Volume 1 Making Microfinance Work:
Managing for Improved Performance (GENERIC PROGRAMME)
Timetable

Languages: Arabic, Bahasa Indonesia, Chinese, English, French, Portuguese, Russian, Spanish, Vietnamese

International Labour Organization

ITC ILO International Training Centre

WEEK 1	Day 1	Day 2	Day 3	Day 4	Day 5
	Welcome, introductions, orientation, and ice breaker **I. Introduction to microfinance** Management mandate	Institutional Options	Product Development	Customer Service	Credit Risk
10:45 – 12:30	The Manager's Mandate	Institutional Options Strategic Direction	Product Development Communicating Value	Customer Service	Credit Risk Fraud and Security Risk
13:30 – 15:30	Financial services and the poor	Strategic direction **II. Markets and marketing** market research	Communicating value	Customer loyalty	Fraud and security risk
15:45 – 17:30	Institutional options	Market research	Communicating value	**III. Managing risks** Introduction to risk management	External risks Conclusion: week in review Action plan highlights
Homework	Case study	Selecting an Appropriate Research Methodology	Testing a Sales Strategy	Risk Assessment	

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WEEK 2	Day 6	Day 7	Day 8	Day 9	Day 10
8:30 – 10:30	**IV. Organisational Architecture** Human Resource Management	Institutional Culture	Using Organisational Architecture to Manage Growth **V. Toward Greater Efficiency and Productivity** Understanding Efficiency and Productivity	Costing and Pricing	Managing Change Plans, Budgets and Reports
10:45 – 12:30	Human Resource Mana\gement	Institutional Culture	Understanding Efficiency and Productivity	Costing and Pricing	Plans, Budgets and Reports
13:30 – 15:30	Human Resource Management	Organisational Structure	Performance Incentives	New Technologies	Managing Performance
15:45 – 17:30	Human Resource Management	Organisational Structure Using Organisational Architecture to Manage Growth	Performance Incentives	Managing Change	Final exam Course evaluation
Homework	Turn HR Strategy into Policies	Case Study	Ratio Exercise	Expectation Questions	