

Diploma in Telecommunications Management Studies

11 August – 5 September 2014
Mona ICT Policy Centre,
University of West Indies,
Jamaica



COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Overview

The fast moving telecommunications industry driven mainly by rapidly changing technologies, evolving services and increasingly complex consumer demands, generate new business challenges, that require the professionals in the industry to be constantly updated. This four-week course is designed to provide participants with tools that will enhance their ability to master the changes in the business and technical environment to assure operational and business success for their organisations. This course will examine essential elements of technology evolution, the changing institutional/legal/regulatory frameworks and the challenges of creating value through enterprise and effective management practices. Essential management theories and frameworks will be adopted to suit the ICT sector. The course is designed to be challenging, thorough and practical.

For more information
about this course, or to
register, contact us on:
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OBJECTIVES

This course will provide participants a broad and holistic view of the industry and equip them with the ability to adopt end-to-end approaches in tackling the key issues that drive value creation and performance in this highly competitive market place.

EXPECTED OUTCOMES

This course will provide participants with an in-depth knowledge of the essential principles, theories and frameworks that underpin technology deployment, regulation /competition and the challenge of value creation through enterprise and applied management. A blended learning approach involving lectures, case studies and hands-on application of key concepts has been adopted for the course to enhance the learning experience and outcomes.

TARGET AUDIENCE

Telecommunications professionals of operational companies, both fixed and mobile, and regulatory agencies working in various departments such as planning, strategy, technical, regulatory, legal, marketing, sales and business development.

COURSE OUTLINE

Week 1

Module 1: Telecommunication Fundamentals (3 days)

- Overview of telecom networks
- Switching and signalling basics
- Transmission basics, OFC and OFS
- Data communications
- IP routing, VoIP and MPLS
- Fixed and wireless access technologies
- Broadband fundamentals, including DSL technologies
- Emerging trends in access technologies
- NGN, IMS, and soft switch architecture
- Radio cells principles
- GSM and CDMA network architectures
- Call and mobility management
- GPRS, EDGE, 3G & WCDMA, 4G etc.
- WiBRO-WiFi, WiMAX, and future mobile trends
- Migration from Legacy systems to NGN
- Convergence of wired and wireless technologies.
- The future market place (4G and beyond)

Module 2: Planning and Designing of Fixed and Wireless Networks (2 days)

- Key components of fixed and mobile networks
- Strategic planning and network design
- Spectrum planning and optimisation
- Fixed network optimisation
- Global telecom standards and next generation networks
- Spectrum management and pricing
- QoS monitoring
- Planning of Telecom Nodes, Transmission centres.
- Technology selection

Week 2

Module 3: Understanding Strategy (1 day)

- A generic approach (Michael Porter)
- A problem based approach (Richard Rumelt)
- Strategic choices informed by vision, mission and objectives (Ansoff, BCG GE-Mckinsey and TOWS frameworks)
- Strategic implementation and valuation

Module 4: Strategic Human Resource Management (2 days)

- Human Resource Management basics
- Effective Communication
- Time Management
- Decision Making
- Personnel Management
- Job Analysis & Design
- Performance measurement, rewards and providing feedback
- Recruitment
- Training
- Stress Management
- Motivation
- Team Building
- Emotional Intelligence
- Managing Cross Teams
- HR Information Management
- Succession Planning
- Managing diversity strategies

Module 5: Strategic Customer Relationship Management (2 days)

- Behaviour, Attitude improvement for CRM
- CRM Basics
- Customer Centric Management
- Understanding customer needs
- CRM strategy
- Business Process Management
- CRM measurement
- Customer Care
- CRM in Convergent Scenario
- SDP

Week 3

Module 6: Telecommunication Policy and Regulation (3 days)

- Telecom policy
- Policy from a stakeholder perspective
- Policy objectives and implementation
- Global standards and compliance
- Regulatory Governance
- Degree of independence
- Service and content regulation
- Technology regulation and net-neutrality
- Economic regulation
- Market definition, market analysis and forward planning
- Competition and regulation
- Dominance and anti-competitive behaviour (cross-subsidisation, price discrimination, predatory pricing, etc.)
- Price regulation (price cap regulation, rate of return regulation)
- Setting interconnection prices
- Unbundling and access to essential facility
- The LRIC process and access pricing including interconnection and unbundled access
- Mergers and acquisitions
- Customer care under convergence
- Licensing and market entry
- Spectrum management and development of new services
- Universal access
- Dispute resolution
- Data and privacy protection
- Green issues

Module 7: Telecommunications Finance Management (1 day)

- Economic Environment of Business
- Accounting Principles
- Financial Management
- Preparation & Analysis of General Financial Statements and Ratio Analysis
- Capital structure
- Working Capital Management
- Costing and MIS as tool for accounting
- Preparing business plan
- Group Discussion & Test

Module 8: Telecommunications Marketing and Sales (1 day)

- Marketing management basics and process
- Applying global marketing principles to regulation
- Consumer decision process
- Marketing of services
- Service positioning, differentiation and consumer buying behaviour (the strategy clock)
- Brand management
- Business intelligence, marketing research and customer segmentation
- Marketing strategies, including e-marketing
- Churn management
- Sales strategy and management
- Sales channels and management

- Supply chain management
- Targeting global markets
- Enterprise marketing management
- Risk management and measurement

Week 4

Module 9: Change and Project Management (2 days)

- Types of change (planned, driven and evolved)
- Top-down transformation and bottom-up change
- Forces for change and resistance to change
- Managing the politics of change
- The project concept
- Project plan
- Project problems and impact on successful implementation
- Building and sustaining effective project teams
- Project monitoring tools and Risk management
- Project closure

Module 10: Risk Management and Business Continuity Planning (2 days)

- Understanding risks within and outside the business
- Emerging threats
- Performing a business impact analysis
- Risk assessment and monitoring
- Developing risk management strategies
- Risks in IT and data
- Business continuity planning and implementation
- Disaster management, including action plans
- Cyber crime and cyber threats
- Technology selection &, migration strategies.
- Standardisation, security

Module 11: Writing a Business Case (1 day)

- Product, service or problem description
- Market research (customers, competitors)
- Operation planning
- Business controls
- Financial analysis
- Writing up and presenting the plan with confidence

EXPERT PROFILES

Dr Windfred Mfuh, Ph.D.

Dr. Windfred Mfuh holds a PhD in Strategic Management and Policy from the Centre of Management under Regulation, University of Warwick Business School, United Kingdom. He is also holder of an MSc in Operational Telecommunications from the School of Engineering and Computing, Coventry University, UK as well as an Advanced Postgraduate Engineering Diploma from the National Advanced School of Posts and Telecommunications of Cameroon and a BSc in Analytical Mathematics.

Dr Mfuh has worked with a range of regulatory organisations in various capacities on engineering and management projects for the last 15 years. His latest assignment involves complete market analysis and full spectrum valuation/pricing to accommodate 3rd and 4th generation mobile networks in the Kingdom of Thailand in collaboration with Chalmers University of Sweden and the London School of Economics. As Associate and Research Fellow at the Centre for Management under Regulation, Windfred has collaborated with Professor Martin Cave to provide strategic and regulatory advice to many governments and regulatory organisations. In previous roles, Windfred worked as Senior Lecturer in Telecom Networks at the National Advanced School of Posts and Telecommunications of Cameroon for 7 years.

Professor Hopeton S. Dunn, Ph.D.

Professor Dunn is Professor of Communications Policy and Digital Media and Director of the Mona ICT Policy Centre at the Mona School of Business and Management (MSBM), University of the West Indies. He is the Director of the Caribbean Institute of Media and Communication (CARIMAC). Professor Dunn has a Ph.D. in Communications Policy and Technology and a Master of Arts Degree in Communications Policy Studies from City University, London and a Post-Doctoral Diploma in Telecommunications and Broadcasting Policy Development and Regulation from Florida International University (FIU).

Professor Dunn is the Chairman of Jamaica's Broadcasting Commission and immediate past Secretary General of the International Association for Media and Communication Research. He also served as Chairman of Jamaica's Telecommunications Advisory Council from 2001 to 2003, during the crucial period of transition from a monopoly to a multiplayer market in mobile services.

Professor Dunn led the development of the M.Sc. in Telecommunications Policy and Technology Management and served as the inaugural Academic Director. He presently lectures in a number of graduate and undergraduate courses at CARIMAC, MSBM and in the wider UWI, where he has taught for over a decade. He is the author or editor of six books and numerous book chapters and scholarly journal articles.

Mr C.Courtney Jackson

Mr Jackson is an experienced telecommunications engineer and regulatory specialist, who serves as an adjunct faculty member in the TPM Masters as well as Adjunct Senior Lecturer in the Physics Dept, UWI. He is the former Deputy Director General responsible for Telecommunications in the Office of Utilities Regulation in Jamaica. Mr. Jackson earned two Master of Science degrees, one in Industrial & Systems Engineering and the other in Electrical Engineering, from the University of Florida, Gainesville, Florida. He is also a graduate of the World Bank sponsored course in Utilities Regulation at University of Florida's Public Utilities Research Center.

Mr. Jackson's portfolio includes, network interconnection, technical evaluation of licenses, network cost studies, rate and tariff application reviews, and regulatory operations system design and management. He was a Member of Technical Staff (MTS) Manager at Bell Laboratories, Optical Networking Group, Lucent Technologies, where he worked on the development, integration, testing and verification of Operations Support Systems (OSS) for telecommunications transmission networks. Mr. Jackson was a Senior Systems Engineer at Telcordia Technologies (formerly Bellcore), with extensive switching operations performance experience. He has developed extensive Local Number Portability (LNP) testing plans for major U.S. regional operating companies.

He holds senior memberships in the Institute of Industrial Engineering and the Institute of Electrical & Electronic Engineers.

REGISTRATION

Please Register Online at <http://myspot.mona.uwi.edu/msbm/diploma-telecommunications-management-studies>

Other options:

- Personally by credit/debit cards at the Accounts Department of the Mona School of Business and Management, University of the West Indies, Mona Kingston 7, Jamaica.
- By managers cheques payable to “Mona School of Business and Management”.
- At any National Commercial Bank branch by a special voucher. Vouchers are available at the Mona School of Business and Management (North) reception desk and at the Mona School of Business and Management accounts department.
- By wire transfer using the following details
 - Bank: National Commercial Bank Jamaica Limited (NCB)
 - Account No: 406866467
 - Swift code /ABA routing: jncb jmkx
 - Account name: Mona School of Business and Management
 - Bank's Address: Mona Campus, University of the West Indies, Kingston 7, Jamaica

Contact details

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	Before 30 June	After 30 June
Members*	US\$ 2500	US\$ 2700
Non members	US\$ 2800	US\$ 3000

*Members List:

- Bermuda Regulatory Authority
- Caribbean Institute of Media and Communication (Alumni)
- Ministry of Communication, Works and Transport of St Lucia
- Ministry of Communications and Works of British Virgin Islands
- Ministry of Communications of Montserrat
- Ministry of Communications, Works, Physical Development, Public Utilities, ICT and Community Development of Grenada
- Ministry of Energy and Public Utilities of Barbados
- Ministry of Finance, Investment and Trade of Turks and Caicos
- Ministry of Information, Telecommunications and Constituency Empowerment of Dominica
- Ministry of Infrastructure, Communications, Utilities & Housing of Anguilla
- Ministry of Public Utilities of Trinidad and Tobago
- Ministry of Science and Technology of Trinidad and Tobago
- Ministry of Science, Energy and Technology of Belize
- Ministry of Science, Technology, Energy and Mining of Jamaica
- Ministry of Telecommunications of Antigua and Barbuda
- Ministry of Telecommunications of Cayman Islands
- Ministry of Transport, Communication and Tourism of Surinam
- Ministry of Youth, Sports and Telecommunications of St Kitts and Nevis
- Mona School of Business and Management (Alumni)
- Office of the Prime Minister of Saint Vincent and the Grenadines
- Office of Utilities Regulation of Jamaica
- Prime Minister's Office of Guyana
- Public Utilities Commission of Guyana
- Telecommunications Authority of Trinidad and Tobago
- Telecommunications Services of Trinidad and Tobago
- Telecommunications Unit of Barbados
- University of the West Indies (Full-time Staff Members only)
- Utilities Regulation and Competition Authority of Bahamas