Case Study Questions
What are the knowledge, motivational, and organizational causes that are barriers to increase CERT’s education and training department current market share from 20% to 40% by 2016?

What are the knowledge, motivation, and organizational solutions to those barriers?

Recommended Solutions
Educational trainings
Developmental programs
Seminars and sessions of knowledge programs

Alignment of goals with the individual goals and departmental goals
Adequate incentives (financial and non-financial) in order to motivate project managers
Importance of opportunities should be told to the project managers
The mission of the organization should be well communicated along with the priorities the industry of engagement.

Clarity of role and responsibilities
Employee involvement and engagement policies
Promotion of Emiratisation policy to recruit Emiratis having experience

Areas for Future Research
Future research on the entire CERT holding and its subsidiaries.
Future research to focus on other industries such, Oil and Gas, Health and Tourism.

Key Literature
Gap analysis framework (Clark & Estes, 2008)
Taxonomy for learning, teaching & assessing (Anderson, & Kratwohl, 2001)
Close enough but not too far: Assessing the effects of university-industry research relationships and the rise of academic capitalism (Welsh et al., 2008)
Drive: The Surprising Truth About What Motivates Us (Pink, 2008)
The Three Dimensions of Improving Student Performance: Finding the Right Solutions to the Right Problems (Rueda, 2011)

Methods and Data Analysis
A mixed methods study:

Significance & Findings: Validated Causes

KNOWLEDGE
- Lack of skills
- Lack of knowledge of the policies of police and defense industry

MOTIVATION
- Low incentives
- Lack of alignment of goals
- No value of opportunities
- Complex policies and procedures
- Lengthy projects

ORGANIZATION
- No clarity of roles and responsibilities between department and organization
- Lack of Emiratisation policy
- No involvement of the project managers in decision making

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