

AMI Content Catalogue 2016

CORE

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- Self-management and Stress
- Influencing Others
- Effective Communication
- Business English

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- Building a great team
- Selecting the right people
- Motivating your people
- Enabling people to perform
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- Understanding Business

Managing Self

Setting Goals for Success

Overview

This course is all about setting SMART goals for yourself, your career and/or your business. By the end of the module, participants should be able to:

- Explain why goal setting is important
- Identify SMART goals
- Set their own SMART goals and action plans
- Monitor their SMART goals

Lessons

- Introduction to goal-setting
- Personal and organisational mission
- Setting SMART goals
- Tracking and monitoring SMART goals

Personal Productivity

Overview

This course aims to help you get the most value out of your time by making sure you focus on the most important tasks and deliver your desired results. By the end of this course, participants should be able to:

- Understand what personal productivity means and why it's important
- Recognise high-priority tasks and put them first
- Manage their time effectively to ensure what's important gets done
- Organise their work by breaking big tasks down into smaller tasks
- Differentiate between an 'input' and an 'output'
- Be more accountable for delivering results

Lessons

- Introduction to personal productivity
- Managing priorities
- Managing time
- Getting things done
- Results and accountability

Self Management & Stress

Overview

This is an extremely practical course that is designed to help you live a happier and healthier life by learning how to have better work-life balance. By the end of the course, participants should be able to:

- Balance demands of work and life
- Lead a healthy lifestyle
- Explore ways to avoid and manage stress
- Practice how to deal with personal weaknesses and vulnerabilities
- Understand how self-affirmation works so that they can be at their best

Lessons

- Introduction to self management
- Taking charge of myself
- Being healthy
- Stress management
- Dealing with my points of weakness
- Integrity
- My best self

Managing Self

Influencing Others

Overview

This course is designed to help you become more confident, empower you to take on new challenges and increase your influence. Learn ways of increasing your influence, be an active listener, become more assertive and build your networks. By the end of course, participants should be able to:

- Practice active listening
- Give effective and respectful feedback to colleagues
- Identify different influencing styles and find one that works for them
- Make persuasive and compelling arguments

Lessons

- Introduction to influencing others
- Active listening
- Assertiveness
- Negotiating successfully
- Networking

Effective Communication

Overview

This course takes participants through key aspects of business communication and helps them become more effective communicators at work. By the end of the course, participants should be able to:

- Understand their own personal communication style and highlight areas for improvement
- Navigate cultural differences when communicating, including body language and gestures
- Use storytelling to communicate more powerfully
- Write effective emails
- Organise and host efficient meetings
- Deliver 'wow' presentations

Lessons

- Introduction to managing self
- Personal communication style
- Culture and communication
- Storytelling
- Efficient meetings
- Effective emails
- Powerful presentations

Managing Self

Techniques and Principles of Effective Business Writing

Overview

This course is designed to help participants gain knowledge and practical tools to communicate more effectively and stand out through their writing. This will in turn enable the participants to be better understood and to take advantage of the support available across the organization. By the end of course, participants should be able to:

- Write great documents or emails that capture the interest of the reader
- Communicate their message in a concise manner
- Proof-read their documents to ensure they are professional and error-free

Lessons

- What makes a good document?
- Preparation and research
- Organising your document
- Editing and proof reading

Writing Key Business Documents

Overview

This course will take you through how to write critical work communications including emails, reports, letters, memos and meeting notes.

By the end of the course, participants should be able to:

- Understand the importance of the different work communications format and structure
- Differentiate when to send out what type of communication i.e. email vs letter etc.
- Avoid some of the common mistakes made in drafting the different work
- Make a good impression through their professional writing

Lessons

- Writing for meetings
- Writing effective business emails
- Writing business letters and memo
- Writing reports

Managing People

Managing a New Hire

Overview

This course is all about how to help a new hire get settled in and productive from day 1. By the end of the course, participants will be able to:

- Set up a work environment and culture in the first 10 days to kick-start productivity
- Create a positive, respectful and productive relationship with the new hire
- Effectively set direction, delegate and support

Lessons

- Inducting your new recruit
- Managing your new recruit
- Growing your new recruit

Building a Great Team

Overview

This course is all about creating and leading a great team that is aligned and focused around a strong vision. By the end of the course, participants will be able to:

- Clearly communicate a vision for the company and/or their department
- Get their team aligned/ excited about this vision
- Listen effectively to their team members
- Communicate clearly with their team members
- Implement effective leadership strategies to ensure great results

Lessons

- Introduction to building a great team
- Imagining the future and making it happen
- Modelling behaviours that deliver results
- Building a productive team

Selecting the Right People

Overview

This course helps managers understand how to hire the right people for the right jobs. It is an extremely practical module that looks at each step of the hiring process. By the end of the course, participants should be able to:

- Describe in detail what kind of person they need for a particular role
- Know where to look for this person
- Effectively screen candidates
- Select and implement the right methods to assess candidates
- Hold effective and successful interviews with applicants

Lessons

- Introduction to recruitment and selection
- Describing the person you need
- Looking in the right places
- Screening fairly
- Choosing assessment methods
- Interviewing applicants
- Notifying candidates and onboarding

Managing People

Motivating your People

Overview

This course shows participants how to motivate their team and manage consequences to deliver maximum results. It is a very practical module looking at different workplace scenarios. By the end of this course, participants should be able to:

- Know when and how to reward staff
- Understand how and when to administer punishments or negative consequences
- Deliver effective verbal feedback
- Create a work and team environment that is motivating for staff

Lessons

- Introduction to motivating your people
- Creating an exciting vision
- Managing consequences – Rewards
- Managing consequences – Punishments
- Managing consequences – Verbal feedback
- Creating a motivating environment

Enabling People to Perform

Overview

This course focuses on helping participants build the skills to empower, train and enable their teams to perform more effectively. By the end of this module, participants should be able to:

- Empower their team members through objective and subjective measures
- Build skills and competence in their people
- Manage staff performance

Lessons

- Introduction to empowerment
- Objective Empowerment
- Subjective empowerment
- Competence
- Applications and limitation of model
- Managing performance

Coaching

Overview

This course focuses on coaching skills for managers that allow you to empower your people to think and solve problems for themselves. By the end of this module, participants should be able to:

- Have empowering coaching conversations
- Ask effective coaching questions
- Help their people take ownership for and come up with solutions to their problems
- Build a productive relationship with your people

Lessons

- Introduction to coaching for managers
- Listening to understand
- Opening up the option space
- Co-creating solutions and support mechanisms
- Other coaching models

Managing Customers & Markets

Marketing 101

Overview

This course is a great starting point for anyone who wants to understand more about marketing. It will help entrepreneurs think about their own market, help managers understand core marketing principles and help young professionals who want to get started with a career in marketing. By the end of the course, participants should be able to:

- Understand key marketing concepts
- Understand different approaches to marketing and customer service
- Understand key marketing terms

Lessons

- Introduction to marketing
- What is marketing and why it is important?
- Key terms and concepts
- Marketing philosophies

Market Segmentation, Targeting and Positioning

Overview

This module helps participants understand how to understand the market and customers they are trying to serve, and how to effectively serve these different groups. By the end of the module, participants should be able to:

- Understand the concepts of marketing segmentation, targeting and positioning
- Understand how to conduct basic market research to better understand customers
- Have a deep understanding of the customers and market their business is trying to serve, and their needs
- Identify the different market segments in their own business or business line/region
- Split their market into smaller segments
- Identify promising market segments
- Think about different ways of approaching different market segments for greater impact
- Position a company's brand appropriately to meet the needs of different market segments

Lessons

- Introduction to market segmentation
- Understanding the market through market research
- Dividing up broad markets into segments
- Selecting the viable market
- Differentiation and positioning for competitive advantage

Managing Customers & Markets

Brand Building

Overview

This course looks at the different elements of branding and helps participants understand how to create and manage strong brands for their business and products, as well as how to ensure they remain 'on-brand' with existing brands. By the end of the course, participants should be able to:

- Understand key concepts around brand and building a brand
- Understand and identify the different elements of a brand
- Recognise different types of brand
- Understand the elements of their own company's brand (if an employee), and be able to think creatively about improving their own brand (if an entrepreneur)
- Develop brand-building strategies for their own business (for entrepreneurs) and think about how to support/strengthen the company brand (for employees)

Lessons

- Introduction to branding
- Elements of a brand
- Types of brands
- Strategies of branding

Customer Relationship Marketing

Overview

This course is extremely popular, and is critical for companies with a strong customer service focus and ethos. It will help participants understand the broader context of relationship marketing, before delving more deeply into customer relationships, customer service and customer service strategies. By the end of course, participants will be able to:

- Understand their company's broader relationship marketing strategy and why it is important
- Manage customer relationships effectively
- Increase customer retention rates in their business or business unit
- Apply customer service best-practice
- Apply strategies and tips for improving customer service in their own business/department

Lessons

- Introduction to customer relationship marketing
- Managing customer relationships
- Customer service
- Customer service strategies

Managing Customers & Markets

How to Create Marketing Plan

Overview

This course helps participants translate marketing principles into an actual marketing plan for their business, product line or department, with detailed goals, action plans and metrics to gauge progress. By the end of the course, participants should be able to:

- Understand why a marketing plan is important
- Identify and create marketing strategies for their business/department
- Understand and/or create marketing strategies for their business/department
- Create a marketing action plan for their business/ department
- Understand and implement key principles in digital marketing
- Monitor the effectiveness of their marketing plan

Lessons

- Introduction - Overview of the marketing plan
- Setting marketing objectives
- Determining the marketing strategy
- Digital Marketing
- Developing an action plan
- Performance evaluation

Managing Projects

Project Management 101

Overview

This course provides an introduction to project management, introducing the role of projects in business, explaining why project management is important, introducing the different attributes of a project and outlining the project management process. This is a great introduction for anyone who needs to manage projects large or small. By the end of the course, participants should be able to:

- Understand what a project is and why managing it effectively is important
- Outline the project management process
- Break down a project into its different parts

Lessons

- Introduction to project management
- Importance and role of projects in business
- Projects and their attributes
- Project management process

Project Planning 1 - Scoping

Overview

This course looks at the first stages of planning a project. It explains how to define and scope a project, and how to manage resource, cost and time allocation for a project. By the end of this course, participants should be able to:

- Define and initiate a project
- Effectively scope a project
- Identify required resources for a project
- Put together a budget for the money and time needed to complete a project

Lessons

- Introduction to project scoping
- Specifying scope
- Specifying tasks (quality) – WBS
- Specifying resources
- Cost and time estimation

Project Planning 2 - Monitoring

Overview

This course takes participants through the latter stages of project planning. It is an extremely practical module that introduces participants to the use of Gantt Charts, scheduling, and working with other stakeholders. By the end of this course, participants should be able to:

- Develop a basic Gantt chart showing a schedule
- Develop a more complex Gantt chart including required resources and cost allocation
- Identify other planning considerations
- Identify and communicate with key stakeholders
- Effectively procure any key resources

Lessons

- Introduction to project monitoring
- Schedule - simple Gantt chart
- Schedule - Gantt with resources & cost
- Other planning considerations - stakeholders, communication
- Other planning considerations - procurement

Managing Projects

Implementing Projects

Overview

This course helps participants track the progress and success of projects, write project reports and create follow-up action plans. By the end of this course, participants should be able to:

- Understand whether their project has been a success
- Identify areas for improvement
- Write a project report, with a follow-up action plan

Lessons

- Introduction to project implementation
- Monitoring project performance
- Detecting variance
- Project action planning & reporting

Project Close-out

Overview

This course is a short conclusion showing participants how to close a project. It is targeted at participants who have taken the other Project Management modules. By the end of this course, participants should understand all aspects of project management, including the closure of a project.

Lessons

- Introduction to project close-out
- Project closure activities
- Post-project evaluation and audits
- Demonstrating success

Managing Money

Demystifying Accounting

Overview

This course is designed for people who do not come from a finance background, but want to understand how money flows through a business and/or department. It aims to 'demystify' accounting by introducing participants to key financial terms and concepts. By the end of this course, participants should be able to:

- Feel comfortable with core financial terms
- Feel empowered to learn more about finance, budgets and money
- Understand core and accounting principles

Lessons

- Introduction to accounting
- Importance of financial terms
- Jargon-busting
- Accounting Formula

Income Statement

Overview

This course focuses on helping participants understand an income statement. It is particularly helpful for owner-managers and entrepreneurs, or for managers in a business who want to understand the key financial drivers in the organisation where they work. By the end of the course, participants should be able to:

- Understand how their company generates revenue
- Understand the difference between income generating expenses and overheads, and identify expenses that could be reduced in their business or department
- Understand the different levels of profits and profitability
- Understand non-cash expenses and why they are important

Lessons

- Introduction to income statements
- How to generate revenue
- Income-generating expenses and overheads
- Different levels of profit
- Impact of non-cash expenses

Managing Money

Balance Sheet

Overview

This course helps participants navigate a balance sheet. Like the income statement module, it is critical for entrepreneurs, but also for managers who want to understand the financial building blocks of the organisation where they work. By the end of the course, participants should be able to:

- Understand the purpose and key components of a balance sheet
- Understand the asset side of a balance sheet and identify the assets in their own business
- Understand how liabilities fund assets and identify the liabilities in their own business (or potential sources of funding)

Lessons

- Introduction to balance sheets
- Asset side of the balance sheet
- Liabilities side of the balance sheet – how the assets were obtained

Cash-Flow

Overview

This is a critical course that helps entrepreneurs and managers understand how to manage cash-flow, whether in a business or a department. By the end of course, participants should be able to:

- Understand how a company uses cash to operate and identify the main operating activities of their own company
- Understand how cash is invested and used to finance assets
- Build a cash-flow forecast

Lessons

- Introduction to cash-flow
- Operating activities
- Investing and financing activities
- Using cash-flow in practice

Costing and Pricing

Overview

This module helps participants understand how costing and pricing works, and how to apply core principles to their own business, products and departments. By the end of the module, participants should be able to:

- Understand different pricing strategies and identify which is right for their industry/business
- Know how to set prices that customers are willing to pay
- Calculate whether a business, product line of department is breaking even

Lessons

- Introduction to costing and pricing
- Pricing strategies
- Charging what customers are willing to pay
- Calculating break-even

Managing Money

Financial Ratios and Analysis

Overview

This course will help entrepreneurs and managers take the pulse of a company and understand key drivers by analyzing and interpreting some simple financial ratios. By the end of the course, participants should be able to:

- Apply simple ratios to understand how their company/business is performing
- Calculate key ratios to understand whether their business is solvent and identify any solvency challenges early
- Identify whether their business/department is effectively using its assets, or if improvements could be made

Lessons

- Introduction to financial ratios
- Taking the pulse of the company
- Solvency
Effectively using assets

Building your Business

How to Write a Business Plan

Overview

This course is designed to help entrepreneurs and aspiring entrepreneurs gain the knowledge and practical tools to understand how to write a winning business plan to either map out their business direction, access funding or both. At the end of the course, participants will have completed your own business plan.

Lessons

- Business Plan Overview – Business Model Canvas
- Market, value proposition and competitive advantage
- Strategy, execution & financials

Is your Business ready for Funding?

Overview

This course will help participants understand what they need to do to get their business ready for external funding. By the end of this course, the participant should be able to:

- Know when they need to look for business funding
- Calculate how much funding they need
- Understand what they need to do to get their financials ready for funding
- Ensure they have the right business structure

Lessons

- When and why to look for finance
- How much money to borrow
- Getting your finances in order
- Understanding your business structure

Accessing Finance for your Business

Overview

This course will provide the participants with an overview of the different types of finance structures that exist. By the end of the course the participant should be able to:

- Understand the different types of financing available
- Understand the cost that comes with finance
- Understand the ability to choose the right type of finance when needed

Lessons

- Introduction to business financing
- Different types of financing
- Cost of financing
- Choosing the correct financing tool for your business
- Taking a loan: what this means for your business

Building your Business

Applying for a Business Loan

Overview

This course will help the participant understand how to successfully apply for a loan, once their business is ready for one. By the end of the course, the participant should have a better understanding on how to go about researching and then applying successfully for a business loan at a bank or similar financial institution.

Lessons

- Introduction to loan applications
- Setting yourself up for a successful loan application
- What banks require
- Understanding an application form
- Managing your loan

Raising Start-up Capital – An Introduction

Overview

This course is designed for entrepreneurs and business owners who want to explore the options for raising investment capital for their business. The module introduces participants to the different stages of enterprise development, sources of funding and the typical investment criteria of different types of investors. By the end of the course, participants should be able to:

- Understand the key factors to consider when considering outside investment
- Identify the stage of their enterprise, and know if they are ready to seek investment
- Identify different sources of funding
- Understand which sources of funding are a good fit for their enterprise
- Identify the investment criteria of different investors and understand which are aligned with their own vision for their enterprise

Lessons

- Introduction to start-up capital
- Self-assessment
- Stages of enterprise development
- Sources of funding
- Investment criteria

Building your Business

Finding Investors for your Start-up

Overview

This course helps entrepreneurs identify and approach investors that are a good fit for their enterprise. It includes video interviews with a leading East African impact investor. By the end of the course, participants should be able to:

- Identify different types of investors
- Identify which investors are a good strategic fit for their business.
- Get their documents and systems in order to meet investors requirements

Lessons

- Introduction to social investors
- Types of investors
- Finding a strategic fit
- Getting your documents & systems in order
- Tips – An interview with Acumen

Closing the Deal – Financing for your Start-up

Overview

This course is extremely practical and takes entrepreneurs step-by-step through the due diligence steps of an investment deal. It helps them understand how to handle negotiations and ultimately close a deal. By the end of the course, participants should be able to:

- Navigate the due diligence questions, predict and successfully address any investor concerns
- Understand how to value their business
- Navigate a term sheet and investment structure, understand key terms
- Navigate negotiations, identify key points of leverage and close the deal
- Understand disbursement arrangements

Lessons

- Introduction to closing the deal
- What to expect in the due diligence process
- Term sheets & investment structuring
- Negotiations and disbursement
- Navigating the investor interview

Scaling Impact

Overview

This course highlights the life span of a startup, starting with identifying, then measuring, and eventually scaling impact within the business. Using concepts and tools from our acceleration curriculum along with real-world examples from our portfolio companies in the field, participants will be able to develop a business model with impact at the core, and learn how to use impact metrics to better analyze and communicate results.

Lessons

- Introduction to scaling impact
- Identifying impact
- Measuring impact
- Scaling impact

Building your Business

Innovation for Social Enterprise

Overview

This course is designed to help social entrepreneurs, aspiring social entrepreneurs, and managers at social impact enterprises gain knowledge and practical tools to understand how to start something new in a local community to address a particular social problem. By the end of the course, participants should be able to:

- Understand and articulate the problem they are trying to solve
- Envision and articulate a solution to the problem they are trying to solve
- Start implementing your solution

Lessons

- Introduction to social innovation
- Defining the problem
- Identifying a solution
- Crafting a strategy

Non-Profit Sustainability

Building Self-Sustaining NPOs

Overview

This introductory course takes the participants through the process of evaluating whether or not their organisation's social objective communicates the value that it seeks to deliver to the society. By the end of the course, participants should be able to:

- Expand their organisation's social objective to broaden their stakeholder base
- Demonstrate how to come up with an elevator pitch that communicates their value to these stakeholders
- Redefine their NPO from a 'charity-seeker' to a social investment

Lessons

- Defining your social objective
- Developing a value proposition
- Creating an elevator pitch

Creating your Stakeholder Portfolio

Overview

This course is designed to help the participants understand why stakeholders include more than just the beneficiaries or members and why support is more than providing money. By the end of the course, participants should be able to:

- Expand the list of their organisation's financial stakeholders beyond the usual traditional funders
- Explore how to best engage all possible stakeholders who benefit from the organisation's success

Lessons

- Stakeholder Categories
- Customers- Financial Capital
- Members- Human Capital
- Allies- Political and Social Capital
- Partners- Operating Capital

Non-Profit Sustainability

Maximizing Income-Creating Your Revenue Portfolio

Overview

This course introduces the participants to an important tool called CAMP Product/Service Matrix©. The tool explores how the participants can manage their CAMP stakeholders to increase not just the amount of revenue your organisation earns but also expand the number and diversity of revenue sources. By the end of the course, participants should be able to:

- Understand their organisation's product lifecycle and the different sources of revenues for each stage
- Understand the different revenue sources best suited for different activities
- Explore how best to maximize the different revenue sources including fees, dues, sponsorships, grants and partnerships

Lessons

- Understanding Your Products Lifecycle
- Fee-for-service Income
- Dues
- Financial partners- Sponsorships and grants
- Developing Sustainable Partnerships

Understanding Advocacy

Overview

This course takes the participants through the process of advocacy and why it is such a critical skill for any non-profit organisation. The course provides the participants with a framework and tools to help guide them towards implementing a successful advocacy campaign. By the end of the course, participants should be able to:

- Identify the issues facing their organisation
- Understand who the main stakeholders are
- Develop different messages for these stakeholders
- Design an advocacy plan of action (advocacy plan)

Lessons

- What is Advocacy
- Defining the social issue
- Advocacy cycle
- Stakeholder Analysis
- How to put together an advocacy plan

Job-readiness / Onboarding

Getting a Job

Overview

This course is designed to help job-seekers learn how to look for, apply for and then interview for a job. By the end of the course, participants should be able to:

- Access key job channels when looking for a job
- Create a concise & compelling CV
- Properly fill out an application form
- Conduct themselves well in an interview

Lessons

- How to Write a CV
- Where and How to look for a Job
- How to fill out Application Forms
- How to ace an Interview

Mastering Day 1 / Week 1

Overview

This course is designed to help new hires successfully navigate the first day and week on a job. By the end of the course, participants should be able to:

- Present themselves well on the first day of a new job (prepared and professional)
- Interact appropriately with colleagues and their manager
- Ask good and appropriate questions, showing initiative
- Effectively manage both work and personal responsibilities

Lessons

- Mastering Day 1
- Mastering Week 1
- Asking Good Questions
- Knowing your Rights
- Balancing Work and Life

Making your Job a Success

Overview

This course is designed to help new hires be successful in the first 3-6 months on the job. By the end of the course, participants should be able to:

- Work effectively with their manager
- Fit in well with colleagues and the organisation's culture
- Identify and solve problems that arise on the job
- Handle difficult conversations and conflict

Lessons

- Having a Manager
- Fitting in at Work
- Handling Conflict
- Problem-Solving

Job-readiness / Onboarding

Introduction to Customer Service

Overview

This course is designed to give new customer service agents the basics in how to serve customers well. By the end of the course, participants should be able to:

- Take customer calls in a professional, caring manner
- Effectively listen & respond to customer needs
- Know when and how to 'go above and beyond' to ensure customers are fully satisfied
- Handle negative calls and find ways to 'bounce back' from them (not letting them affect you)

Lessons

- Success in the first 30sec
- Listening & Empathy
- Going Above and Beyond for Customers
- Bouncing Back when calls are Negative

Introduction to Sales

Overview

This course is designed to give new sales agents the basics in how to sell to customers. By the end of the course, participants should be able to:

- Identify and pitch to different types of customers
- Effectively explain and 'sell' a product
- Use influencing skills effectively
- Close a deal

Lessons

- What makes a Good Salesperson
- Knowing your Customers
- Product Knowledge
- Closing the Deal

Understanding Business

Overview

This course is designed to help new hires understand what they need to know about a company when applying to and joining them. By the end of the course, participants should be able to:

- Explain how key industries work
- Understand how companies work and navigate the different departments within a company
- Understand how Call Centres work and whether a call centre role is a good fit for them
- Understand what Sales and Customer Service roles entail

Lessons

- How Companies Work
- Overview of Key Industries
- How Call Centres Work
- Sales Roles
- Customer Service Roles