



Arab Knowledge  
and Management Society (AKMS)



# How to Become an Arab Certified Quality Manager (ACQM)

Get Certified ....Get Promoted



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and Management Society (AKMS)

How to  
Become an  
Arab Certified  
Quality Manager  
ACQM



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## Arab Knowledge and Management Society (AKMS)

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### Who We Are

The Arab Knowledge and Management Society (AKMS) is a not for profit organization founded on August 29, 1989, in Buffalo-New York, United States of America and officially registered in Amman on October 10, 1990 under the name of “Arab Management Society”.

Arab managers and businessmen have realized the importance and consequences of their role in serving business communities in their countries and thus the idea of establishing such a society emerged into existence.

The name of the organization was amended into “Arab Knowledge and Management Society (AKMS)”, as an effective driver of the knowledge renaissance of Arab communities to effectively develop the Arab potential. Now, AKMS’s expanding network of more than 18 representatives in the Arab world, along with our international associates enable us to excel in delivering competitive services.

### Vision

To play a pioneering role in organizing, directing, motivating, and developing the capacities of Arab individuals and institutions in order to create an Arab Knowledge Community.

### Mission

To enhance awareness and exchange expertise and skills in the fields of knowledge and management amongst individuals and institutions in the Arab world, through executing specialized programs and activities to develop managerial and technical potentials.

### Objectives

**The Society serves the following objectives:**

- Enhancing local, regional, and global constructive interaction in Management and Quality fields.
- Systematically developing Arab organizations in both public and private sectors.
- Providing high-quality training and education that meet the needs of different stakeholders.
- Providing acknowledged professional programs in the field of Quality to contribute to the prosperity of the Arab world.

### Services

AKMS services fall under the following scopes:

- Arab Certified Quality Manager Program (ACQM)
- Professional Training
- ISTO Examinations
- Publications

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## Arab Certified Quality Manager Program (ACQM)

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### Introduction

The role of a quality manager is continuously evolving and nowadays more comprehensive understanding of the organizations’ structures within the larger system of society is required. At the same time, the range of tools and technologies that quality managers use is increasing; thus, the Arab Certified Quality Manager qualification program(ACQM), offered by the AKMS, has been designed to address all these needs and developments.

The ACQM program plays a vital role in helping quality managers recognize their goals and provide professionals in the Arab world with valuable



resources that assist them in understanding how organizational improvement processes are interrelated.

## Program Objectives

### The program aims at:

- Helping participants to acquire a range of necessary skills in order to analyze quality-related problems and carry out strategies to solve them.
- Encouraging participants to promote a quality culture.
- Developing and enhancing researches and applications in the field of quality management principles and practices.
- Contributing to the success of individuals by providing a recognized qualification that leads to better prospects and career development.

## Program Learning Outcomes

### Upon successfully completing the ACQM program, participants will:

- Gain a critical understanding of key concepts, principles, and practices relevant to each module, in addition to establishing links between them where appropriate.
- Apply the necessary skills on their workplace and have the ability to apply the general principles, concepts and practices to specific situations based on the marketplace and surrounding environment.
- Be able to engage in a professional discourse with other quality professionals.
- Gain confidence and competence in their areas of expertise and demonstrate them in the workplace.

## Program Structure and Content

### Module One A: Essentials of Quality Management (12 Hours)

- The Organization: Definition, Purpose & Open System View
- Principles of Management
- Organizational Structure and Design
- Recruitment and Performance Appraisal
- Excellence Models
- ISO 9000:2000 Quality Management System Standards

### Module One B: Total Quality Management Tools (16 Hours)

- Quality Characteristics
- Total Quality Management (TQM) Tools
- Process Management Approaches
- Management and Planning Tools
- Measurement: Assessment and Metrics
- Reliability and Validity
- Qualitative Assessment
- Analysis and Use of Survey Results
- Six Sigma
- Benchmarking: Internal and External

### Module Two: Core Concepts of Leadership and People Management (12 Hours)

- Organizational Development
- Organizational Culture
- Organizational Leadership
- Techniques for Managing Organizational Change
- Constraint Management
- Motivation Theories
- Conflict Resolution
- Empowerment Teams





### Module Three: Strategic Planning in Quality Management (12 Hours)

- Strategic Planning Activities
- Environmental Analysis
- Strategic Planning and Assessment
- Deployment

### Module Four: Capacity Building for Competence (12 Hours)

- Training Needs Assessment
- Team Building Basics
- How to Handle Requests for Training
- Training Requirements Analysis
- Misconceptions about Training
- Training Delivery Methods
- Evaluating Training and Results
- Kirkpatrick's Four Levels of Training Evaluation
- Guidelines to Evaluating the Effectiveness of Training
- Total Quality Management-Training and Human Resources Development

### Module Five: Customer-Focus for Business Excellence (12 Hours)

- Internal Customers
- External Customers
- Customer Segmentation
- Customer Relationship Management and Commitment
- Improving Customer Service Enhancing Customer Loyalty and Retention
- Managing Customer Portfolio

### Module Six: Supply Chain Management (12 Hours)

- Supplier Selection
- Organization Requirements from Suppliers
- Supplier Performance Assessment
- Strategies for Supplier Improvement
- Supplier Certification
- Partnerships with Suppliers
- Logistics and Supply Chain Management
- Supply Chain Integration

### Teaching and Learning Strategy

- Lectures and discussion
- Written text materials and handouts
- PowerPoint presentations
- Role play, assignments and games
- Real life examples: using well-known organizations from several business sectors
- Case studies and group work and discussions
- Brainstorming sessions.

### Targeted Groups

- Professionals aiming to increase their effectiveness/productivity.
- Anyone interested in the field of quality holding any academic qualification, in addition to individuals with no academic qualification but possessing professional experience in the field.
- These categories cover all types of organizations including manufacturing, service-oriented, educational and non-profit organizations.

### Enrollment Requirements

The following persons can enroll in the ACQM program:

- University degree holders in any field.
- Individuals with no academic qualification but with professional experience in the field.





## Time Frame

Program modules are usually covered within a total of 88 training hours and include tests and training courses that aim at qualifying the candidate to sit for the program exam.

## ACQM Examination

Any candidate may sit for the exams to acquire the ACQM certificate without the need to attend the training program's courses if certain considerations, set by AKMS, are fulfilled such as having a university degree in any field or enjoying practical experience in the field of quality management.

## Exam Description

The exam is held in Arabic or English and divided into four sections; multiple choice, essay questions, explanation answers and short answers questions.

The exam is composed of seven sessions, each of which lasts (90) minutes and represents the exam overall modules. These sessions will be distributed over seven days.

## Dates and Location

The program is held twice a year (participants will be informed of the exact dates via email/ telephone). The program center, where participants attend the qualifying training programs and the exams, is located at: Talal Abu-Ghazaleh Premises Amman-Jordan or Talal Abu-Ghazaleh Organization offices in the Arab countries.

## Grading Scale

A minimum average of 70/ 100 is required to pass the exam. If a candidate fails to pass one or more of the exam sessions, he or she will have the right to re-sit for the exam.

In case the candidate fails to pass the second time, he/she is required to retake both the course and the exam. The name of the candidate who passes the ACQM exam shall be posted on the Arab Knowledge and Management Society (AKMS) official website.

## Registration Procedures

Candidates should complete the registration form including the name, company, phone number and email address. In addition, they should provide the following documents:

- Three recent personal photos
- Evidence of academic qualifications
- Evidence of necessary experience
- Evidence of professional memberships (optional)
- Identity card copy, valid passport copy

Candidates who submit the ACQM program application receive confirmation by e-mail; candidates will be notified if their applications are not accepted.

## Fees/ Payment Methods

Fees include:

Seven training courses, ACQM certificate approved by Institute of Leadership and Management (ILM), course material, and coffee breaks.





### Paying the required fees through the following methods:

- A check drawn to the order of the Arab Knowledge and Management Society (AKMS)
- A bank transfer to the order of the Arab Knowledge and Management Society, Jordan Ahli Bank- Shmeisani branch A/C No. 152727-02

### Certificate

ACQM certificate is accredited by the Institute of Leadership and Management (ILM); a globally recognized professional and educational awarding body. The certificate will be awarded to those who successfully pass the ACQM training courses and examinations and satisfy all relevant requirements.

Moreover, the participant who passes the ACQM examination shall receive a result report with his/her grade and his/her distinguished order if available.

*The Arab Certified Quality Manager Program (ACQM) has been recognized by the Chartered Quality Institute (CQI) according to which it is equivalent to*



*D1 (Principles of Quality and Data Analysis) and D2 (Quality Management) modules, which form part of the requirements to gain the grade of CQI Member, Chartered Quality Professional (MCQI CQP) via the qualification route.*

### Policies

#### Cancellation Policy

AKMS management is entitled to cancel the ACQM certificate due to wrong registration data presented by the participant.

#### Withdrawal Policy

This policy points out how the participant could withdraw from this program and how fees paid are treated in regards to such actions.

- One month before the program: Full Refund
- Two weeks before the program: 50% Refund
- One week before the program: No Refund

#### Appeal Policy

Before results are released, the Exam Grades Committee will check that the marks have been correctly recorded and administrative process correctly followed. In spite of this, formal procedures enabling students to appeal against their grades have been established. This could be done by filling the appeal form with clear and definite reasons.

To appeal the exams' results, students shall follow a certain formal procedures:

- Filling an appeal form with clear and definite reasons
- Submitting the form to AKMS office in a hard copy format with a signature

This shall take place within five days of receiving the exam's result, in order to enable the AKMS management to forward it to the Exam Grade Committee to reassess the requested exam's papers.





# ARAB KNOWLEDGE AND MANAGEMENT SOCIETY (AKMS)

## “ARAB CERTIFIED QUALITY MANAGER (ACQM)” PROGRAM REGISTRATION FORM Amman – Jordan

Please complete the form and forward it to the Society Management by email to:  
[akms@akms.org](mailto:akms@akms.org)

AKMS Member

Non-Member

First Name	Father's Name	Family Name

Date of Birth	Place of Birth	Nationality

Qualifications:.....  
.....  
.....  
.....

Education level: .....

University/ Institute: ..... /Years: From / To :.....

Major: ..... / Certificate: .....

Languages:.....

Related Experience: .....

.....  
.....  
.....

Organization:		Title/ Position:	
---------------	--	------------------	--

Present Address: .....  
.....  
.....  
.....



Organization Telephone: .....  
Fax: .....  
Mobile: .....  
Email: .....  
Website: .....

Date: .....

Signature: .....

### Payment Details:

Bank transfer to AKMS Bank account No. (152727 - 02), Jordan Ahli Bank – Shmeisani Branch  
Check drawn to the order of the Arab Knowledge & Management Society

### Terms and Conditions:

- 1.Registrations without complete payment by at least one week before the course will be disregarded.
- 2.Cancellation policy:
  - One month before the course :Full refund
  - Two weeks before the course : 50% Refund only
  - One week before the course: No Refund.

### Declaration

By submitting this application and accepting the above- mentioned refund policy, I confirm that the facts set forth are true and complete. I understand that any false statements, made by me on this application, may result in its refusal.



# ARAB KNOWLEDGE AND MANAGEMENT SOCIETY (AKMS)

## AKMS Membership Application

Member Data:..... / ..... / .....

Please complete the required information below:

First name : Dr./Mr./Mrs./Ms. ....

MI : ..... / Last Name .....

Date of Birth : ..... / ..... / ..... Nationality : .....

Qualification: .....

.....

.....

.....

Position: .....

Organization: ..... Type of Organization: .....

Place of Work : .....

.....

### Other Professional Membership

#### Membership Types:



Organizational Membership  
US \$ 200



Individual Membership  
US \$ 100

Please check the preferred mailing address:

**Business (for Organization)**

P.O. Box ..... Postal Code .....

Business Phone Number with Code .....

Fax Number with Code .....

Country : ..... City: .....

Email: .....

**Home (for individual)**

P.O. Box ..... Postal Code .....

Home Number with Code) .....

Fax Number with Code .....

Country : ..... City: .....

Email: .....

**Payment Methods**

- A check drawn to the order of Arab Knowledge and Management Society, AKMS
- A bank transfer to the order of Arab Knowledge and Management Society, Jordan National Bank- Shmeisani branch A/C No. 152727- 02

How did you hear about AKMS?

AKMS Website

AKMS Bulletin

Emails

Training Courses

Word of Mouth

Other

How do you hope to benefit from joining AKMS?

P.O. Box 921100 Amman 1192 Jordan Tel: +962 6 560 9000 / Fax: +962 6 5100 802 / Email: akms@akms.org

- Notes: 1. Membership with Arab Knowledge and Management Society (AKMS) will not be active until the receipt of the participant's fees.  
2. Kindly recommend one or more potential members' names with their contact information.



## Supervisory Board Members

The board performs the following duties:

- Supporting the current mission statement
- Approving and monitoring the program work
- Providing assessments and advice to the Arab Knowledge and Management Society (AKMS) concerning extensions, improvements, effectiveness, strategic direction, and areas of growth in respect of the Arab Certified Quality Manager program (ACQM).
- Enhancing the Society's public image

### Committee members:

- MR. TALAL ABU-GHAZALEH (CHAIRMAN)
- DR. NIGEL H. CROFT (VICE CHAIR)
- PROF. EDWARD J. GRESS (MEMBER)
- MS. SAMAR AL-LABBAD (MEMBER)
- DR. NADER SANTARISI (MEMBER)
- ENG. OSAMA EL MELIGY (MEMBER)
- ENG. KHALED ABU-OSBEH (MEMBER)
- ENG. AHMAD AL-ATTAS (MEMBER)
- MS. HANAN AL-HIDMI (MEMBER)
- ENG. OSAMA HAMMAD (MEMBER)
- DR. FIKRI T. DWEIRI (MEMBER)

## Administrative Committee Members

This committee performs the process of preparing the exam questions and program material in addition to instructing the training programs. It includes well-qualified members with wide experience in the topics of the ACQM program.

### Committee members:

- DR. SAMER EID DAHIYAT
- DR. MAMOUN N. AKROUSH
- DR. FIKRI T. DWEIRI
- Dr. TALAH S. ARABIYAT
- Dr. AL MOEZ LEDIN ALLAH AL-HUSSEINI
- Dr. QAIS AL-KHALAFAT
- Dr. TAREQ RASHEED
- Dr. OMAR AL-ARAIDAH
- Mr. AMIN E. AL-NASSER

## Committees

### Appellant Committee

The appellant committee will be reconvened in order to review its decision in the following cases:

- When there is a material error or irregularity

- When the assessment was not conducted in accordance with current regulations of the Arab Certified Quality Manager program (ACQM)
- When the performance was adversely affected by illness or other factors; in this case, a request must be supported by full medical report or other documentary evidence.
- It is the participant's responsibility to inform the committee in writing (claim form) within five working days of the publication of the exam's result.

The Committee chair shall acknowledge the receipt of the request for the review of the committee's decision within 10 days of its receipt.

### Exam Grades Committee

It performs the process of scoring the ACQM exam questions. The committee members are selected based on their expertise, knowledge and area of specialization related to ACQM subjects.

### Exam Security Committee





This committee is responsible for keeping exam material sealed; thus, no one sees the questions beforehand, and questions must be locked up when not in use.

### Monitoring Committee

This committee is in charge of ensuring that the examination is conducted according to the highest level of integrity through:

- Checking the candidates' identification against photo-bearing identity document and other evidential documents.
- Distributing candidates according to named seats.
- Distributing the answers/questions papers in addition to exam guidance sheet.
- Reminding the candidates of the exam time left.
- Collecting answer/questions papers together in sealed envelope, and submitting it to AKMS management.

### Applications Acceptance Committee

The responsibility of this committee is to check all applications presented to AKMS management and to verify their conformity with stated enrollment requirements.

### Useful Resources

## Module One A: Essentials of Quality Management

- B.S. 4778: Part 2 (1991) Quality Concepts and Related Definitions. London: British Standards Institution.
- ISO 9000:2005 Quality Management Systems – Fundamentals and Vocabulary
- Daft, Richard (2001) Organization Theory and Design. Ohio: South-Western College Publishing.
- Dale, B.G. (1991) "Starting on the road to success", TQM Magazine, Vol. 3, No. 2, 125-128.
- Dale, Barrie G. (1994) Managing Quality. Hertfordshire: Prentice Hall Europe.
- Dale, Barrie G., Cooper, Cary L., and Wilkinson, Adrian (1997) Managing Quality & Human Resources; A Guide to Continuous Improvement. Oxford: Blackwell Publishers Ltd.
- DeCenzo, David; Robbins, Stephen (2005) Fundamentals of Human Resource Management. New Jersey: John Wiley & Sons, Inc.
- Drummond, Helga (1993) The Quality Movement: What Total Quality Management is Really All About: London: Kogan Page Limited.
- Ho, Sam K. (1994) "Is ISO 9000 series for TQM, International Journal of Quality and Reliability Management, Vol. 11, No. 9, pp 748-9.
- Hutchins, D. (1992) Achieve Total Quality. Cambridge: Institute of Directors.
- Jones, Gareth (2007) Organizational Theory, Design, and Change. New Jersey: Pearson / Prentice Hall.
- Joss, Richard, Kogan, Maurice (1995) Advancing Quality: Total Quality Management in the National Health Service. Buckingham: Open University Press.
- Kinicki, Angel; Williams, Brian (2006) Management. New York: Irwin / McGraw-Hill.
- Lascelles, D.M. and Dale, B.G. (1993) The Road to Quality. Bedford: IFS Publications.
- Murphy, Herta; Hildebrandt, Herbert; Thomas, Jane (1997) Effective Business Communications. U.S.A.: Irwin / McGraw-Hill.
- Oakland, John S. (1995) Total Quality Management. Text with cases. Oxford: Butterworth-Heinemann.
- Ross, Joel E. (1994) Total Quality Management: Text, Cases and Readings. London: Kogan Page Limited.
- Russell, Roberta S., Taylor III, Bernard W. (1998) Operations Management: Focusing on Quality





- and Competitiveness. New Jersey: Prentice Hall International.
- Schermerhorn, John (2002) Management. New Jersey: John Wiley & Sons, Inc.
  - Schermerhorn, John (2004) Core Concepts of Management. New Jersey: John Wiley & Sons, Inc.
  - Teboul, J. (1991) Managing Quality Dynamics. Hemmel Hempstead: Prentice Hall.
  - The Institute of Personnel Management (IPM) (1993) Quality: People Management Matters. London: Institute of Personnel Management.
  - Witcher, B.J. (1990) "Total Marketing: Total Quality and the Marketing Concept", The Quarterly Review of Marketing, Winter.
  - Ivancevich, Konopaske and Matteson, Organizational Behavior and Management, McGraw-Hill, New York, 2005.
  - Juran, Joseph M., Juran on Leadership for Quality: An Executive Handbook, The Free Press, New York, 1989.
  - Kouzes J. M. and Posner B. Z., The Leadership Challenge, Jossey-Bass, San Francisco, 1987,
  - Schermerhorn, J.R. Core Concepts of Management. John Wiley & Sons, Hoboken, New Jersey, 2004.
  - Robbins, Stephen P. and Mary Coulter, Management, Prentice-Hall, 2003.
  - Ross, E. Joel, Total Quality Management: Text Cases and Readings, Florida: St. Lucie Press, 1995.
  - Russell T. Westcott, The Certified Manager of Quality / Organizational Excellence Handbook, American Society for Quality.
  - Woodcock, M., Team Development Manual, Gower, Aldershot, 1989.
  - Bennis W., On Becoming a Leader, Perseus, 2003.

### Module One B: Total Quality Management Tools

- W. Edwards Deming (1986), Out of the Crisis, MIT Press. ISBN 00-01-911379-.
- W. Edwards Deming (2000), The New Economics for Industry, Government, Education - 2nd Edition. MIT Press. ISBN 05-54116-262-.
- Dale Besterfield, et al., Total Quality Management, 3rd Edition, Prentice-Hall, 2003
- D. C. Montgomery, Introduction to Statistical Quality Control, 4th Edition, John Wily, 2005
- Amitava Mitra, Fundamentals of Quality control and Improvement, 2nd Edition, Prentice-Hall.
- Dale H. Besterfield, Quality Control, 7th edition, Prentice-Hall, 2003
- Lee J. Krajewski, Larry P. Ritzman, and Manoj Malhotra, Operations Management, Processes and Value Chains, 8th edition, Pearson / Prentice-Hall, 2007.
- <http://www.asq.org>

### Module Two: Core Concepts of Leadership and People Management

- Bateman, Thomas S. & Scott A. Snell, Management: The New Competitive Landscape, Irwin/McGraw-Hill, 2003.
- Besterfield, Dale H., Carol Besterfield-Michna, Glen Besterfield, and Mary Besterfield-Sacre, Total Quality Management, Prentice Hall, 2002.





### Module Three: Strategic Planning in Quality Management

- Strategic Planning for Success: Aligning People, Performance, and Payoffs
- Roger Kaufman, Hugh Oakley-Brown, Ryan Watkins & Doug Leigh. Copyright 2003 by John Wiley & Sons, Inc. Published by Jossey Bass/Pfeiffer, San Francisco, CA.
- Strategic Planning
- Steiner, George Albert, Free Press Paperbacks, A division of Simon & Schuster Inc. , 1230 Avenue of the Americas, New York, NY 10020.
- Beyond Strategic Planning : Developing and Implementing Winning Strategies for Engineers, Architects and Construction Companies
- Clare G Ross, published by Converse Publishing, Cave Creek, printed in USA.
- Strategic Planning and Performance Management: Develop and Measure a Winning Strategy Graham Kenny, published by Elsevier 2005.
- 
- **Module Four: Capacity Building for Competence**
- The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert L. Craig (Author)
- The 7 Habits of Highly Effective People (Paperback) by Stephen R. Covey (Author)

### Module Five: Customer- Focus for Business Excellence

- Anton, Jon and Petouhoff, Natalie L, (2002), "Customer Relationship Management: The Bottom Line to Optimizing Your ROI", First Edition, Prentice Hall, Upper Saddle River.
- Jain, Subhash C, (2005), "Marketing Planning & Strategy", Seventh Edition, South- Western College Publishing-Thomson Learning.
- Kotler, Philip and Keller, Kevin Lane, (2007), "Marketing Management", Twelfth Edition, Prentice Hall.
- Malhotra, Naresh K. (2007), "Marketing Research – An Applied Orientation", International Edition, Fifth Edition, Pearson, Prentice-Hall.
- Okes, Duke and Westcott, Russell T, Editors (2001), "The Certified Quality Manager, Hand Book", Second Edition, Quality Management Division of the American Society for Quality, QM.
- Swartlander, Anne, (2004), "Serving Internal and External Customers", First Edition, Pearson Education, Upper Saddle River.
- Zeithaml, Valarie; Bitner, Mary Jo and Gremler, Dwayne D. (2006), "Services Marketing: Integrating Customer Focus Across the Firm", Fourth Edition, McGraw-Hill International Edition.

### Module Six: Supply Chain Management

- Duke Okes and Russell T. Westcott, Editors, The Certified Quality Manager Handbook, 2nd ed., American Society for Quality (2001)
- Besterfield D. H., Besterfield-Michna C., Besterfield G. H. and Besterfield-Sacre M., Total Quality Management, 3rd ed., Pearson Educational, Inc. (2003)
- Goetsch D. L. and Davis S. B., Quality Management: Introduction to Total Quality Management for Production, Processing, and Services, 5th ed., Publisher (2006)
- Krajewski L. J., Ritzman L. P. and Malhotra M. K., Operations Management: Processes and Value Chains, 8th ed., Pearson Education, Inc. (2007)
- Ballou R. H., Business Logistics/ Supply Chain Management, 5th ed., Pearson Educational, Inc. (2004)
- The 7 Habits of Highly Effective People (Paperback) by Stephen R. Covey (Author)



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