Haward Technology Middle East

COURSE OVERVIEW TM0085
Strategic Planning Using the Balanced Scorecard

Course Title
Strategic Planning Using the Balanced Scorecard

Course Reference
TM0085

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Date/Venue

Session(s)	Date	Venue
1	July 07-11, 2025	TBA Meeting Room, JW Marriott Hotel Madrid, Madrid, Spain
2	September 22-26, 2025	Hampstead Meeting Room, London Marriott Hotel Regents Park, London, UK
3	November 23-27, 2025	Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE
4	January 19-23, 2026	TBA Meeting Room, Grand Hyatt Athens, Athens, Greece

Course Description

This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of strategic planning using the balanced scorecard. It covers the strategic planning and strategy execution; the reasons behind failures of well-formulated strategies; translating the vision into everyday actions and the importance of the balanced scorecard; the balanced scorecard as a strategic management system; the principles of the strategy focused organization; and measuring business strategy from the financial, customer, internal, business or process and learning and growth perspectives.

During this interactive course, participants will learn the strategic alignment and goal setting; linking the balanced scorecard's KPIs to strategy; using strategy map to specify relationships and make them testable; the importance of initiatives and the soft and hard KPIs; and leading and lagging KPIs, reporting and evaluating results and cascading and implementing a balanced scorecard.

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain a good working knowledge on strategic business planning

- Carryout strategic planning and strategy execution and discuss the reasons behind failures of well-formulated strategies

- Translate the vision into everyday actions and explain the importance of the balanced scorecard

- Discuss balanced scorecard as a strategic management system and the principles of the strategy focused organization

- Measure business strategy from the financial, customer, internal, business or process and learning and growth perspectives

- Develop strategic alignment and goal setting, link the balanced scorecard's KPIs to strategy and use strategy map to specify relationships and make them testable

- List the importance of initiatives, evaluate initiatives, manage initiatives and identify the soft and hard KPIs

- Lead and lag KPIs, report and evaluate results, cascade the balanced scorecard and implement a balanced scorecard program

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of strategic business planning for all managers and supervisors involved in strategic planning and performance management. The course is also beneficial to those involved in improving performance and measuring results.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30%   Lectures
20%   Practical Workshops & Work Presentations
30%   Hands-on Practical Exercises & Case Studies
20%   Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

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Course Certificate(s)

(1) Internationally recognized Competency Certificates and Plastic Wallet Cards will be issued to participants who completed a minimum of 80% of the total tuition hours and successfully passed the exam at the end of the course. Certificates are valid for 5 years.

Recertification is FOC for a Lifetime.

Sample of Certificates

The following are samples of the certificates that will be awarded to course participants:-

TM0085-07-25|Rev.03|24 June 2025

(2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course

Haward Technology Middle East

Continuing Professional Development (HTME-CPD)

CEU Official Transcript of Records

TOR Issuance Date:	16-Nov-21
HTME No.	8667-2014-9020-2559
Participant Name:	Waleed Al Habeeb

Program Ref.	Program Title	Program Date	No. of Contact Hours	CEU's
TM0085-3D-IH	Certificate in Strategic Business Planning	November 14-16, 2021	16.5	1.65

Total No. of CEU's Earned as of TOR Issuance Date	**1.65**

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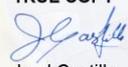
Jaryl Castillo
Academic Director

Haward Technology has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this approval, Haward Technology has demonstrated that it complies with the ANSI/IACET 1-2013 Standard which is widely recognized as the standard of good practice internationally. As a result of their Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1-2013 Standard.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology is accredited by

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Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

- **British Accreditation Council (BAC)**

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- **The International Accreditors for Continuing Education and Training (IACET - USA)**

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Dr. Chris Le Roux, PhD, MSc, BSc, PMI-PMP, PMI-CAPM is a **Senior Project & Management Consultant** with over **45 years** of teaching, training and industrial experience. His expertise lies extensively in the areas of **Project & Contracts** Management Skills, **Project & Construction** Management, **Project** Planning, Scheduling & Control, **Project** Management, Project Delivery & Governance Framework, **Project Planning & Delegating**, **Risk, Budgeting & Cost Management** in Projects, **Project** Management Practices, **Project** Management Disciplines, **Project Risk** Management, **Risk** Identification Tools & Techniques, **Project** Life Cycle, **Project Stakeholder** & Governance, **Project Management** Processes, **Project Integration** Management, **Project** Management Plan, **Project Work** Monitoring & Control, **Project Scope** Management, **Project Time** Management, **Project Cost** Management, **Project Quality** Management, **Quality** Assurance, **Project Human Resource** Management, **Project Communications** Management, **Contract** Management, **Tender** Development, **Contract** Standards & Laws, **Dispute Resolution** & **Risk** Identification, Myers-Briggs Type Indicator (**MBTI**), **Organization** Development Consultation, Advanced Debriefing of **Emotional** Trauma, **Interpersonal Motivation**, **Model Based Interviewing**, **Leadership Orientation** Programme, **Leading People & Change**, Embracing Innovation Culture **Coaching & Motivation**, **Creative Thinking & Problem-Solving** Techniques, Techniques for **Coaching & Mentoring**, Strategies for Setting Annual Goals, **Monitoring Progress & Evaluation Performance**, **Emotional Intelligence**, **Presentation** Skills, **Communication & Interpersonal** Skills, Effective **Communication & Influencing** Skills, Effective **Business Writing Skills**, **Writing** Business Documents, **Business Writing** (Memo & Report Writing), **Leadership & Team Building**, Psychology of **Leadership**, **Interpersonal Skills & Teamwork**, **Coaching & Mentoring**, **Innovation & Creativity**, **Office Management & Administration** Skills, Controlling Your **Time & Managing Stress**, **Crisis** Management, Strategic **Human Resources** Management, **Change** Management, **Negotiation** Skills, **Strategic Planning**, **Risk** Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding **Customer** Expectations, **Corporate Governance** Best Practice, **Business Performance** Management & Improvement, Building Environment of **Trust & Commitment**, **Win-Win Negotiation** Strategies, **Quality Improvement & Resource** Optimization, Neuro Linguistic Programming (**NLP**), **Personal Resilience** Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, **Career** Management, Situation & Behaviour Analysis, Interpersonal **Motivation** Skills, **Inventory** Management and **Financial** Administration. Further, he is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis. He was the **Psychologist** & **Project Manager** wherein he was responsible in the project management and private psychology practices.

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Director**, **Medico Legal Assessor Psychologist**, **Training & Development General Manager**, **Project Manager**, **Account Manager**, **Commercial Sales Manager**, **Manager**, **Sales Engineer**, **Project Specialist**, **Psychology Practitioner**, **Senior HR Consultant**, **Senior Lecturer**, **Senior Consultant/Trainer**, **Business Consultant**, **Assistant Chief Education Specialist**, **ASI Coordinator**, **Part-time Lecturer/Trainer**, **PMP & Scrum Trainer**, **Assessor & Moderator**, **Team Leader**, **Departmental Head**, **Technical Instructor/Qualifying Technician**, **Apprentice Electrician: Signals** and **Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars, CBM Training, just to name a few.

Dr. Le Roux has a **PhD** in **Commerce Major** in **Leadership** in **Performance & Change**, a **Master's** degree in **Human Resource Management**, a **Bachelor's** degree (with Honours) in **Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Electrical & Mechanical Engineering**. Further, he is a **Certified Project Management Professional** (**PMI-PMP**), a **Certified Associate** in **Project Management** (**PMI-CAPM**), a **Certified Scrum Master Trainer** by the VMEdu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management** (**ILM**). Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator**, **Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

Course Fee

Dubai	**US$ 5,500** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.
Madrid	**US$ 8,800** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.
London	**US$ 8,800** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day
Greece	**US$ 8,800** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Strategic Planning & Strategy Execution***
0930 – 0945	*Break*
0945 – 1030	***Reasons Behind Failures of Well-Formulated Strategies***
1030 – 1230	***Translating the Vision into Everyday Actions***
1230 – 1245	*Break*
1245 – 1420	***Importance & History of the Balanced Scorecard***
1420 – 1430	***Recap***
1430	*Lunch & End of Day One*

Day 2

0730 – 0930	***The Premise Behind the Balanced Scorecard***
0930 – 0945	*Break*
0945 – 1100	***The Balanced Scorecard as a Strategic Management System***
1100 – 1230	***Principles of the Strategy Focused Organization***
1230 – 1245	*Break*
1245 – 1420	***Measuring Business Strategy from the Financial, Customer, Internal, Business or Process & Learning & Growth Perspectives***
1420 – 1430	***Recap***
1430	*Lunch & End of Day Two*

Day 3

0730 – 0930	***Strategic Alignment & Goal Setting***
0930 – 0945	*Break*
0945 – 1100	***Linking the Balanced Scorecard's KPIs to Strategy***
1100 – 1230	***Strategy Map: Specifying Relationships & Making them Testable***

1230 – 1245	*Break*
1245 – 1420	***The Importance of Initiatives***
1420 – 1430	***Recap***
1430	*Lunch & End of Day Three*

Day 4

0730 – 0930	***Evaluating Initiatives***
0930 – 0945	*Break*
0945 – 1100	***Managing Initiatives***
1100 – 1230	***Soft & Hard KPIs***
1230 – 1245	*Break*
1245 – 1420	***Leading & Lagging KPIs***
1420 – 1430	***Recap***
1430	*Lunch & End of Day Four*

Day 5

0730 – 0930	***Reporting & Evaluating Results***
0930 – 0945	*Break*
0945 – 1100	***Cascading the Balanced Scorecard***
1100 – 1230	***Implementing a Balanced Scorecard Program***
1230 – 1245	*Break*
1245 – 1300	***Implementing a Balanced Scorecard Program (cont'd)***
1300 – 1315	***Course Conclusion***
1315 – 1415	***COMPETENCY EXAM***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-

Course Coordinator

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