ICAG

STRATEGIC TALENT MANAGEMENT:

• Going beyond your limits
• Going beyond borders

FACILITATOR
KWAME BOASIAKOO OMANE – ANTWI
Agenda @ a Glance

• Creating Opportunities to Excel
• Human Capital Asset Development Model
• Transmogrifying your CV
• Emotional Intelligence
• Soft skills Development
• Omane-Antwi’s Philosophy of Leadership
• Epilogue
CREATING OPPORTUNITIES TO EXCEL – THE ICAG INITIATIVE!!!

The Cry of many ACCOUNTANTS today:

‘Who will help me to make the breakthroughs, explore the unknown, communicate insights, and fly higher than I thought was possible’
STRATEGIC GROWTH EMPOWERMENT

Where you are (2)

Your strategy (3)

God’s Vision (1)

*Shout for the Lord has given you this City! Joshua 6:16* (NKJV)
Access into larger companies is one thing;

Climbing up them is another and this is where talent biases enter.”
MERITOCRACY Cont’d

“There’s the updated version of the old saying – It is not what you know, its who you know, which has now morphed into - It’s not what or who you know, it’s who knows you – Perhaps, we can upgrade it again and ask; WHO IS IT THAT YOU DON’T KNOW AND WHAT’S THAT COSTING YOU?”

(IGBAL WAHLAB; OBE; INSTITUTE OF DIRECTORS, UK – JAN 2012)
2 Timothy 2:20; But in a great house there are not only vessels of gold and silver but also of wool and of earth, and some to honour, and some to dishonour
The **GARGANTUAN** Question???

Is a degree/professional qualification necessary, to succeed in the business world?
Because variety of skills are learnt:

- To communicate clearly
- To lead and how to work as part of a team
- To equip you with some elements of soft skills
- To help you to think, solve problems and work independently
NO!!!

Not necessarily a prerequisite for the business success. In fact, it can be detrimental because:

• If you enter employment early, and starts at the bottom, you get to know the office environment, understand the industry and develop a work ethic.
NO !!!!

• Ideas and talents of young people are better served in business.

• 21st century employers are moving away from the blind doctrine of hiring graduates.

-Simon Dolan & Peter Core, Warwick Business School – Director Journal, Feb 2012
What Is Strategic Talent Management (STM)?

- Simply put, Strategic Talent Management (STM) ensures that the right people, with the right skills are in the right place, and are engaged and focused on the right activities, to achieve targeted business results.
What Is Strategic Talent Management?

- It is a complete set of processes an organization employs to identify, acquire, deploy, develop and manage the people it needs to successfully execute its business strategy.
WATCH OUT !!! TALENT ALONE IS NEVER ENOUGH TO SUCCEED IN LIFE !!!

The following elements will add value to your talent

✓ Belief lifts talent
✓ Passion energizes talent
✓ Initiative activates talent
✓ Focus directs talent
✓ Preparation positions talent
✓ Practice sharpens talent
✓ Perseverance sustains talent
Talent Alone Is Not Enough Cont’d

✓ **Courage** tests talent
✓ **Teachability** expands talent
✓ **Character** protects talent
✓ **Relationship** influence talent
✓ **Responsibility** strengthens talent
✓ **Teamwork** multiplies talent

*(John Maxwell, 2008, Pearson Education)*
THE GOSPEL ACCORDING TED TURNER, FOUNDER OF CNN

“We won’t be signing-off until the world ends. We will be on and we will cover the end of the world, live, and that will be our last event we will play ‘Nearer, my God, to Thee’ before we sign off!”
Why **STRATEGIC TALENT MANAGEMENT**?

- The ongoing war for talent
- Negotiating power has shifted from the organization to the employee
- World wide unemployment rate
- Organizations are outsourcing the work left over from downsized jobs
WHY STM 2
THE FUTURE OF WORK
IS CHANGING

The Need for a low carbon Economy

Technology

The Future of work

Societal Changes

Globalization
Why STRATEGIC TALENT MANAGEMENT?

TALENT TROUBLES – CAN HR FILL THE GAP?

Over half (53%) of CEOs see talent shortages as a top threat to business expansion. Key findings of PWC’s Annual Global CEO Survey 2011.
IS IT A GLOOMY PICTURE-
THE CHANGING FUTURE OF WORK

The big-picture thinking can be scary

How will rapid changes in technology, demographical and society affect us as employees, future leaders and may be as accounting professionals?
IN A NUTSHELL- WE NEED TO BRIDGE THE SKILLS GAP !!!

TOP SIX LEADERSHIP SKILLS GAP IN THE STM PROCESS

1. Performance Management
2. Leading and Managing Change
3. Leading People and People Management
4. Coaching, Mentoring, developing staff
5. Business and Commercial Acumen
6. Communication and Interpersonal Skills
STM PROCESS

Is to build competitive advantage and organizational agility through maximization of human capital.
HUMAN CAPITAL (ASSET) DEVELOPMENT MODEL

THA = IQ + EQ + LQ + CQ
Where THA = Total Human Asset
IQ = Intelligence Quotient
EQ = Emotional Quotient
LQ = Learning Quotient
CQ = Cultural Quotient

-(Omane–Antwi, B.K, 2011)
The concept of Transmogrifying your profile (CIMA, March 15, 2002)

Transmogrifying your profile is necessary in our environment of business and economic turbulence, complex international interactions, growing span of business, speed of communication, changing nature of work, and knowledge focus.
Hence the need for your curriculum vitae to stand out in the following four top rated skills:

- Analytical / interpretive
- IT / System knowledge
- Broad business knowledge
- Integrating and non-financial information (2005 SURVEY OF ICAEW)
TRANSFORMING YOUR CV(PROFILE)

“A cv offers a snapshot of who you are. Think about the first page, of a book- it either holds your attention or it doesn’t. It is important to remember that, it is not just about the qualification you hold, but also about the type of person you are.
A CV needs to keep the interest of an employer, and make them want to have a conversation (interview) with you. To do this, you need to think about how you can differentiate yourself, from the field and make sure these elements stand out on the page”

(Tamoryn Drydan, Credit Suise)
TRANSMOGRIFYING YOUR CV(PROFILE) CONT’D

“A cv has essentially only one purpose to make me, the reader, want to interview you. Therefore it has to be targeted to my position. It has to reflect, the fact that you meet the required criteria in terms of capability and qualifications in a manner that is quick and easy to read”

(Andrew Mclaren, Smith and Williams)
In a good application the candidate has targeted their cv to highlight the areas which are relevant to the role. This does not mean investing material, or lying about their experience. They should focus not first on technical skills but try to demonstrate soft skills in their experience or action”

(Daniel Lawton, Nortel)
WHAT DO I PUT IN A CV?

3 KEY Things

- The duties you actually performed
- The skills you developed from them
- The evidence you can provide to back your claim
ADAPTING YOUR CV – THE TIPS!!

- HRM reviewing a cv can be put off by a generic profile which does not fit with the actual attributes required in the advert specification.
- Use the hobbies section as an opportunity for you to illustrate your personality and to make your cv more three – dimensional.
ADAPTING YOUR CV – THE TIPS!!! CONT’D

- Check spelling – careless mistakes are just not acceptable in a profession where fact checking and excellent communication is essential.

- A cv is your introduction to a potential employer, and so thorough research is essential.
ADAPTING YOUR CV – THE TIPS!!! CONT’D

■ Be honest and make sure the skills you include are up to date.

■ Conduct a web search for sample cv to help you target the top job you are applying for.
OPTIONAL EXTRAS IN A CV

✓ Personal profile
✓ Achievements
✓ Hobbies and interests
OBVIOUS THINGS IN A CV

✓ Personal Details
✓ Education/Qualifications
✓ Career or Employment History
✓ Technical Skills
✓ Referees
✓ Date
WHAT YOU SHOULD DEFINITELY LEAVE OUT IN A CV

✔ Inappropriate email address
✔ Negativity
✔ False information
✔ Mistakes
✔ Irrelevant facts
✔ Long list of duties or course modules
COVER LETTERS FOR CV

“A cover letter is an application letter. It introduces you to the employer, explains why you are applying for a position with their company, and demonstrates how your skills and interests fit the requirements for the job”

(The Careers Group – University of London)
COVER LETTERS – CONTENT

- Your address
- The employer’s name and contact address
- Heading
- Greetings
- Introduction
COVER LETTERS – CONTENT

- Why you want the job
- Selling yourself:
  - Team skills
  - Organizing
  - Communication
- Closing paragraph
- Your signature
- Your name
INTERVIEWING STRATEGY
QUESTIONING TECHNIQUES
(Behavior – based interviewing)

In order to prepare for the most appropriate questions, you need to review and analyze the job profile, job description and extract the competencies, man specs and job specs and specific demands. This will serve as the key inputs to develop questions you are likely to face at the interviewing table.
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Tough INTERVIEWING Questions

and ways to structure the responses

(COURTESY RANDY BLOCK, 2006)
1. **Tell me about yourself**
   Frame it: Describe how you are today vs. a long story re-capping your resume. E.g. “I maximize an organization’s productivity”

2. **(If unemployed): What have you been doing since your last position?**
   Frame it: Show them that you are interviewing them as well. E.g. “I have been very discerning about the position and company that I wish to work for.”
3. Why did you leave your last position?
Frame it: tell the truth but keep it positive. Say something like: “to obtain a position which will fully utilize my talents and strengths.” or “we saw thing differently and agreed to mutually part ways.”

4. What would your previous boss say about your performance?
Frame it: Accentuate your success and strengths. E.g. “My previous boss will substantiate my success in-He will mention my strengths in .-”
5. What did you wish you accomplished in your previous job that you were unable to do?
Frame it: Focus on growth productivity aspirations on your part. Eg. “I was unable to negotiate more funding for my budget. There was a narrow investment focus and extreme market volatility resulting in several setbacks.”

6. What is your greatest fear?
Frame it: There is really only one wrong answer here that sends up a red flag: The fear of failure.
7. **What are your regrets?**

Frame it: Regrets mean that you don’t have closure on your past. A more positive answer is: “I don’t have any regrets because I see each setback or mistake as a learning experience. I rarely make the same mistake twice.”

8. **What is your next career move?**

Frame it: Be careful here….don’t parrot back the position being discussed. E.g. “I want to be at the helm of a_____group and be one of those people accountable for financial success and growth.”
9. **What are your strengths?**
Frame it: Opportunity for you to connect your qualifications to what is required for the position being filled. Mention relevant personal talents as well as work content skills. Have some achievement stories in reserve in case the interviewer wants some examples.

10. **What are your weaknesses?**
Frame it: Focus on relevant “preferred” quality (very low on the list in the job description and candidate profile). Concentrate on your relevant transferable skills and natural talents. Stay away from “I am too intense” or “I work too hard.” or “I have excessive expectations of my people.”
11. How do you recognize incompetence? Excellence?
Frame it: Discuss the standards that you have set, and how you have dealt with players above and below the line.

Frame it: Story time. Outline a specific challenge and how you solved it. Then summarize the talents that you utilize.
13. Tell me about your negotiation skills.
Frame it: Story time. Discuss a specific negotiation accomplishment. Mention how you read the situation and cues.

14. What is the Number 1 achievement of your career?
Frame it: Pick the one that you were the most proud of. Be sure that you were the lead as primary accountable (revenue or increasing productivity). Make it relative to what the company is looking for. And by the way, only give one!!
15. What are the top 5 contributions you have made during your career?

Frame it: See #16 and make each of them relevant to the position you are a candidate for. With a list of 5 contributions being asked for, this is not a time to tell stories. Give the bottom line result.
16. **When did you fail? (And how did you remedy the situation?)**

Frame it: Pick a situation that did not meet expectations for very good reasons. And describe how you fixed it. And that failure is not learning from an experience.

17. **How can you make a contribution to this company?**

Frame it: This is where your research pays off. Talk from a revenue increasing productivity enhancement standpoint.
18. **How are you unique?**

Frame it: This can be answered along the lines of “tell me about yourself.” Talk about your natural talents and what you intrinsically value.

19. **Why are you interested in our company?**

Frame it: Tell them about why you selected this company to interview. Mention the products, services, markets, the reputation etc. companies like to be “chosen” and “selected” as much as you like to be chosen.
20. Why should we hire you for this position?
Frame it: BINGO!! This an opportunity to demonstrate the relevance of your talents and skills to the job that you are interviewing for.

21. What are your compensation requirements?
Frame it: Always fend off this question until you have completed all of the interviewing rounds. Say, “When we have completely discussed the position and finished the screening, I will better be able to answer that question. “ Or, “ I’m sure that you will make the very best offer that is fair to you and to me when the time comes. “ It’s ok to tell a recruiter the details of your compensation.
22. Have you worked under pressure? Explain.

Frame it: Have story that describes the circumstances that dramatically underscores this. Be sure it’s a successful one.

23. What did you like / dislike about your previous job?

Frame it: On the positive side, pick those aspects that will be the most relevant to the job and company you are interviewing. On the downside, something like: “I wish I could have used more of my skills and talents. “Do not trash anyone or anything – even if they really did you wrong “
24. **How long before you could make a contribution to our company?**

Frame it: BINGO!! Again. This will give you the opportunity to ask questions about the challenges facing the company, the group and the position. Once you are armed with the facts, you can then share your “plan” to execute your solutions.

25. **Have you ever been asked to resign? What happened?**

Frame it: Be fruitful here. Say things like: “We agreed to disagree” or “We were both disappointed that there was not a better outcome. The decision was made in the best interests of the company that I resign.”
26. What was the most difficult decision you had to face?

Frame it: this is an opportunity to set up a complex problem and/or a decision that was high time-sensitive where getting additional facts was not an option. Of course you made the right one!

27. What are your peeves?

Frame it: Say something like: “I manage my peeves pretty well.” That being said, I have a pet peeve people who don’t make their commitments stick.”
28. **What was the best job you ever had and why?**
Frame it: Select the job where you the most happy and productive. Your talents and strengths were fully utilized. You looked forward to going to work every day. Mention the people, the products and the company- and the result.

29. **Did you and your former (or current boss ever disagree?) Explain.**
Frame it: Say something like: “Yes we did. We did not make it personal. We always had respect for each other’s opinion. We did more dialogue about our differences than digging in taking a firm stance-and we both learned a lot.”
30. How would your subordinates describe you?

Frame it: Focus on your strengths as a leader, and manager and coach. (eg. “I believe that a vast majority of individuals who have worked for me, will tell you that I am honest, fair and above board. They will also tell you that I am a good listener.”)

31. Describe your management style?

Frame it: Discuss your leadership style as well. Focus on the concepts of creating and building teams that contribute to growth and revenue, as well as being the key decision maker with the accountability. Discuss how you have increased productivity.
32. Have you fired an employee for poor performance? What happened? Frame it: choose one without naming names. This response should demonstrate your ability to pull the trigger, in a timely way that helps the group and the employee in question.

33. What do you like the best about managing people? Frame it: Answer the question. “Growing them and having them be more productive. I like to be both coach and manager.” Be sure you have examples.
34. What do you dislike the most about managing people?
Frame it: be truthful here. Something like: “when paper work gets in the way of productivity. “

35. Are you more of a leader or more of a manager?
Frame it: choose one or the other. Managers develop and leaders influence. The red flag answer is “I do both well.”
36. Are you better at managing up or managing down?

Frame it: basically, if you can’t manage up, you won’t get the chance to be successful managing down. Mention 360 degrees reviews you have received.
WHAT IS EMOTIONAL INTELLIGENCE (EQ)?
( Courtesy Randall Grayson, PhD)

• EQ addresses the emotional, personal, social, and survival dimensions of intelligence
• EQ is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings.
• A dictionary definition might include “an array of non-cognitive capabilities, competencies, and skills that influences one’s ability to succeed in coping with the environment demands and pressures.”
WHY IS EQ SO IMPORTANT? (FROM GOLEMAN & GOTTMAN’S RESEARCH)

- E.Q. predicts higher work performance, three times better than I.Q. predictions range varies between 15 – 45%
- Leadership is largely an emotional intelligence.
- All interactions can be gauged along a continuum from emotionally toxic to nourishing
WHY IS EQ IMPORTANT? CONT’D

- Two-thirds of workers say communication problems are the leading cause preventing them from doing their best work
- E.Q. is one of the best predictions of divorce and marital satisfaction
GENERAL EQ BUILDING PRINCIPLES (1 of 3)

Knowledge is a necessary but insufficient condition

- Understanding what EQ is does not automatically translate into EQ gains

- Quite frequently, knowledge does not translate to behavior. For example:
  - Drugs
  - Eating well
  - Safe sex
  - Exercise
  - Seat belts
  - Stress control
  - Parenting skills
  - Speeding
GENERAL EQ BUILDING PRINCIPLES

Behavior Change

- Life is the classroom
  - Practice, practice, practice
  - Takes months, not days

- Do-it-yourself EQ surgery is not the most effective or painless
  - Having a mentor scaffold with you
  - Modeling from a mentor helps
  - Feedback lies at the heart of change
GENERAL EQ BUILDING
PRINCIPLES CONT’D

- General EQ building activities
  - Meditation
  - Journal writing
  - Prayer
  - Emotion log
EQ – THE ESSENTIAL TIPS

“EQ is a leadership concept that has received a lot of attention in the 21st century. This concept has been defined by many others to mean several things, including leadership with a heart, common sense and gifted leadership” (Appiah, 2011 – Pentvars Business Journal, Oct-Dec, 2011)
EQ – THE ESSENTIAL TIPS CONT’D

“EQ is all about focus – I never could have done without the habit of punctuality, order and diligence – The determination to concentrate myself on one subject at a time” (Charles Dickens)
EQ carries much more weight than IQ in determining who emerges as a leader.

Anyone can become angry that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way; this is not easy.
Be self aware
Be internally – motivated all the time
Take charge of yourself always
Identify with other people’s feeling
Develop strong people – skill:
  - Your mental skill
  - The measure of your person – hood (Proverbs 23:7; Proverbs 27:19)
  - Your physical skill
WHAT ARE SOFT SKILLS

Research suggests that they are just as good an indicator of job performance as traditional job qualifications or hard skills...
WHAT ARE SOFT SKILLS

Communication & Presentation Skills
Leadership
Teamwork
Problem Solving
Project Management
Interpersonal Skills

They determine your strengths as
1. A Leader
2. A Listener
3. A Negotiator

Soft skills are acquired and experienced. They cannot be developed by merely reading textbooks…
BENEFITS OF SOFT SKILLS

- Soft skills help advance your career
- Soft skills empower you & create opportunities
- Soft skills help you stand out among job seekers
- Soft skills offer personal growth
- Soft skills help you grow beyond money motivation
SKILLS SYNERGY

The key to success is making your soft skills and hard skills complement each other.

Technical Skills are also important.
# OMANE-ANTWI, B. K’S PHILOSOPHY LEADERSHIP - CATAPULTING YOURSELF TO THE TOP CORPORATE LADDER

## You need CEO level corporate skills

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<th>Political Sensitivity</th>
<th>Information Management</th>
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<td>Business and Commercial acumen</td>
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<td>Strategic awareness</td>
<td>Leading Change</td>
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<td>Communication and persuasion</td>
<td>Organization and Control</td>
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<td>Networking and public relation</td>
<td>Understanding funding streams and mechanisms</td>
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LEADERSHIP:
OMANE-ANTWI, B. K’S PHILOSOPHY

Trained Leader’s good attributes

Seven competencies for strengthening resilience at the leadership level
LEADERSHIP – OMANE-ANTWI, B. K’S PHILOSOPHY & TIPS CONT’D

• Explore – do not limit yourself to your comfort zone. Build a jumping ground.

• Make sure you do a lot of reading that will enable you to complement your education

• It is you who are the stumbling block—nothing else. Just believe in yourself, and work hard to achieve what you want.
LEADERSHIP – OMANE-ANTWI, B. K.’S PHILOSOPHY AND TIPS CONT’D

• Get your fundamentals right
• Have courage. Grab opportunities. Identify them and take them – “I believe and I receive” – the 4 words of biblical leadership drive.
• It is important to enjoy what you do
• Love God
  ➢ Golden rule – Love Your Neighbour
  ➢ Platinum Rule - Love Your Enemies
• Integrity – The Watch Word
THE INTEGRITY TREE

Scrupulous
Ingenious
Trustworthy
Reliable
Principled
Open
Dependable
Whole
Scrupulous
Ingenious
Honest
Consistent
Fair
Truthful
Faithful

Jeremiah 17: 8 “... IT DOES NOT CEASE TO BEAR FRUIT”
EPILOGUE
GETTING RESULTS AND BUILDING THE TALENT YOU REQUIRE TO EXCEL- THE WATCH WORDS !!!

• “Be fruitful and multiply” Gen 1:28
  ➢ Enhance your potential
  ➢ Be empowered to serve
  ➢ Exhibit humility
  ➢ Exert yourself to lead (Romans 12: 8)
"The task of the leader is to get his people from where they are..."

"...to where they have not been."

- Henry Kissinger
Leadership is a combination of strategy and character. If you must be without one, be without the strategy.”

Gen H. Norman Schwarzkopf
“If today you will be a servant to those people and serve them and give them a favorable answer, they will be your servants forever”

- (1 Kings 12: 7)
Our talents are the gift that God gives to us... What we make of our talents is our gift back to God.

Important Lessons for Times of Transition

I highly recommend you all join the two H club: hard work and humility.

No matter how much potential you may have; a little humility goes a long way and will help you do your best in the job you already have, rather than scheming to get the job you think you should have.
• **HAVE PASSION**: Do what you love, even if you don’t love it all the time. I knew I had to become university teacher because I deeply believe in development through capacity building, I enjoy working with people from around the world and all walks of life, I love to learn about everyone’s cultures, and I truly enjoy being witness to my students’ reactions during their time with me in the walls of a university.

• **Know and accept yourself** – what your strengths and your weaknesses are. In other words: Take a good and honest look at yourself, get to know your passions, your skills, your temperament, and your limitations.

• Happiness has far more to do with your basic composition plus your outlook on life, and loving what you do.

• But to land that dream job, you will also need persistence - persistence is critical. Being creative and persistent is even better.
• **Resilience** is another quality that has served me well, it is something we will all need at some point in our lives. As John Lennon wrote, “Life is what happens when you’re making other plans.” We all inevitably face disappointment, loss, and go through situations that are, at this moment, inconceivable and unpredictable.

• The subject of disappointment brings me to another pointer: **Be fearless**. Have the daring to take a chance! Go where there are no assurances. Leave your comfort zone, especially if it means being uncomfortable. The less traveled path is often full of blockades, bumps and unexplored territories. But it is on that path where your character is truly tested and your personal growth achieved.
• These lessons have given me both strength and confidence. I know that I would have regretted not taking certain chances and I hope that when you want something enough, you will also take a leap of faith and go for it.

• You will need courage throughout your lives. Have the courage to look for truth, to speak the truth, to defend the under-dog, and to fight against intolerance — even if it is just you! Have the courage to trust your instincts and your own conscience: your understanding of right and wrong. Have the courage to love without fear and without conditions. And have the courage to accept that you’re not perfect, nothing is, and no one is — and that’s OK.

• **Service is superior to selfishness**, and usually a lot more rewarding. And while I’m far from perfect, I know that whenever I’ve made the choice to help others — I’ve never regretted it.
• Elie Weisel once said, “The opposite of love isn’t hate, the opposite of love is indifference.” Hold on to your idealism that you have about the world, and your ability to change it, for your entire lives. Tell the cynics who tell you that you can’t, that you CAN.

• **Find the joy.** Life goes by far too quickly. In this spinning, wild world, slow down enough to appreciate and enjoy the many things you will experience — a baby’s smile, the perfection of a flower, the hug of a friend who you have helped, the spectacular colours of the sunset.

• And while you’re creating your definition of success, let me leave you with Ralph Waldo Emerson’s definition. He said success is: 
• “To laugh often and much;
To win the respect of intelligent people and the affection of children;
To earn the appreciation of honest critics and endure the betrayal of false friends;
To appreciate beauty;
To find the best in others;
To leave the world a little better whether by a healthy child, a garden patch, or a redeemed social condition;
To know that even one life has breathed easier because you have lived.”

• And the very last words should go to Nelson Mandela:
• “Sometimes it falls on a generation to be great. YOU can be that great generation. Let your greatness blossom.”
WISH YOU WELL WITH YOUR NEW CHARTERED ACCOUNTANT, GHANA STATUS.
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