Armenian contemporary arts as a framework to study comparative cultural works of Europe, China and the United States.

**EXT 3-17 ORGANIZATIONAL COMMUNICATION FOR LEADERS.** You will study and compare the different perspectives on organizational theory, including the traditional style, systems approach, cultural differences, etc. In addition, such applied topics as organizational structure, conflict, and the impact of technology on organizational communications will be investigated. *Available in Yerevan and Stepanakert.*

## **7. SOCIAL STUDIES AND GLOBAL AFFAIRS**

**EXT 7-01 GOVERNMENT, BUSINESS AND SOCIETY.** A public decision often influences more than the allocation of resources, including civil servants, the local labor market, the environment, and the public. Political, legal or economic forces, national events, and technological changes are factors beyond the organization's immediate control that must be considered during the decision making and planning process. This course deals with managerial problem solving relative to the ethical, economic, social, legal, political, and technical aspects of a public organization's environment. It is designed to explore the forces, within and outside the organization affecting business and society. You will develop a frame of reference in dealing with issues so they are able move from a reactive to an anticipatory mode of behavior. ***Available in Yerevan and Stepanakert.***

**EXT 7-02 WHO GETS WHAT, WHEN AND HOW: PUBLIC POLICY MAKING, PLANNING, AND DEVELOPMENT.** Public policy matters because it affects people's lives. It addresses questions on Policy is understood as the link between systems and leadership. Effective participation in the policy development process requires understanding the basic concepts relative to the policy making process. You will develop the ability to find resources in the policy making process (including stakeholder analysis); the ability to recognize the implications of environmental factors such as making policy in a developing country; the ability to use monitoring and evaluation to improve policy. ***Available in Yerevan and Stepanakert.***

**EXT 7-03 POLICY ANALYSIS AND PROGRAM EVALUATION.** This course provides an overview of the process of policy analysis coupled with a series of related exercises. It covers the major stages of policy analysis, including specifying the policy or programmatic problem (including collecting and assessing data), identifying possible courses of action, designing programs, determining a suitable methodology to evaluate a program, monitoring the implementation of a program, and evaluating and redesigning the program. Emphasis is placed on the main tools of policy analysis, i.e., problem identification and prioritization; data collection, assessment, and analysis; program evaluation (including cost-effectiveness and benefit-cost studies); performance measurement; and research synthesis. The student exercises are designed to reinforce learning and hone practice skills. ***Available in Yerevan and Stepanakert.***

**EXT 7-04 HUMAN BEHAVIOR IN PUBLIC ORGANIZATIONS.** Organizational behavior is an arbitrarily defined subject, distinguished from management and administrative theory for purposes of inquiry but not separated from them in either the study or practice of public administration. Also, contemporary networks and other variations on behavior contexts are examined. The study of behavior requires inquiry about individuals, groups, and organizations, with attention to their interrelationships and relations with society generally. The course draws on varied disciplines: philosophy, psychology, sociology, political science, biology, physiology, history, and anthropology, in particular. It also draws on such fields as law, medicine, engineering, and management. It ranges into religion, the arts, literature, and the full range of human endeavor and apathy. ***Available in Yerevan and Stepanakert.***

**EXT 7-05 PUBLIC FINANCIAL MANAGEMENT AND BUDGETING.** This course will introduce students to the fundamentals of budgeting and financial management for government and non-profit managers. The course is divided into two units. The first unit covers budgeting concepts and skills, culminating in a real-world budget simulation. The second unit will cover basic accounting principles and financial statement literacy, so that students are able to evaluate the fiscal health of public sector organizations. The unit culminates with a final project requiring students to analyze the budget of a city of their choice in Karabagh. ***Available in Stepanakert.***

**EXT 7-06 SEMINAR IN THE ADMINISTRATION OF LOCAL GOVERNMENT.** The purpose of this course is to provide an understanding of the major areas of scholarly inquiry in the legal, political, fiscal and administrative frameworks of municipal governments. The course begins with an overview of theoretical foundations and systems model of urban politics. Contemporary approaches to studying municipal government from a political economy or regime perspective are given special attention. The remainder of the course is divided into two major areas of inquiry, comprising urban political institutions, and political behavior and processes in urban settings. Each participant is expected to take an active role in leading discussion of assigned articles. Each participant will complete a project on a significant topic in municipal governance and politics. ***Available in Stepanakert.***

**EXT 7-07 URBAN PLANNING AND SOCIAL POLICY.** Social policy and urban planning are inextricably linked. Economic development, housing, immigration and other policies shape the structure of a city. Access to affordable housing, quality education, food safety and security, and employment are influenced by government decisions. This course examines the intersection of urban planning and social policy. At times, the course focuses on policy development and implementation. At other times, it explores land use regulation and environmental influences on healthy living. In all cases, though, the class will be looking for links, connections, and bridges between planning and policy. **Available in Yerevan and Stepanakert.**

**EXT 7-08 STRATEGIC PLANNING IN THE PUBLIC SECTOR.** Within the governing environment in Karabagh, public managers are challenged to articulate the purposes their agencies are intended to achieve and the public value they are creating. This course strengthens students' capacity to think, plan and act strategically in leading and managing public service organizations. The course develops skills in perceiving strategic issues (expected and unexpected trends or events, arising inside or outside an organization that can have influence on organizations, the ability to reach the desired future, and skills in formulating roles, structures, programs and processes to address those issues. **Available in Yerevan and Stepanakert.**

**EXT 7-09 PERFORMANCE MEASUREMENT AND MANAGEMENT: FUNDAMENTALS.** This is a short and compressed course that focuses on how performance measurements are becoming increasingly important in public, non-profit, as well as business settings. Developing the right measures, choosing the critical few measures are important for gauging the performance of a project or program. The course will ground students in the fundamentals of performance measurement and demonstrate its use for measuring mission accomplishment, strategic planning, as well as from funding, transparency and accountability perspectives. **Available in Yerevan and Stepanakert.**

**EXT 7-10 PERFORMANCE MEASUREMENT AND MANAGEMENT.** This course focuses on how performance measurements are becoming increasingly important in public, non-profit, as well as business settings. It will ground students in the fundamentals of performance measurement systems and demonstrate how they are critical from a mission, strategic, funding, transparency and accountability perspective. It will cover not only how to select appropriate measures, but also how to implement a performance measurement system and use performance measures in managing an organization. In addition, the course will highlight the need for leadership and management acumen to ensure success in achieving meaningful, significant and lasting results. **Available in Yerevan and Stepanakert.**

**EXT 7-11 PUBLIC ADMINISTRATION.** The purpose of this capstone course is to give students the opportunity to synthesize, integrate and apply the knowledge acquired in earlier courses through discussion of cases that require application of the theories to real world situations. This gives students the opportunity to decide what they would do as public managers if confronted with the situation at hand given the external environment, actors involved, and prevailing policies. Through such exercises students will develop analytical skills, and the ability to apply public administration concepts and theories to analyze problems and devise solutions. Class discussions and the end-course written directive students write are designed to prepare them in managing public offices. **Available in Yerevan and Stepanakert.**

**EXT 7-12 INTELLECTUAL PROPERTY PROTECTION: PATENTS.** This course will study the patent law of Armenia and stipulations related to the Patent Cooperation Treaty. Topics will include patentable subject matter. We will cover standards for patentability; patent claim drafting; prior art search. Inventors must look into protecting their inventions in the very early stages of product development, determining the patentability of their invention, avoiding infringement of a competitor's patent, management of an international patent portfolio (comprising patent applications filed in several jurisdictions), and an understanding of law and treaties. We will discuss the basics of filing and prosecuting patents under the Patent Cooperation Treaty (PCT). **Available in Yerevan**

**EXT 7-13 INTELLECTUAL PROPERTY PROTECTION: TRADEMARKS.** The course will study the concept and procedures for registering trademarks, the special features of the law on trademarks of Armenia. During the course we discuss how to register a trademark in Armenia and elsewhere following the provisions established by the Madrid Protocol. Participants in this course will gain an understanding of what can be registered as a trademark in general, and how to distinguish the differences between trademarks and company names. **Available in Yerevan.**

**EXT 7-14 CONTRACT NEGOTIATION, PREPARATION AND RATIFICATION.** This course is an introduction to the process of negotiating, drafting and ratifying different kinds of contracts through practical advice and approaches. Participants in this course will have a practical opportunity to get acquainted with the process of negotiation (proficiencies and requirements that are important for lawyers when negotiating and drafting contracts). This course will give an opportunity to participants to gain an understanding of international commercial contracts, what kinds of issues to address from start to ratification. **Available in Yerevan**

**EXT 7-15 INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY (CSR); MYTH, REALITY OR JUST A PR STUNT.** This is a course that presents the concept of corporate social responsibility (CSR) or sustainability. It explains what CSR is and how it differs from corporate philanthropy, commercial sponsorship and social enterprise and provides participants with the theoretical basis and practical skills to identify the priority areas for business sustainability in any company and develop an initial CSR strategy. At the end of the course, participants will have a clear idea of the role of business in sustainable development. This will be useful to participants from the private sector because they can directly apply their knowledge to develop CSR in the companies where they work. It will also be very useful to those from the non-profit sector seeking to learn how to develop partnerships with businesses, as well as participants who want to raise their own awareness as consumers and citizens.

**EXT 7-16 CARRYING OUT A SUCCESSFUL RESEARCH PROJECT:** This course is designed for those who want to become professional researchers. It aims to equip the participants with all the necessary methods and skills they will need for writing a competent dissertation, research paper, academic article and other research projects. The course will be divided in two parts. The first part will focus on a variety of qualitative research techniques to gather and analyze data. The participants will understand how to conduct in-depth interviews and observations, how to run focus-groups and how to analyze text and talk with qualitative methods. The participants will then be introduced to key quantitative methods with emphasis on the objective measurements and statistical analysis of data collected through polls, questionnaires, and surveys. They will learn how to conduct a survey and collect and analyze data with the latest SPSS software.

**EXT 7-17 GEOPOLITICS IN THE ERA OF DIGITIZATION: LOST IN SPACE:** This course will focus on the transformation of the geopolitical landscape and the impact of cyberocracy in this context, which poses new challenges to democracy, sovereignty and security making it crucial to understand contemporary developments and their influence on geopolitics at large. The goal is to provide students with comprehensive knowledge of how the Industrial revolution 4.0 has reshaped the concept of power and its influence on geopolitics.

**EXT 7-18 MAKING LUXURY PRODUCTS A PART OF YOUR LIFE:** This course has the objective to give general knowledge of the luxury and fashion industry and also to give insight how the sales and marketing policy is developed. During the course students will have the opportunity to identify the key players, the relevant trends and understand main marketing differences between luxury, fashion and mass market business.

**EXT 7-18 RESTORING THE HUMAN RIGHTS OF RIGHTLESS. SLAVERY AND HUMAN TRAFFICKING TODAY:** This hands-on course provides an exceptional opportunity to gain practical skills and knowledge on different forms of slavery, forced labor, servitude, forced marriages, religious and cultural practices that are defined as slavery, trafficking in humans that transforms depending on the market demands. The course addresses phenomena from human rights perspective and provides with local and international legal tools, existing institutional bodies and mechanisms, practices and skills to identify, refer and protect. The course is based on practical examples, slides, materials from more than 40 countries the author conducted work. It provides analyses of social and economic structures as well as discriminatory cultural and religious practices that advance these processes.

## **8. TECHNOLOGY AND INFORMATION SERVICES**

**EXT 8-01 COMPUTER INFORMATION SYSTEMS.** This course is all about the use of information systems in the tourism industry, i.e., the use of computers to facilitate both the flow and management of information in the industry, the flow and capture of information related to providing tourism and hospitality services; constant changes in information technology and their impact on the channels of distribution; the interdependence and cross-linkages of the industry's systems along with the emergence of the Internet as another channel of information flow. **Available in Yerevan**

**EXT 8-02 DIGITAL AND SOCIAL MEDIA MARKETING.** This course is designed to provide cost-effective, comprehensive training in key Internet, Social Media and Mobile marketing channels, platforms, techniques and strategies to ensure you know what you need to know. Modules include website development and marketing; copy writing for the web; search engine optimization; sharing, bookmarking and news feeds; photographs (Flickr), video (YouTube) & audio (iTunes) marketing; e-mail marketing; social media marketing (Facebook & LinkedIn); mastering Google (advertising & applications); event management; managing surveys & other forms; and other key themes and topics. **Available in Yerevan**

**EXT 8-03 WEB DEVELOPMENT HTML, CSS, JavaScript.** Today, Armenia's changing environment is requiring companies to keep up with the needs and expectations of their site visitors. Today, many cutting edge web publishers are able to instantly and dynamically update web pages and properties as new content becomes available so that every visitor to their site is informed with the most up-to-date information about products and services available. **Available in Yerevan**

**EXT 8-04 WEB DEVELOPMENT PHP, MySQL.** This course covers PHP & MySQL, the most widespread server side technology combinations with accent on web development. It is designed at a level for personal web development projects, as well as small to large (Facebook™, Wikipedia, etc) business Web development needs. For those students who have completed Part I but seek an advanced mastery of web-development techniques that use databases to create content using MySQL, structured query language (SQL), and PHP5 for programming. **Available in Yerevan**

**EXT 8-05 IPHONE PROGRAMMING.** The course will teach skills for developing applications for iPhone, from opening Xcode for the first time, to submitting your application to the App Store. You'll learn Objective-C and the core frameworks needed to develop iPhone apps for different categories. The course will give you a basic framework for building your own applications independently, using multi-touch technologies. Topics to be covered include views, protocols and gestures, MVCs and segues, image/scroll/web views, table views, animation, multithreading, performance considerations and others. **Available in Yerevan**

**EXT 3-23 LEADING TECHNOLOGICAL CHANGE IN ORGANIZATIONS.** This course assumes a strategic view of technology as a key enabler of organizational effectiveness. It offers elemental perspectives on leading change both in a technical environment and on an enterprise-wide level. Participants consider the human side of technical change, learning how culture, participation, communication, and collaboration are critical success factors when implementing technical change. **Available in Yerevan and Stepanakert.**

**EXT 8-04 KEY CHALLENGES AND OPPORTUNITIES IN MANAGING SOFTWARE IMPLEMENTATIONS.** This course takes stock of the global trends in IT sector looking into the key challenges in software project management and business development. It recommends the best practices in delivering impact through software. The course targets the IT practitioners on various levels from executives to project managers and marketing specialists. The course in particular analyzes the prospects and opportunities for Armenian companies to become global suppliers of high-quality software and knowledge solutions as opposed to offering cheap labor force for IT outsourcing.

## 9. SPECIAL CLASSES AND PROGRAMS

**EXT 9-01 WOMEN ENTREPRENEURSHIP PROGRAMME.** This course is designed for women who wish to establish and run their businesses successfully. This business entrepreneurship course is built on the seven knowledge areas of innovation, applied to entrepreneurial conceptualization, as well as to recognition of the business opportunity.

1. INTELLECT
2. DOMAIN KNOWLEDGE
3. THINKING
4. PROBLEM-SOLVING
5. CREATIVITY
6. INNOVATION, and
7. EXECUTION.

Participants will be able to work on their individual organizational skills and be able to articulate their business vision, identify the business challenges, and be able to analyze and make appropriate decisions. Upon completion of this course the participants will have a grasp of the fundamentals of business planning, assume the roles of a successful entrepreneur, recognize the trends in business structures and activities in retail and service organizations. By the end of the course participants will be able to gather the required information to develop a realistic business model for their business ventures. This course is intended for woman participants only. Participants should be interested in starting their own business or advancing in their careers in business. **Available in Yerevan**

**EXT 9-02 ADVANCING WOMEN IN LEADERSHIP AND DECISION MAKING.** This course is all about preparing women leaders. How do we as a community empower our women? What mechanisms or skills do we need to employ and equip the female members of our society in order to break stereotypes and create equal opportunities? This course address the foundational problems of gender inequality in professional settings. It also offers various mechanisms of addressing these situations. Lastly and most importantly it offers women a set of skills and tools to empower them in both their professional path and personal growth. This course is intended for woman participants only. Participants should be interested in rethinking their leadership abilities to advance in their careers. **Available in Yerevan**

**EXT 9-03 GOVERNANCE AND LEADERSHIP:** This 3–day intensive executive course addresses complex group decision challenges across the public sector, nonprofit organizations, and private industry to better achieve broad-based policy consensus that can lay the foundation for more effective negotiations for policymaking and implementation. The purpose of the course is to understand the theory and master the tools and techniques that facilitate a multi-stakeholder dialogue process in modern governance. This is based on newnegotiation structured on the collaborative governance framework particular to public policy and public administration. Newnegotiation conveys practical tools to improve performance and relationships in this highly competitive and global marketplace. During the course we examine societal interaction as in stakeholdership, engagement and human capital. We also focus on good decision making through ethics and avoidance of conflicts of interest. Finally, we examine the role of facilitative leadership in collaboration and consensus building.

**EXT 9-04 PRE-COLLEGE SUMMER CAMP:** This 5-week Summer Camp is for ambitious high school students, who will get a taste of college learning at AUA while experiencing the fun and friendships of a terrific day camp. Students will also participate in creative academic exercises led by highly experienced counselors. Campers will enjoy full day of activities in (1) Leadership for Teens, (2) Group Debates, (3) Team Building, (4) Creative Writing, (5) Problem Solving, (6) Stimulating field trips, (7) Photography.

**EXT 9-05 INTELLECTUAL PROPERTY SUMMER ACADEMY:** The Intellectual Property Summer Academy provides a forum for international IP lawyers, IP technology managers, legislators and government representatives, innovators and scientists to discuss how intellectual property law affects their work and actions, individually and collectively. The Intellectual Property Summer Academy covers various topics in intellectual property law at an advanced level. Topics include trademarks and copyrights, as well as issues related to unfair competition and trade secrets. Instruction is through classroom lectures, interactive discussions and case studies.

**EXT 9-06 CRISIS IN MICROFINANCE INSTITUTIONS: IS CORPORATE GOVERNANCE A SOLUTION?** Corporate Governance is often identified as a major weakness of financial institutions. A recent research on «crises in microcredit institutions» has confirmed that it is indeed a topic that deserve a lot of attention. However, in order to be useful, this attention should be preventive; unfortunately, as shown by many banking and microcredit crises where governance was only scrutinized once the crises were already there, this is not always the case. The workshop will therefore try to identify the major items to which a credit organization should pay attention should it wish to improve its corporate governance. A special attention will be dedicated to board management in order to identify what it can do and what it should not be expected to provide.

**EXT 9-07 BUSINESS MANAGEMENT (DIPLOMA PROGRAM):** Business Management Diploma Program provides participants and people working in the industry with the necessary business skills and applied education necessary for managing different types of business operations. Whether you're looking to improve your earning potential, increase your management role or assume increased management responsibilities in the industry, our Diploma Program in Business Management can help you meet your professional goals. This Diploma series provides an overview of private sector organizations with fundamental concepts and techniques related to strategic planning, human resources and operations, quality and brand management, financial analysis and more. It is open to mid-level managers working in the industry or other workers interested in enhancing their business management skills.

**EXT 9-08 TOURISM AND HOSPITALITY MANAGEMENT (DIPLOMA PROGRAM):** This program teaches basic vocabulary, concepts, principles and procedures for achieving success in the developing industry of the tourism. The program also provides a solid foundation in business management, offering such courses, such as sales management, public relations, marketing, entrepreneurship, quality management, etc.

**EXT 9-09 CERTIFIED NONPROFIT ACCOUNTING PROFESSIONAL:** The only nationally (US) recognized certification program for nonprofit accounting professionals, CNAP earns high praise from graduates for its comprehensive curriculum. It offers those on the nonprofit financial management and accounting front line comprehensive training on every component of nonprofit financial management. CNAP topics address issues like Financial Reporting, Internal Controls, Budget Development, Governance and IRS Form 990. The course also has a built in self-assessment component that gives participants the ability to immediately apply their new knowledge against their organization's capacity and leave the program with an action plan.