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Calendar of Spring Term

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Talal Abu-Ghazaleh College of Business

Message from TAG-College Executive Director



*Dear Students, Faculty, Staff,
Alumni and Friends of Talal Abu-
Ghazaleh College of Business,*

*I would like to start with welcoming
aboard the new students who have
joined us with one target in mind;
achieving leadership. By becoming
leaders, TAG-College students are walking hand in
hand with our mission in turning themselves from
being gifted into becoming leaders.*

*It is with real pleasure that we publish the third issue
of TAG-College Newsletter. As we are only a few steps
away from celebrating our first graduation ceremony
graduates should be rightly proud to be part of TAG-
College, as we are ourselves proud to have had them
as remarkable and exceptional students. Like a parent
with his off springs, we have nurtured them with all the
capabilities and the capacities that TAG-College can
offer and have watched them as they were working hard
to remarkably distinguish themselves in their career.*

*Welcome back to what, I am sure, will be another
exciting and rewarding semester for the College staff
and students alike.*

Bassam Abu-Ghazaleh
Executive Director of the TAG-College



Market Value, Book Value and Earnings, Is Bank Efficiency a Missing Link?

By Dr. Bana Abu-Zayed
Assistant Professor of Banking and Finance, TAG-College

A key stylized fact of emerging countries is that most financial intermediation is carried out by commercial banks. However, after the global markets crisis of 2008, there seems to be a general consensus that financial intermediaries, particularly banks, play a vital role in the process of economic stability. Thus, it is important for the authorities in each emerging economy to create a stable environment that could lead to a higher volume of intermediation and improve the efficiency of the banks' financial services and products.

Although effective bank regulation and policy making should aim to ensure stability, another dimension that should be taken into consideration is the relationship between bank valuation and efficiency, particularly in emerging markets. Policy makers should not assess banking policies only along the metric of stability. They

also should examine which policies encourage banks to operate efficiently and to make sound capital allocation decisions. It is commonly believed that an economy with a more efficient financial system performs better. In addition, operational efficiency is an essential element for the soundness of the banking system that facilitates economic growth and monitors the reliability of the overall financial system. For banks to succeed and survive, it is always thought that they have to efficiently produce their outputs from inputs. Hence, bank efficiency may be used as a proxy for banks' ability to survive through competitive advantage that affects the bank's current profitability and its future potential. Since capital markets might be the place where the signals of bank efficiency can be found, investors (current and potential) need to gather information about the bank for the purpose of investment decisions. It may be expected that efficient firms perform better than inefficient firms and this fact will be reflected on market prices (directly through lower costs or higher output or indirectly, through higher customer satisfaction and higher prices which in turn may improve stock performance).

Therefore, Dr. Bana Abuzayed has published a paper in *Managerial Finance Journal*, Vol 35, No. 2, 2009, with colleagues from Jordan and UK tackling the banks valuation issue.

This paper attempts to bridge the gap between

banks' market and book values, and also considers whether bank efficiency is a 'value relevant' for banks valuation. Using a sample of listed Jordanian banks over 11 years time period. It has been found that the bank operational efficiency, measured using non parametric techniques, adds incremental information in explaining the gap between market and book value in addition to the good use of accounting information in bank valuation. These results support the view that stock prices aggregate signals received by the market as well as firm's accounting systems.

The value relevance of banks' efficiency has an important implication for regulators and policy makers. Using bank efficiency as a performance

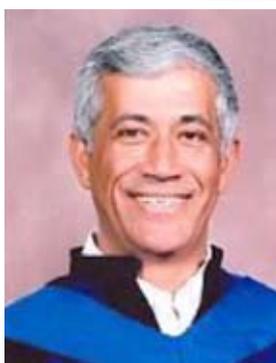
evaluation measure may improve banking systems overall efficiency and stability. In addition, valuations derived from market prices can also be more accurate and timely than those derived from standard accounting sources and further investigation into the determinants of banks' market prices can be helpful in assessing the risk of bank failure.

The paper will be available on TAG-College website on the following link:

http://www.tagcb.edu.jo/data/d7064194444hlzv_Managerial%20finance%20paper.pdf

Principles for Responsible Management Education (PRME)

Prepared by Prof. Adel Al-Rasheed
TAG-College, German Jordanian University



The PRME is a global initiative that provides a voluntary engagement platform for business schools and management-related academic institutions in order to develop a new generation of business leaders capable of leading their organizations towards sustainability amid the serious economic, environmental and social challenges. It derived from the principles of the UN Global Compact which aim at involving international business organizations towards the adoption and the promotion of the ethos and the principles of human rights, social responsibility,

accepted labour practices, environmental sustainability and anti-corruption practices while performing their tasks.

The PRME calls for the transformation of curricula, research and teaching methodologies of business schools on the basis of universally recognized values of sustainability, social responsibility and good corporate citizenship. Six principles were developed via coordinated efforts of a large body of senior representatives from 60 prominent business schools worldwide in 2007. They address the need for engaging business schools in developing the capabilities of students to be future generators of sustainable value for business and society. The principles of PRME specify the means and the mechanisms which enable achieving their objectives including the adoption and the promotion of acknowledged universal values such as the principles of UN Global Compact, enabling learning materials and processes, enabling research, establishing partnerships among concerned stakeholders and initiating and promoting dialogue among concerned parties including educators, businesses,

consumers, media, civil society organizations and other interested groups and stakeholders. The PRME is virtually based on continuous improvement process, learning network and exchange of experiences and public reporting function.

As of today more than 220 business schools adopt the initiative worldwide. It is expected that the number would reach 400 by the end of 2009. As per the documents of Global Forum, December 2008, empirical evidence of large scale surveys conducted on both MBA students and business organizations revealed a clear willingness to adopt the principles of PRME initiative and to support their implementation.

Prominent business schools have already taken sincere steps towards the conversion of their management curriculum particularly the MBA curriculum within the spirit of the PRME initiative and in order to meet the new demands and expectations of the public, civic and business communities. These demands are represented in the attempts for achieving sustainable value creation and for balancing the interests of concerned cores: society, environment and economy. It is strongly believed that those business schools who act first within the doctrine of the PRME in order to face the serious accelerating global changes and developments will have the lead and eventually will achieve a competitive advantage.

A few steps towards the implementation of the principles of the PRME at TAGCB have been taken. These include the inclusion of the ethical dimension as one of the learning outcome of the MBA courses, and the co-sponsoring and organizing of a conference in Excellence in Business Education held in Damascus, Syria in January 2009. Further steps and measures are

needed in order to comply with the expected role assumed by TAGCB's membership at the PRME and in order to embody the spirit of the PRME and its six principles. In this regard, the Management Committee is paying an undergoing concern of the PRME. Several discussions regarding the PRME took place in the Management Committee meetings. A special committee is assigned by the Management Committee in order to assess TAGCB's membership in the initiative. The committee held two meetings and they submitted their proposal concerning the activation of TAGCB's role in the initiative to the Management Committee. It is expected to start discussing this proposal in the near future in the Management Committee meetings in order to formulate a final action plan to guide the steps and measures to be implemented.

The committee proposed a two scheme plan: a short term and a medium to a long term. The proposed plan states specific objectives for each term and the possible means for achieving them. The objectives of the plan include the need for creating the awareness of the PRME's principles first and the deepening of the Faculty, staff and students' understanding of them later, the need for the gradual conversion of the MBA curriculum to comply with the ethos of the PRME, the need for building network and ties with concerned bodies and the need for spreading the culture of the PRME in Jordan and the region. On the other hand, the means specify those possible approaches and their monitoring mechanisms that help achieving the objectives.

The Principles for Responsible Management Education

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable

value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding

about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6

Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

College Corner

New Courses Offered in Spring Semester

TAG-College has offered a new MBA course in Human Resources field. The MBA 782, Training and Development course is offered for the first time this semester.

This course which provided a personal and professional enhancement for employees covered the assessment needs for employees, the design of employee development programs, the methods of adult education and training, career and life planning issues, as well as development of the employees' skills.



Delivering this course is Professor of Management Adel Al-Rasheed, who holds Ph.D. in Business Management from the University of Canterbury, New Zealand.

TAG-College Holds Two Open Days



In its continuous efforts to spread awareness on the importance of receiving Masters Degree in Business Administration, TAG-College organized two open days at its premises January 17 and 24, 2009 promoting MBA as the world's leading business qualification.

With the participation of TAG-College faculty members and a number of its distinguished students, more than ten orientation and discussion sessions were held followed by a tour at TAG-College premises.

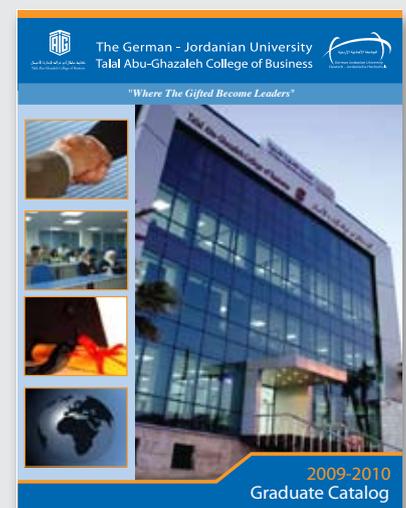
The open days attracted more than two hundred undergraduate students and interested individuals.

TAG-College Issues

“2009 - 2010 Graduate Catalogue”

TAG-College issued the “2009 - 2010 Graduate Catalogue”. The Catalogue contains full details about TAG-College facilities, faculty and methods of instruction, admission, registration and policies, programs offered, programs under consideration, MBA concentrations, MBA program requirements, MBA sequence of courses, graduate courses, the administration and faculty

You can collect your copy from the Catalogue from TAG-College Library.



TAG-College Accredited as an IELTS Examinations Centre



The Talal Abu-Ghazaleh College of Business (TAG-College) signed on January 14, 2009 an International English Language Testing System (IELTS) Accreditation Agreement with the British Council.

According to the agreement, the College has been accredited as an IELTS Examinations Centre.

Signing the agreement were Dr. Reem Rabadi, director of the Talal Abu-Ghazaleh Languages Academy and Ms. Ameera Mana'a, the British Council Exams manager with the attendance of Mr. Bassam Abu-Ghazaleh, TAG-College executive director and Mr. Ahmed Al-Abed, the British Council Marketing manager.

“The accreditation of TAG-College as an IELTS examinations centre would not have taken place without the guidance of Mr. Talal Abu-Ghazaleh, chairman and CEO of Talal Abu-Ghazaleh Organization and the Head of TAG-College Advisory Board” Dr. Rabadi stated.

Moreover, she emphasized on the significance of this accreditation for TAG-College and its

students as a means for testing and developing their English language skills and performance.

Meanwhile, Mr. Bassam Abu-Ghazaleh welcomed the British Council representatives, while praising the current cooperation with their esteemed institution.

On her part, Ms. Mana'a expressed her satisfaction with the level of collaboration with TAG-College.

Library News

The Talal Abu-Ghazaleh College of Business (TAG-College) Library continues its mission to promote excellence in learning, serving as a gateway for information that is vital for research.

TAG-College's Library houses many volumes of reference material and is equipped with computers that have access to international libraries through memberships that are available for free to the faculty and students. The Library is also equipped with individual study carrels that provide privacy for the students who choose to study at this place.

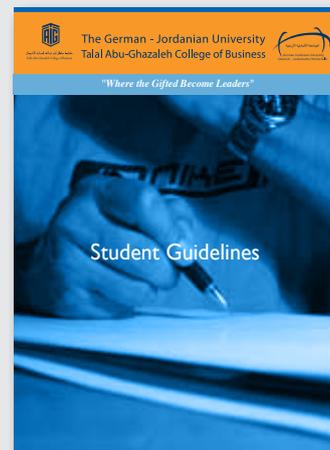
Current holdings within the TAG-College Library include over 3,000 books, computer workstations, printers, and CD players.

With our e-Library services, students have access to EBSCOhost, the world's premium research database service, allowing access to thousands of libraries and institutions around the world.

TAG-College Issues “Students Guidelines”

TAG-College issued the “Students Guidelines” in the English, language to serve as a helping tool for students in regard to writing an essay and as a guiding procedure for a case study analysis, in addition to providing full information about TAG-College teaching and learning methodology.

You can collect your copy from this publication from TAG-College Library.



TAG-Business Forum

“Culture and Economic Crises” Lecture

The Talal Abu-Ghazaleh Business Forum at TAG-College conducted a lecture entitled “The Culture and Financial Crises” on January 20, 2009 at its premises.

The lecture focused on introducing the concepts of culture and Financial Crises, the history of the Global Financial Crises, the financial crises effects, and the role of culture and the intellectuals in the financial crises.

Delivering the lecture was Prof. Adel Tweissi, Institutional Committee Chair

at the El Hassan Science City and former minister of of Culture. Prof. Tweissi also served as the President of the Al Al-Bayt University, General Secretary of Ministry of Higher Education and Graduate Studies, President of the Al-Hussein Bin Talal University in addition to other high ranking positions. Prof. Tweissi holds a Ph.D. in Linguistics from Michigan University USA and he has published more than thirty scientific researches within this field.



”Arab Summits between Politics and Economy” Lecture



The Talal Abu-Ghazaleh Business Forum at TAG-College hosted Dr. Hasan Nafa’a, the manager of the Arab Thought Organization, who delivered a lecture, entitled “Arab Summits between Politics and Economy” on February 18, 2009.

In his lecture, Dr. Nafa’a emphasized the important role of the Economic Arab Summits urging the Arab leaders to hold such summits periodically. Dr. Nafa’a also tackled issues such as; the European Union experience in the economic union, the necessity of the Arab countries to integrate economically, and the role of the private sector in the economic development in the Arab region.

Dr. Hasan Nafa’a is both the Dean of the Department of Economics and Political Science at Cairo University. He is a specialist in international relations, international organizations, and policies in the Middle East. Dr. Nafa’a served as professor at the University

of California, Los Angeles and as a lecturer at the Diplomatic Institute, Ministry of Foreign Affairs of Egypt, the Diplomatic Institute of the Sultanate of Oman and the Egyptian Ministry of Defense, the Military College of Nasser.

Dr. Nafa’a also published a number of books in both English and Arabic and wrote more than forty articles in Egyptian and Arab newspapers, on the Egyptian foreign policy.



Training Corner

With the participation of TAG-College Faculty members and students

ARQAANE Holds ‘Excellence in Business Education’ Conference in Syria



The Arab Quality Assurance and Accreditation Network (ARQAANE) organized, under the patronage of the Syrian Deputy Prime Minister for Economic Affairs H.E. Mr. Abdullah Dardari, the “Excellence in Business Education” Conference January 28 - 29, 2009 at Rida Said Conference Hall, University of Damascus.

The Conference, held in cooperation with Damascus University and the Arab Society of Faculties of Business Administration, was attended by Mr. Talal Abu-Ghazaleh, ARQAANE president and vice-chair of the UN Global Compact along with high ranking officials and academics in Syria.

A number of TAG-College Faculty members and staff have participated in this event; Dr. Hisham Gharaibeh, dean of TAG-College, Dr. Adel Al-Rasheed, professor of Management, Dr. Ma'moun Akroush, associate professor of Marketing and Ms. Nisreen Al-Ashqar, Students Affairs officer, in addition to a number of TAG-College students namely: Ms. Deema Bseiso, Ms. Bassima Samaan, Ms. Mai Sakkab, Ms. Hanan Hidmi, Ms. Malak Al Akiely and Mr. Ammar Qutteineh.

The Conference discussed issues related to the quality in business education; identifying a clear path to assessing quality in business administration education; fostering internal quality in management education.

In addition, quality of business education in faculties of business in the Arab world and the managerial relevance in business education and research were among the topics tackled in the event.

Professional Training Courses

The Talal Abu-Ghazaleh Professional Training (TAG-Training Academy) continues to provide professional training in over 20 sectors and through more than 300 training programs. The following training courses are selected to meet the training needs of the Talal Abu-Ghazaleh College of Business (TAG-College) students:

Course Title	Training Hours	Course Date
Modern Banking Marketing Operations	20	March 1 - 5, 2009
Technical Writing Skills	20	March 1 - 5, 2009
Business Organization and Environment	30	March 1 - 12, 2009
Financial Planning and Budgeting Preparing	20	March 8 - 12, 2009
MS-Projects 2007	24	March 14 - 19, 2009
Stores and Purchase Management	20	March 15 - 19, 2009
Feasibility Study and Projects Valuation	20	March 22 - 26, 2009
Business Finance	30	March 22 - April 2, 2009
ISO 2000	20	March 22 - 26, 2009
Documentary Letter of Credit	20	March 29 - April 2, 2009
Share Point Server 2007	24	March 28 - April 2, 2009
Modern Strategies in Cost Accounting	20	March 29 - April 2, 2009

For more information or registration, visit: www.tagitraining.com/default.aspx?lang=en

The Future Role of Quality Managers Course at TAG-College Premises

The Arab Knowledge and Management Society (AKMS) held on March 14, 2009 a specialized course entitled the “Future Role of Quality Managers” at TAG-College.

A number of quality managers and officials, in addition to employees working in quality departments and quality auditors from numerous local and Arab companies participated in the venue.

The course focused on the evolution of quality managers’ role, diversity and changing roles and responsibilities of quality managers, the interaction of quality managers with top management, internal employees, clients and suppliers, technical



challenges versus operational challenges, quality assurance versus conformity and sustainability of any institution and the strategy of developing the role of quality managers.

TAG-Knowledge Holds Four Different Training Courses



TAG-Knowledge Activities

A Training Course in cooperation with Madrasati

TAG-Knowledge has recently conducted a training course on writing reports in English and Arabic in cooperation with Madrasati, an initiative spearheaded by Her Majesty Queen Rania Al Abdullah that brings together public, private and non-profit partners in an exciting and new grassroots effort to renovate public schools in urgent need of repair.

The course aimed at enhancing the potentials and skills of the participants in their professional life. In addition, TAG-Knowledge held a discussion session about the future of university accounting students where a number of students in this field from different universities participated in the discussion.

Intellectual Property Course

Due to its belief in the importance of spreading knowledge and culture among its members, be they from the university students or member of the Society, TAG-Knowledge held a training course about the concept of Intellectual Property, January 27 - 28 , 2009 with the participation of twenty students

The course concentrated on the definition of Intellectual Property and its phases of development; trademarks, patents and copyrights.

Human Resources Management Course

TAG-Knowledge held a training course entitled "Human Resources Management" January 24 -26 , 2009 with the participation of thirteen members from TAG-Knowledge. The course tackled various aspects like leadership skills, means of enhancing these skills, the concept of Human Resources and its main tasks such as; job description, performance evaluation and training process.

English Language Courses

English language replacement test was conducted on February 4, 2009 at the premises of TAG-Knowledge with the attendance of thirty candidates. The test is part of the cooperation taken place between the Society and Talal Abu-Ghazaleh Academy for Languages. The test was conducted at TAG-Knowledge due to the suitable training atmosphere it enjoys. It is worth mentioning that several tests will take place in four different levels February 14, – March 31, 2009.



ACQM Program Recognized by the Chartered Quality Institute



The Chartered Quality Institute (CQI) has recently recognized the Arab Certified Quality Manager (ACQM) program, conducted by the Arab Knowledge and Management Society (AKMS), to be equivalent to the D1 and D2 modules. These modules are part of the requirements to be attained in order to gain the grade of CQI member and the Chartered Quality Professional (MCQI CQP) Designations.

The recognition has been obtained after the Institute's team thoroughly reviewed ACQM curriculum and examinations; accordingly, the program was added to the list of professional qualifications recognized by the CQI, the only chartered professional body dedicated entirely to quality.

Students Corner

First Graduation Ceremony

As TAG-College first graduation ceremony is fast approaching to mark the graduation of 55 students from the MBA and MA in Intellectual Property programs, we would like to wish our graduates the very best and to remind them of the need to complete all their graduation requirements.



English Language Requirement

The English language requirement is also an essential requirement for your graduation, students who did not complete the English language requirement exams (TOEFL or IELTS) have to obtain either a TOEFL score of 88 on the IBT scale or an IELTS score of 6.0.



For further information, contact: student.affairs@tagcb.edu.jo, Tel: 962 -6- 550 9 222, ext: 5415

GMAT

The GMAT exam is an essential requirement for your graduation, accordingly, graduate students who did not sit for the exam should as soon as possible.





Renewable Energy, our Window for a Shining Future

By Yousef Tamimi
MBA – Marketing Class of 2009

Renewable energy is energy generated from natural sources, which are naturally replenished (renewable). These resources can be obtained from Biomass (Mass produced from plants through photosynthesis), Biofuel (produced from Biomass such as biodiesel, ethanol and biogas), Geothermal (Using heat in the earth's core), Hydro power (i.e. electricity From Dams), Solar power, Tidal power, Wave power and Wind power. Renewable energy sources contributed about 18% of global final energy consumption by 2006. The fluctuation of the oil and other fossil fuels prices, the climate change and the raising governmental support to invest in renewable energy sources, all these factors contribute in the development of the future of the global energy sources structure.

Jordan, as one of the leading countries in the Middle East's renewable energy market, had set strategic objectives to diversify energy sources, by expanding the use of renewable energy sources. This goal will contribute in securing the national energy supply in the long-term through cutting down the energy consumption by 50%, and to increase the renewable energy contribution up to 10% of the Kingdom's total energy consumption. These national strategic goals are planned to be achieved by 2020. Jordan accomplished many projects, and it plans to execute more to implement this strategy.

Using Wind, Solar and Biogas energies as main renewable energy sources, Jordan has started to build its renewable energy portfolio. Wind energy is used for water pumping in remote areas, using mechanical and electrical Wind mills. There are more than 20 pumping stations in this field using mechanical wind mills, such as Mudawara groundwater drilled wells, these wind mills manufactured mainly by the Royal Scientific Society's workshops, along with some local manufacturers. In electricity, Jordan is planning to build wind Parks with a capacity of

100200- MW, first stage of 40 MW in Kamsheh Jerash was tendered, and 2 other stages are being prepared to be tendered soon; Al Fajeej near Shobak 5060- MW, and Al Hareer in Tafileh 150 MW . Solar energy has been used since decades in Jordan, mainly in water heating for civil use in homes, and to electrify remote areas. Although, Jordan has plans to build A Hybrid Solar Power Plant (CSP) with a capacity of 100150- MW. Recently a joint venture between Al-Husseini Group and Amelio Solar has launched a multi-year project to construct a 1-gigawatt (GW) PV power generation plant in Jordan. As for Biogas energy, Jordan Bio Gas Company is operating a Biogas factory at Rusaifaeh dump, producing electricity in addition to fertilizers. Electricity produced by this factory amounted to 6 GW/H. Expansions are under way to increase the total capacity of the factory to 5 MW. Other Energy resources are being considered, especially Nuclear energy and Oil shale resources. In Nuclear, HM King Abdullah II announced a civil nuclear energy program in January 2007. Under this program, a nuclear plant will be set up by 2015, and nuclear power is expected to make up 30 percent of its energy production by 2030. For Oil shale, it's estimated that retorting of oil at the Lajjoun site alone can yield 50000 barrels of oil a day for a period of 30 years, Along with the plans to generate electricity from Oil shale.

Investing in renewable energy is investing in Jordan's future. This future will be built on clean, cheap and reliable energy as the core of the country's economical development. One of the major benefits of investing in renewable energy, as the engine of the economic growth, is supporting the domestic industries' competitiveness, by providing cheap, clean and renewable energy where Energy costs 12% of the final product cost. Investing in renewable energy requires a long-term investment in the major economic sectors, such as education,

infrastructure, qualified labor and others. This investment will put Jordan on the top of the list in the Middle East, where it will be the market leader in high tech energy products by having the know-how and system integration for renewable energy application, and subsequently support the knowledge-based economy strategy through unique human resources and pioneer organizations, and subsequently the country competitiveness in the region. Having a cheap energy will be a valuable asset, where Jordan can export the energy to neighbor countries, such as Iraq and other regional countries, where a mass demand of electricity is found. Furthermore, the use of renewable energy for electricity generation, will enable Jordan to use oil extracted from Oil shale for conversion industries, especially Petrochemicals, instead using it as an energy resource to generate electricity, this will yield a larger added value with higher return for the national economy.



Our environment is the biggest winner of renewable clean energy strategy, where it will cut down the pollution to a considerable extent.

Renewable energy will solve many of our problems in the mid-term and long term. This strategic orientation will be drifted by the worldwide booming in this market, utilized by our distinguished human resources, and supported by our considerable renewable resources under entrepreneur leadership.

Top 10 Ways to Be Happy at Work

By Susan M. Heathfield

1. Choose to Be Happy at Work

Happiness is largely a choice. I can hear many of you arguing with me, but it's true. You can choose to be happy at work. Sound simple? Yes. But, simplicity is often profoundly difficult to put into action. I wish all of you had the best employer in the world, but, face it, you may not. So, think positively about your work. Dwell on the aspects of your work you like. Avoid negative people and gossip. Find coworkers you like and enjoy and spend your time with them. Your choices at work largely define your experience. You can choose to be happy at work.

2. Do Something You Love Every Single Day

You may or may not love your current job and you may or may not believe that you can find something in your current job to love, but you can. Trust me. Take a look at yourself, your skills and interests, and find something that you can enjoy doing every day. If you do something you love every single day, your current job won't seem so bad. Of course, you can always make your current job work or decide that it is time to quit your job.

3. Take Charge of Your Own Professional and Personal Development

A young employee complained to me recently that she wanted to change jobs because her boss was not doing enough to help her develop professionally. I asked her who she thought was



the person most interested in her development. The answer, of course, was her. You are the person with the most to gain from continuing to develop professionally. Take charge of your own growth; ask for specific and meaningful help from your boss, but march to the music of your personally developed plan and goals. You have the most to gain from growing - and the most to lose, if you stand still.

4. Take Responsibility for Knowing What Is Happening at Work

People complain to me daily that they don't receive enough communication and information about what is happening with their company, their department's projects, or their coworkers. Passive vessels, they wait for the boss to fill them up with knowledge. And, the knowledge rarely comes. Why? Because the boss is busy doing her/his job and she/he doesn't know what you don't know. Seek out the information you need to work effectively. Develop an information network and use it. Assertively request a weekly meeting with your boss and ask questions to learn. You are in charge of the information you receive.

5. Ask for Feedback Frequently

Have you made statements such as, “My boss never gives me any feedback, so I never know how I’m doing.” Face it, you really know exactly how you’re doing. Especially if you feel positively about your performance, you just want to hear him acknowledge you. If you’re not positive about your work, think about improving and making a sincere contribution. Then, ask your boss for feedback. Tell him you’d really like to hear his assessment of your work. Talk to your customers, too; if you’re serving them well, their feedback is affirming. You are responsible for your own development. Everything else you get is gravy.

6. Make Only Commitments You Can Keep

One of the most serious causes of work stress and unhappiness is failing to keep commitments. Many employees spend more time making excuses for failing to keep a commitment, and worrying about the consequences of not keeping a commitment, than they do performing the tasks promised. Create a system of organization and planning that enables you to assess your ability to complete a requested commitment. Don’t volunteer if you don’t have time. If your workload is exceeding your available time and energy, make a comprehensive plan to ask the boss for help and resources. Don’t wallow in the swamp of un-kept promises.

7. Avoid Negativity

Choosing to be happy at work means avoiding negative conversations, gossip, and unhappy people as much as possible. No matter how positively you feel, negative people have a profound impact on your psyche. Don’t let the negative Neds and Nellies bring you down. And, keep on singing in the car on your way to work.

8. Practice Professional Courage

If you are like most people, you don’t like conflict.

And the reason why is simple. You’ve never been trained to participate in meaningful conflict, so you likely think of conflict as scary, harmful, and hurtful. Conflict can be all three; done well, conflict can also help you accomplish your work mission and your personal vision. Conflict can help you serve customers and create successful products. Happy people accomplish their purpose for working. Why let a little professional courage keep you from achieving your goals and dreams? Make conflict your friend.

9. Make Friends

In their landmark book, *First, Break All The Rules: What the World’s Greatest Managers Do Differently* (Compare Prices), Marcus Buckingham and Curt Coffman list twelve important questions. When employees answered these questions positively, their responses were true indicators of whether people were happy and motivated at work. One of these key questions was, “Do you have a best friend at work?” Liking and enjoying your coworkers are hallmarks of a positive, happy work experience. Take time to get to know them. You might actually like and enjoy them. Your network provides support, resources, sharing, and caring.

10. If All Else Fails, Job Searching Will Make You Smile

If all of these ideas aren’t making you happy at work, it’s time to reevaluate your employer, your job, or your entire career. You don’t want to spend your life doing work you hate in an unfriendly work environment. Most work environments don’t change all that much. But unhappy employees tend to grow even more disgruntled. You can secretly smile while you spend all of your non-work time job searching. It will only be a matter of time until you can quit your job - with a big smile.

Calendar of Spring Term

Date	Event
February 7, 2009	Beginning of Classes
February 7 - 12, 2009	Add/Drop Period
March 9, 2009	Birth of Prophet Mohammad Holiday
May 1, 2009	Labor Day Holiday
May 25, 2009	Independence Day Holiday
May 28, 2009	Last Day of Spring Semester Classes
May 28, 2009	Last Day to Drop Courses
May 30- June 11, 2009	Final exams

Summer Semester 2009

TAG-College will offer a summer semester during the period between June 26 and August 20, 2009. The summer full time course will be available for two classes per week for each course. Dates and times of courses are to be communicated through the students' e-mails.

Students expecting to complete their program of study requirements during the summer are requested to contact the Registration Department for consultation and assistance in arranging for their summer program.

Please contact Student Affairs Department at (9626) 5509222, extension 5415 if you have any further questions or queries.

Employment Opportunities

Each graduate student from TAG-College is granted the opportunity to work within one of the offices of the Talal Abu-Ghazaleh Organization (TAG-Org) which has 71 offices and 180 correspondent offices worldwide, or with a client of the Organization. TAG-College students will instantly be informed of any job vacancies through e-mail. For further information, contact: ehaikal@tagcb.edu.jo

Your Contributions

Your feedback and contribution to the TAG-College Newsletter is valuable and much appreciated. Please send any comments or suggestions to: student.affairs@tagcb.edu.jo