

Hastings Business Training



Training for the Future

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Foreword

By Dr. Ashley Dabson

Since *Hastings Business Training* (HBT) started its range of corporate property and facility management training it has grown in popularity. This reflects both the increasing international interest in these subjects and the rapid development of this part of HBT's course portfolio. It is a credit to HBT that it has been able to bring delegates from overseas to Hastings for this training.

One of the strengths of these property and facility management courses is that although they are based on the course catalogue content they are all partially customised to the needs of the delegates. In this way prices can be held at an affordable level while delegates obtain the knowledge advantages of much more expensive courses.

A second strength is that because the courses are designed to be practical rather than theoretical delegates are able to apply the knowledge gained on the course to their work situation. To reinforce this applied focus most of the courses contain site visits where delegates are able to see how the ideas discussed during the course are applied in the UK. These trips also allow delegates to question their hosts.

The third strength of these courses is that they are highly interactive so that any questions that are relevant to the specific circumstances of the delegates can be raised and discussed. This makes these courses both interesting and informative. It also allows the delegates to learn from each other in a dynamic but controlled manner.

Finally, Hastings as a seaside resort provides an attractive environment in which to learn. It is also reasonably close to Gatwick and not too far from Heathrow and London. This coupled with the hospitality of HBT makes the whole learning experience convenient and pleasantly memorable as well as valuable.

Ashley Dabson Dip (Est. Man), MSc, PhD, FRICS, FRTPI, MCMI, MBIFM



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Accreditation

By the

British Accreditation Council for Independent Further and Higher Education

We are pleased to announce that *Hastings Business Training* (HBT) has been awarded an accreditation from a UK national accrediting body: the **British Accreditation Council for Independent Further and Higher Education** (BAC).

Following the inspection conducted by the BAC in December 2009, the BAC's inspectors reported on a **good and excellent level of provision in all areas assessed during the inspection**. They considered *HBT* to be a well-managed and well-resourced organisation with a high standard of teaching and service delivery.

Hastings Business Training

TRAINING FOR THE FUTURE

Why train at Hastings Business Training?

Organisations train their staff to increase their competitive advantage in their chosen market. In whichever industry, in whatever skill area, investing in expertise gives an organisation the ability to react faster to situations where success is critical to achieving business goals.

In the field of management information systems, the rate of technical development is so fast, and its implications so radical, that training in this area is even more vital than most. Increasingly, technology allows organisations to right-size their internal systems and create mission critical computer networks.

Efficient, well-structured and resilient networks are therefore essential to business success, needing internal staff that have the right expertise and experience. This ensures the organisation maximises its return on Information Technology investment, which is an extremely valuable asset.

Hastings Business Training helps organisations realise these objectives by providing a carefully designed specialised service for management, accountancy, auditing, and computer technology training requirements. Dedicated to delivering total customer satisfaction, *Hastings Business Training* has constantly developed and refined its training programmes to ensure that it is at the forefront in its field of expertise, providing excellent quality and value to customers.



Background

Our training business was originally founded in 1987, and since 2005 has been established as *Hastings Business Training*. We are a provider of Corporate Strategy training solutions, including courses in Management, Financial/Auditing, Information Technology and Public Sector administration.

Course Registration

To register for a course, please either call us on **+44 (0) 1424 718501**, or email us on enquiries@hastingsbusinesstraining.co.uk.

The *Hastings Business Training* Staff will be able to advise, answer any queries and register course bookings. Upon request we can also provide training courses in Turkey and Ghana.

The Training Day

All courses start at 9:30am. All courses have a morning and afternoon break, and a lunch hour when meals will be provided. Lunch is provided at one of the many local restaurants, and includes a varied menu. Any special dietary request may be catered for by prior arrangement. We expect all the participants on our courses to attend every session, unless authorised to absence i.e. through illness. We also expect all participants to arrive at all sessions punctually.

Our Office Location

St. Leonards-on-Sea is in East Sussex along the southern coast of England. The centre is about 60 miles from London. The town is renowned for its historical sites (being near to the site of the famous Battle of Hastings), and has a strong tourism and private sector education economy – accommodating tens of thousands of foreign students each year. The town is easily reached by railway from central London, and both Gatwick and Heathrow Airports. The close proximity to the neighbouring historic towns of Hastings, Battle, Winchelsea and Rye in the “1066 Country” makes this a tremendous place to visit during your stay with *Hastings Business Training*.

Our Training Facilities

To ensure that our courses are delivered in a professional training environment, with the latest facilities available. The training will take place in **Central London and East Croydon**.

We have arrangements with local hotels for your accommodation. Should you wish us to assist you in booking a hotel, please indicate on your booking application form. Please note that hotel accommodation and other travel costs are your responsibility, and are not part of the course fee.

How to get to us



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Corporate, Executive and Management Courses

ALC: *Advanced Leadership & Coaching***Duration:1 Week****Course Objectives**

To develop Leadership and management skills to deliver the necessary results – every time

Who Should Attend

Directors, Executives and General Managers and Managers who are responsible for others in getting results and who want to improve their skills

Prerequisite Courses

None

Course Overview

- Know and understand this critical skill required for all leaders in the 21st century
- Know and understand the difference between a trainer and a coach
- Understand the five key skills to get you the results you want – every time
- Know your Leadership coaching style and why some don't work
- Know and understand the importance of questions – which ones work and which don't
- Why your appraisals don't work and what to do about it
- How to build a coaching style to enhance your results
- Coaching for results-how to get the very best from individuals
- Know your coaching style and effectiveness
- Build powerful objectives that create results every time
- Know what questions to ask that will give you results every time
- Create outstanding practical actions to deliver the results you desire
- Coach people who are difficult to manage
- Enhance your communication skills almost immediately!
- Deliver outstanding presentations – every time!

Course Materials

Workshop support materials, videos, self-assessments. Also, only you will realise all the benefits from a follow up of action plans; as well as the advantages that many others have, of accessing, free of charge, our eBooks. These will enhance the participant's personal strengths, increase your knowledge and improve your development long after the workshop has finished.

It will also support and reinforce the workshop actions

Corporate, Executive and Management Courses

ALPCM: Advanced Logistics, Procurement, and Contracts Management**Duration:1 Week****Course Objectives**

This program focuses on equipping participants with advanced knowledge and practical skills in logistics, procurement, and contract management. It covers key areas such as supply chain optimization, procurement strategy development, contract negotiation, vendor relationship management, and compliance with procurement laws and regulations. The course is designed to enhance the decision-making capabilities of professionals in these fields, preparing them to tackle complex challenges in today's global business environment.

Who Should Attend

Anyone involved in procurement and logistics operations in private, public, or non-profit organizations.

Prerequisite Courses**None****Course Overview****Introduction to Advanced Logistics, Procurement, and Contracts Management**

- Overview of logistics and supply chain management
- Key principles of procurement in the modern business world
- Role of contracts in managing risk and ensuring compliance

Strategic Procurement Planning

- Procurement process and its integration with business strategy
- Supplier selection, qualification, and evaluation methods
- Cost-benefit analysis for procurement decisions

Contracts Management and Negotiation

- Types of contracts (fixed-price, cost-reimbursable, etc.)
- Legal aspects of contracts and common clauses
- Advanced negotiation techniques for contracts

Vendor Relationship Management

- Building and maintaining strong supplier relationships
- Vendor performance evaluation and risk management
- Handling disputes and renegotiation strategies

Technology in Procurement and Logistics

- E-procurement systems and their benefits
- Emerging technologies like blockchain and AI in supply chains
- Digital transformation and the future of procurement

Ethics and Compliance in Procurement

- Understanding procurement laws and regulations
- Ethical considerations in procurement and supplier management
- Managing procurement risks and ensuring compliance

Advanced Logistics Management

- Global logistics challenges and solutions
- Inventory management and demand forecasting
- Distribution strategies and warehouse management

Procurement Performance Metrics and KPIs

- Measuring procurement performance
- Key performance indicators (KPIs) for procurement and logistics
- Continuous improvement in procurement operations

Corporate, Executive and Management Courses

Course Materials

- **Interactive Lectures:** Core concepts will be delivered through engaging presentations and discussions.
- **Case Studies:** Real-life scenarios will be analyzed to demonstrate the application of advanced procurement and contract management techniques.
- **Workshops and Group Activities:** Hands-on exercises will allow participants to practice contract negotiations, procurement strategy formulation, and vendor evaluations.
- **Role-Playing:** Participants will engage in simulated contract negotiations and supplier evaluations.
- **Assessment & Feedback:** Quizzes, group presentations, and a final assessment to reinforce learning.

Corporate, Executive and Management Courses

ALSE: Advanced Leadership Skills for Executives**Duration: 1 Week**

<p>Course Objectives</p> <p>To develop Leadership skills to deliver the necessary results to improve an organisations quality, productivity and customer service</p>
<p>Who should attend?</p> <p>Directors, Executives and General Managers and Managers who are responsible for others in getting results and who want to improve their skills</p>
<p>Prerequisites</p> <p>None</p>

Course Overview

- Know and understand the component parts of an excellent organisation and the part that Leadership play
- Know and understand the critical actions of a leader
- Understand your Leadership style-which works and which does not
- Know your team role and why some teams don't work
- Achieving the task is critical-know and understand the necessary component parts to enhance your profile
- Why appraisals don't work-and what to do about it
- How to build and maintain winning teams
- Coaching for results-how to get the very best from individuals and understand the very latest communication skills
- Know your coaching style and effectiveness
- Know what questions to ask that will give you results every time
- Understand the critical issues in making important decisions
- Create outstanding practical actions to deliver the results you desire
- Deal even more effectively with difficult people
- Enhance your communication skills almost immediately!
- Improve your communication skills

Course Materials

Workshop support materials, videos, self-assessments. Also, only you will realise all the benefits from a follow up of action plans; as well as the advantages that many others have, of accessing, free of charge, our eBooks. These will enhance the participant's personal strengths, increase your knowledge and improve your development long after the workshop has finished.

It will also support and reinforce the workshop actions

Corporate, Executive and Management Courses

BCS: *Business Communication Skills Course***Duration: 1 Week****Course Objectives**

The course will help the participants understand the critical elements of business communication skills. The participants will learn practical skills listed below that can readily be applied to their work environment and help them achieve their team

This course is founded on innovative business and psychology research projects that reveal what works and what doesn't work when we interact with each other. This course is a mini masterclass in communicating better and showing how to apply it to improve both written and verbal communication skills.

Who should attend?

Any Manager, Supervisor, Leader or Professional who needs to improve their competency in business communication.

Prerequisites

None

Course Overview**The Fundamentals of Business Communication.**

- Understanding the psychology of communication.
- The fundamentals of business communication.
- Understanding your psychological communication profile
- Using Email effectively. Avoiding social media mistakes.

Interpersonal Communication Skills.

- Significant barriers to effective communication and removing these barriers.
- Attending skills in communication: the SOLER model.
- Discovering active listening and effective questioning.
- Communication is not all about body language.
- Space wars: why proxemics matters.

Writing Business & Technical Reports.

- Planning reports (resources, materials, formal/ informal, style).
- Format and structure, structure, summaries, introductions, appendices.
- Proofreading, typos, spelling, punctuation, grammar & readability.
- Vocabulary, specialist terminology & avoiding jargon.
- The proper use of bullet points, graphics, illustrations and submitting.

Excellence in Presenting

- The importance of audience & overcoming bad speaking habits
- The ten-step method for writing effective presentations
- How to handle questions professionally
- Avoiding PowerPoint mistakes
- Dealing with 'difficult' people and issues in presenting

Learning Goals

By the end of this Course, participants will be able to:

- Describe communication barriers and how to overcome them
- Write professional reports in a clear and concise way
- Contribute to effective workplace communication at all levels
- Differentiate between fact and fiction about business communication

Corporate, Executive and Management Courses

CMTR: *Change Management and Transformational Readiness for HR***Duration: 1 Week****Course Objectives**

Human Resources sits at the centre of organisational change and transformation. HR leaders are expected to translate strategy into people plans, support leaders and employees through disruption, and shape cultures that can adapt, learn, and perform. Yet HR is often brought into major change initiatives too late or positioned as a support function rather than a strategic driver of transformation.

At the same time, organisations face intensifying pressures: digitalisation, new workforce expectations, shifting regulatory requirements, skills shortages, hybrid and remote working models, and the need to embed diversity, equity, and inclusion.

These forces demand a more proactive, evidence-based, and agile approach to change led in partnership between HR and the business.

This intensive 5-day programme is designed specifically for HR and People leaders who want to strengthen their change management capability and build their organisation's readiness for transformation.

It combines practical change frameworks with HR-specific tools for workforce planning, employee experience, talent, and culture.

Through case studies, simulations, and structured exercises, delegates will learn how to diagnose change readiness, design people-centre change strategies, engage stakeholders, and support leaders and employees through complex transitions.

Particular emphasis is placed on the role of HR in enabling agile ways of working, developing critical skills, and sustaining behavioural change.

Who should attend?

Senior HR leaders who partner with executive teams and boards on strategic change, restructuring, and workforce transformation programmes. HR Business Partners who work closely with line leaders to plan and implement change at business unit, function, or country level. Heads of Talent, Learning and Development, and Organisational Development responsible for leadership development, capability building, and culture. Specialists in engagement, performance, and employee experience who support change initiatives and transformation programmes. Employee relations and industrial relations professionals who navigate complex stakeholder environments during change. HR professionals operating across multiple jurisdictions who must balance global standards with local labour and cultural realities. HR managers identified as future leaders who need to build confidence and capability in leading change and transformation. Individuals stepping into roles where they will regularly support or sponsor major people-related change programmes.

Prerequisites**None****Course Overview****Strategic Context for HR-Led Change**

- Delegates will explore how business strategy, external trends, and workforce dynamics create the case for HR-led change and transformation.
- Participants will examine how HR can position itself as a strategic partner in shaping transformation agendas, not just implementing decisions.
- They will learn to link organisational strategy to a clear HR change and readiness roadmap.

Corporate, Executive and Management Courses**Roles, Governance, and HR's Position in Transformation**

- Delegates will review the roles of boards, executives, HR leaders, and line managers in sponsoring, governing, and delivering change.
- Participants will explore governance models for major people-related initiatives, including restructuring, operating model changes, and technology rollouts.
- They will learn practical approaches to clarifying decision rights, accountabilities, and HR's role at each stage of the change cycle.

Diagnosing Organisational and Workforce Readiness

- Delegates will learn frameworks for assessing change readiness across culture, engagement, leadership, skills, and HR processes.
- Participants will explore tools such as surveys, focus groups, data dashboards, and heat maps to identify readiness strengths and risks.
- They will practice using diagnostic insights to shape change strategies, sequencing, and targeted interventions.

Designing People-Centred Change Strategies and Plans

- Delegates will examine how to translate strategic change objectives into people-centred change strategies and plans.
- Participants will design high-level change journeys that address communication, learning, role changes, and support for employees and managers.
- They will learn how to align HR policies, processes, and programmes with desired behaviours and outcomes.

HR Tools for Supporting Transformational Initiatives

- Delegates will explore HR and change tools that support transformation, including workforce planning, reskilling, talent moves, and performance management.
- Participants will examine case examples of HR support for restructurings, system implementations, and culture change programmes.
- They will learn how to integrate change management activities into HR project plans and business-as-usual processes.

Leadership, Engagement, and Employee Experience in Change

- Delegates will examine the critical role of leaders and managers in enabling successful change and sustaining morale.
- Participants will practice techniques for coaching leaders, supporting middle managers, and designing engagement strategies that build trust.
- They will learn how to assess and enhance employee experience during change, with attention to fairness, inclusion, and wellbeing.

Embedding Agility, Learning, and New Ways of Working

- Delegates will explore how HR can support agile ways of working, cross-functional collaboration, and continuous improvement.
- Participants will review approaches to building learning loops, feedback mechanisms, and experimentation into HR and business practices.
- They will learn how to design HR initiatives that reinforce adaptability, psychological safety, and collaborative problem-solving.

Measuring Impact and Building a Readiness Roadmap

- Delegates will learn how to define meaningful people and culture metrics for change, including engagement, capability, retention, and performance.
- Participants will explore methods for tracking benefits and adjusting interventions based on data and feedback.
- They will leave with a personal HR Change and Readiness Action Plan and a 90-day roadmap for applying course insights within their organisation

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

CPMBI: *Corporate Performance Management & Business Intelligence***Duration:1 Week****Course Objectives**

Most organisations are data-rich, regardless of their size. Often, however, the quality of their management information is merely adequate and the business insights generated are either poor or non-existent. This course provide delegates with the skills to deliver the business insights needed to inform management decision-making and to rapidly erode competitive disadvantage in order to achieve a helpful resource that is not critical to the success of the organisation

Who Should Attend

Managers, Directors, Auditors, Accountants, and Officers who are involve in taking Business Management Decision

Prerequisite Courses**None****Course Overview**

- The Over-emphasis on transactional systems and transactional analysis at the expense of understanding cause and effect
- The evolution of point solutions to meet specific management needs in isolation from each other
- An holistic, integrated understanding of the business, with the opportunity for much greater insights into the performance of the business
- A broad category of applications, technologies and methods for gathering and analysing data for the purpose of helping enterprise users make a better business decisions

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

CSO: *Chief Security Officer***Duration:1 Week****Course Objectives**

The role of the Chief Security Officer (CSO) has evolved dramatically.

No longer focused only on guards, gates, and gadgets, today's CSO must integrate digital, physical, and organisational security into a coherent strategy that protects critical assets, safeguards people, and enables the business to innovate with confidence.

Cyber threats, ransomware, data breaches, violent incidents, geopolitical risks, insider threats, and supply chain vulnerabilities now intersect in complex ways.

Boards, regulators, customers, and employees expect security leaders to anticipate these risks, respond effectively to incidents, and build resilient organisations.

At the same time, heavy-handed security practices can frustrate users, slow transformation, and undermine trust if not designed with culture and operations in mind.

This intensive 5-day programme is designed for CSOs and senior security leaders who want to build a security-aware culture and drive security transformation across digital, physical, and organisational domains.

It positions security as a strategic enabler, not just a cost centre or compliance obligation. Through case studies, simulations, and structured exercises, delegates will learn how to align security with business objectives, design integrated governance, engage stakeholders, shape behaviour, and lead programmes that measurably strengthen security posture and resilience.

Participants will leave with a practical Security Culture and Transformation Action Plan tailored to their organisation's risk profile, maturity, and strategic ambitions.

Who Should Attend

Senior leaders overseeing integrated security functions that span cyber, information, physical, and personnel security. Chief Information Security Officers, Heads of Cyber Security, and information security managers supporting digital transformation and data protection. Heads of physical security, facilities, health and safety, and operational risk in complex environments such as campuses, critical infrastructure, and industrial sites. Leaders responsible for protecting people, premises, and assets in conjunction with digital security controls. Chief Risk Officers, compliance leaders, and business continuity managers integrating security into enterprise risk management and resilience planning. Security and risk leaders in government, defence, energy, transport, healthcare, financial services, and other regulated sectors. Security, cyber, and risk managers identified as future leaders who want to develop the strategic and cultural dimensions of the CSO role. Individuals stepping into roles with broader responsibility for security governance, culture, and transformation programmes.

Prerequisite Courses**None****Course Overview****The Modern CSO and the Strategic Security Agenda**

- Delegates will explore the evolving role of the CSO and how security contributes to strategy, digital transformation, and stakeholder trust.
- Participants will examine major threat trends and case examples where security leadership has made a critical difference.

Corporate, Executive and Management Courses

- They will clarify expectations from boards, regulators, customers, and staff regarding security leadership and culture.

Security Governance, Risk, and Alignment with Business Objectives

- Delegates will review governance models for security, including committees, reporting lines, and integration with risk and audit.
- Participants will examine how to define risk appetite, prioritise security investments, and align controls with critical business processes.
- They will learn how to present security risks and proposals in board- and executive-friendly language.

Building a Security-Aware Culture and Influencing Behaviour

- Delegates will explore the behavioural and cultural drivers of security, including attitudes, norms, and everyday practices.
- Participants will review methods for assessing security culture and identifying root causes of insecure behaviours.
- They will learn how to design awareness, training, and engagement initiatives that move beyond compliance to genuine behaviour change.

Digital and Cyber Security for Senior Leaders

- Delegates will review key concepts in cyber and information security, including identity and access management, network security, data protection, and cloud risks.
- Participants will examine high-impact cyber threats such as ransomware, phishing, and insider misuse, and their business implications.
- They will learn the questions leaders should ask about digital security controls, incident readiness, and third-party dependencies.

Physical Security, Insider Threat, and Converged Security Operations

- Delegates will examine physical security risks including unauthorised access, workplace violence, theft, and disruption of critical operations.
- Participants will explore insider threat scenarios where human, physical, and digital vulnerabilities intersect.
- They will review approaches to converged security operations centres (SOCs) and integrated monitoring across digital and physical domains.

Incident Response, Crisis Management, and Organisational Resilience

- Delegates will explore frameworks for incident response and crisis management that integrate security, IT, communications, and leadership roles.
- Participants will examine case examples of major incidents, focusing on preparation, decision-making, and communication under pressure.
- They will learn how to conduct post-incident reviews that support recovery, learning, and long-term resilience.

Third-Party, Supply Chain, and Ecosystem Security

- Delegates will review risks arising from suppliers, partners, managed service providers, and other third parties.
- Participants will examine practical approaches to assessing, monitoring, and improving third-party security posture.
- They will consider contractual, governance, and relationship levers for strengthening security across the extended enterprise.

Road Mapping Security Transformation and Measuring Impact

- Delegates will bring together programme insights to design a security culture and transformation roadmap over the next 12–24 months.
- Participants will explore maturity models, metrics, and dashboards that demonstrate progress and support leadership decisions.
- They will leave with a personal Security Culture and Transformation Action Plan and a 90-day implementation focus.

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

DEAI: *Digital Ethics and AI Governance for Leaders***Duration:1 Week****Course Objectives**

Digital technologies and artificial intelligence are reshaping how organisations create value, manage risk, and interact with customers, employees, and citizens.

Alongside this opportunity, leaders face a growing set of ethical, regulatory, and reputational challenges that go far beyond traditional IT governance.

Stakeholders expect organisations to demonstrate not only compliance, but a visible ethical stance and robust governance over how data and AI are designed, deployed, and monitored.

Many boards and executive teams, however, struggle to ask the right questions about AI and digital ethics, to allocate clear accountability, and to embed governance frameworks that keep pace with innovation.

This intensive 5-day programme is designed for leaders who want to strengthen their capability to govern AI and digital technologies responsibly.

It brings together strategic management, risk, legal, technology, and ethics perspectives into a practical, leadership-focused framework.

Through case studies, simulations, and structured exercises, delegates will learn how to define ethical principles, shape governance arrangements, oversee high-risk AI use cases, engage stakeholders, and monitor ongoing compliance and performance.

Who Should Attend

Leaders seeking to strengthen board-level discussion, documentation, and assurance on digital ethics and AI governance. Chief Digital Officers, Chief Data Officers, Chief Information Officers, Chief Technology Officers, and heads of innovation responsible for driving digital and AI transformation. Senior leaders who must align technical roadmaps with ethics, regulation, and enterprise risk appetite. Chief Risk Officers, Chief Compliance Officers, General Counsel, and Heads of Internal Audit responsible for governance, assurance, and regulatory relationships. Heads of AI, machine learning, analytics, and business intelligence who design and deploy data-driven systems and models. Technical leaders seeking a stronger connection between their work and board-level ethics, risk, and governance expectations. Senior managers identified as future leaders who will increasingly be involved in decisions on AI and digital transformation

Prerequisite Courses**None****Course Overview****Digital Ethics, AI, and the Strategic Landscape**

- Delegates will explore how AI and digital technologies are reshaping competition, public services, and stakeholder expectations.
- Participants will examine major ethical debates and case examples where digital and AI failures have led to regulatory, legal, or reputational consequences.
- They will learn to connect digital ethics and AI governance to overall strategy, brand, and trust.

Principles and Frameworks for Digital and AI Ethics

- Delegates will review key ethical principles such as fairness, accountability, transparency, privacy, human oversight, and non-discrimination.
- Participants will examine international frameworks, guidelines, and codes of practice for ethical AI and digital technologies.

Corporate, Executive and Management Courses

- They will learn how to translate high-level ethical principles into practical design criteria and governance guidelines.

Data Governance, Privacy, and Responsible Data Use

- Delegates will examine the foundations of data governance, including data quality, lineage, access controls, and retention.
- Participants will consider legal and regulatory requirements around privacy, consent, data protection, and cross-border data flows.
- They will learn how decisions about data sourcing, sharing, and reuse impact digital ethics and AI risk.

AI Lifecycle, Risk Assessment, and Controls

- Delegates will explore the AI lifecycle from problem definition and data selection through model development, deployment, and monitoring.
- Participants will review methods for assessing AI risk, including impact assessments, model documentation, and testing for bias and robustness.
- They will learn how to specify controls, thresholds, and escalation points for high-risk AI applications.

Governance Structures and Decision Rights for AI

- Delegates will examine different models for AI governance, including committees, working groups, and federated approaches.
- Participants will explore how to assign clear decision rights, accountabilities, and reporting lines for AI and digital initiatives.
- They will learn how to integrate AI governance into existing structures for risk, compliance, technology, and product oversight.

Transparency, Explainability, and Stakeholder Communication

- Delegates will explore expectations around transparency and explainability for AI systems in different stakeholder contexts.
- Participants will learn how to communicate about AI use in ways that build trust with customers, employees, regulators, and the public.
- They will examine approaches to documentation, disclosures, and responses to inquiries, challenges, or incidents involving AI systems.

Culture, Capability, and Ethical Leadership in the Digital Age

- Delegates will examine how organisational culture, incentives, and leadership behaviours influence digital ethics and AI outcomes.
- Participants will consider capability-building strategies for boards, executives, and staff on ethics, data literacy, and AI understanding.
- They will learn how to model ethical leadership, encourage challenge, and create safe channels for raising concerns.

Road mapping, Metrics, and Continuous Oversight

- Delegates will bring together insights from the programme to develop a roadmap for strengthening digital ethics and AI governance over the next 12–24 months.
- Participants will explore metrics, dashboards, and reporting approaches that provide meaningful oversight without excessive complexity.
- They will leave with a personal Digital Ethics and AI Governance Action Plan and a 90-day implementation focus.

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

DPCIA: *Developing Personal Confidence, Impact and Assertiveness***Duration:1 Week****Course Objectives**

The objective is to develop greater confidence, learn and apply techniques to raise the level of impact they have on others, learn and apply assertive skills to help deal with interpersonal communications, develop influencing skills and make a positive contribution to meetings and maximise their own opportunities.

Who Should Attend

This course is aimed at those who have the potential to progress their career once they have developed these core skills

Prerequisite Courses

None

Course Overview

The training is adapted by our expert tutor to meet the precise learning goals of individual attendees. The outline contents are as follows:

- Introductions and warm up exercise
- How to have an immediate impact - your personal mission/credentials
- Benchmarking and setting of individual learning objectives
- How confidence works from a psychological perspective
- How to build personal confidence
- Owning your own space and developing personal presence
- Filmed practice session and review
- A look at the qualities required to make an impact on others
- Planning to communicate with impact
- Building your 'personal brand' and using effective communication tools
- Filmed practice session and video review (feedback on personal performance)
- The basis of assertive behaviour
- How to develop a positive assertive style
- Personal behaviours that gain respect
- Personal presentation skills
- Using your personality to best effect
- Questioning and listening skills
- How to positively manage important conversations
- Key tips for handling difficult questions and tricky conversations
- Adapting to others and making them feel you are on their wavelength
- Building positive relationships
- Further advice, tips and coaching as required

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

DPRMR: Developing Public Relations, Media Relations & Handling Media Interviews**Duration: 1 Week****Course Objectives**

The objective is to develop a greater understanding of effective PR activities and media opportunities, increase media awareness and ability to handle all types of media interviews (press, radio, television & internet broadcast). Good media relations help make the most of media opportunities and help spot any potential threats to your organisation's reputation and avoid potentially disastrous consequences and uncomfortable crisis news management scenarios.

Who Should Attend?

Those with a role in PR and external communications. Newcomers to PR/communications, Project Managers, Human Resources professionals with responsibility for PR, Corporate affairs professionals, and Managers who need to be involved in PR and media opportunities. All those who speak at public events in which the media will be attending.

Course Overview**Overview and Introduction of Public Relations**

- What is PR, the difference between PR and advertising

The Role of PR and External Communications

- Definitions and models

Media awareness

- How the media work
- What makes news - the types of stories

The link between PR and organisational culture, values and behaviours

- Assessing an organisation's culture, who sets the culture?
- Why is organisational culture important?

Proactive Media Relations

- The power of brands
- The relationship between Internal and External Communications
- Key message development & PR gaffes

Planning a PR campaign

- Objective setting, SWOT analysis, Implementation

The Pen is Mightier than the Sword

- Writing skills, good use of English, choice of wording
- How to write a Press release, Identifying the story angle
- Developing story structure, News and feature writing – the differences

Storytelling

- Finding a story, Creating a story
- Delivering a story, Sub editing skills

Using the Full Range of Communications Tools

- The tools for communication: from the notice board to Twitter.
- The use of bloggers

The process of an external communications audit

- What the audit should include and how to apply it, creating an audit report

Speechwriting and Speechmaking

- Finding your objective, Constructing your speech
- Presentation skills, personal delivery and 'stage-craft'
- Handling the media at public events

Media Training

- How to think like a journalist so you know what to expect
- Questions to ask prior to any interview
- How to go about targeting the audience (readers, listeners or viewers)
- What to say in front of the camera, Developing your messages
- Dealing with awkward questions, Body language and what to wear
- How to manage the interview

Corporate, Executive and Management Courses

- The importance of getting key messages across within the time available
- How to still get your message across successfully, even in an edited interview

How to React in a Crisis

- Choosing your crisis team, Be honest and tell your colleagues first
- Managing internal communications in a crisis, The importance of leaders being visible

Scanning the Horizon

- Spotting any new media opportunities
- Lobbying stakeholders and influencers

The future and innovations of PR

- Latest trends and tools to look out for
- Principals of disruptive PR
- Aspects of real time data for PR assessment, analysis and auditing
- Use of the 'triangle of truth'
- What can you do to be more innovative?

Learning Goal

This course has been designed to enable participants to:

- understand the scope of PR activities
- Understand how the media works
- examine the communication tools needed to develop public relations
- develop writing skills for print and the web
- learn how to write a clear PR brief
- plan a PR audit
- develop crisis news management techniques
- enhance their personal presentation skills
- make effective use of media opportunities
- build media relations
- deliver successful media interviews (press, radio , TV and internet broadcast)

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

ELTM: *Effective Leadership and Team Management***Duration: 1 Week****Course Objectives**

This exciting course has been specifically designed to develop the competency of Leaders and Managers by equipping them with the knowledge, skills and understanding to achieve excellence in leadership and team management. This course will provide all the critical tools and techniques required by the Executive in today's fast-paced and changing environment.

Who Should Attend?

Public and Private Sector Managers responsible for the supervision, and management of teams, and subordinates within the organisation. Thought Leaders, Management Board executives, Directors, etc.

Course Overview**Leadership Today**

- The difference between managing and leading
- Characteristics of highly effective leaders
- Effective habits for executives
- Transformational leadership
- Actions to deliver the results you desire – JoHari
- Your strengths and areas for development using the strengths

High Performing Teams

- Team development
- The sociology of the team
- Characteristics of high-performing teams
- Teamworking activity
- The stages of team development
- Teams leadership and a shared vision

Personal Communication skills

- Communication skills for leadership
- Why correctly briefing your team is essential: attention?
- Know what questions to ask
- Leadership profiling: Your leadership type
- Emotionally intelligent leadership
- Becoming a change champion

Business Excellence Models and Techniques

- Understanding strategy and competition
- Know the types of targets required for success
- Strategic decision making
- Hiring the very best and keeping them - retention
- 100% Attendance and its sustainability
- Becoming a Learning Organisation

Learning Goal

At the end of this course, participants will develop:

- Skills, knowledge, and attitudes to deliver value throughout their organisations
- Understanding of what to do to be an effective leader
- Practical team leadership skills

Dynamic presentations support each of the topics together with interactive sessions of discussion. Attendees will have the opportunity to practice these skills.

Course Materials

Case studies, DVDS, small group work, exercises and feedback will be used to facilitate learning

Corporate, Executive and Management Courses

EIETM: Emotional Intelligence and Effective team Management**Duration: 1 Week****Course Objectives**

As the pace and the dynamism of the world increases and our environment makes more and more demands on our cognitive, emotional and physical resources, Emotional Intelligence is increasingly critical as a skill set and the objective of this course is to successfully manage the constant challenges from customers and our business associates.

Participants will explore tools, techniques, skills and perceptions to perform their role and manage emotions with confidence and positive results.

Who Should Attend

Individuals who will benefit from this course include those who wish to accomplish Increased deliberateness in making decision, tempering negative responses to distressing situations and Improving conflict and communication skills.

Prerequisite Courses**None****Course Overview**

- Introduction: Emotional Intelligence in the Workplace
- Participant Challenges and Goals
- The Five Competencies of Emotional Intelligence
 - Self-Awareness
 - Self-Regulation
 - Self-Motivation
 - Empathy
 - Effective Relationships
- Applying the Competencies
- Choice and Control Model
- Outcome Thinking
- Dealing with Individual Challenges
- Action Plans: Develop an Action Plan

Learning Goal

- An understanding of the importance of using Emotional Intelligence
- The ability to create an environment for productive work relationships
- A model to guide your responses to difficult and challenging situation

Course Materials

Handouts, Materials

Corporate, Executive and Management Courses

EMA: Environmental Management Auditing**Duration: 1 Week****Course Objectives**

By the end of this course, participants will be able to:

Provide participants with an understanding of the principles, practices, and techniques of environmental management auditing.

Equip participants with the skills to plan, conduct, and report on environmental audits.

Enable participants to assess compliance with legal, regulatory, and corporate environmental standards.

Teach participants how to identify environmental risks and opportunities for improvement through audits.

Foster an understanding of the importance of continuous improvement in environmental management systems.

Prepare participants to lead and manage internal and external environmental audits effectively.

Who Should Attend

Industry professionals, environmental managers, compliance officers, and auditors responsible for implementing and overseeing environmental management systems (EMS) and compliance with environmental standards.

Prerequisite Courses

None

Course Overview**Day 1: Introduction to Environmental Management Systems and Auditing Principles**

- Overview of Environmental Management Systems (EMS) (ISO 14001, EMAS)
- Importance of environmental auditing in organisational sustainability and compliance
- Key principles and objectives of environmental audits
- Types of environmental audits: internal, external, compliance, and risk-based audits
- Role of auditors and key auditing skills
- Outcome: Participants will be able to understand the purpose and scope of environmental management auditing and the foundational principles of EMS.

Day 2: Environmental Auditing Standards and Regulations

- Key environmental legislation and regulations (national and international)
- Introduction to ISO 14001 and environmental auditing standards (ISO 19011)
- Legal and regulatory compliance in environmental audits
- Risk-based approach to auditing
- Industry-specific environmental standards and best practices
- Outcome: Participants will gain knowledge of environmental regulations and standards relevant to their industry and apply them to auditing practices.

Day 3: Planning and Preparing for Environmental Audits

- Steps for planning and scheduling an environmental audit
- Developing audit objectives, scope, and criteria
- Preparing audit checklists and audit plans
- Collecting and reviewing background information (documents, records, environmental data)
- Stakeholder engagement and communication during the audit process

Corporate, Executive and Management Courses

- Outcome: Participants will be able to plan and prepare for an audit, including setting objectives and gathering relevant information.

Day 4: Conducting an Environmental Audit

- Audit techniques: document review, interviews, site inspections, sampling
- On-site audit process: opening meetings, data collection, and analysis
- Identifying non-conformities, risks, and areas of improvement
- Assessing environmental performance indicators and compliance
- Effective questioning and evidence-gathering techniques
- Outcome: Participants will be able to conduct a thorough environmental audit using appropriate techniques to identify compliance and performance issues.

Day 5: Reporting, Follow-Up, and Continuous Improvement

- Structuring and writing comprehensive audit reports
- Providing clear and actionable recommendations for improvement
- Communicating audit findings to stakeholders and management
- Managing corrective actions and ensuring follow-up
- Role of audits in driving continuous improvement and environmental performance
- Outcome: Participants will be able to create detailed audit reports, communicate findings effectively, and manage follow-up processes to drive improvement

Learning Goal

Upon completion of this course, participants will:

- Understand the structure and requirements of environmental management systems, including ISO 14001 and other relevant standards.
- Be able to plan, design, and conduct an environmental audit effectively.
- Identify non-conformities, risks, and opportunities for environmental improvement.
- Prepare comprehensive audit reports with actionable recommendations.
- Communicate findings and foster stakeholder engagement in environmental management.
- Manage corrective actions and follow-up processes to ensure continuous improvement in environmental practices.

Course Materials

Lectures and presentations on EMS standards, audit planning, and regulations.
Case studies and group discussions to analyse real-world environmental audits.
Workshops on preparing audit plans, developing checklists, and conducting mock audits.
Interactive sessions to practice audit interviews, inspections, and data analysis.

Corporate, Executive and Management Courses

EMCS: *Executive and Management Coaching Skills for Results***Duration:1 Week****Course Objectives**

To develop coaching skills to deliver the necessary results to improve an organisations quality, productivity and customer service

Who Should Attend

Directors, Executives and General Managers and Managers who are responsible for others in getting results and who wish to improve

Prerequisite Courses

None

Course Overview

- Know what the very best coaches know
- The difference between coaching, mentoring and training?
- Know the five key skills of a successful coach
- Discover your own preferred coaching style-which works and when
- Find out the benefits of coaching, to the coach and the trainee
- Know how to measure your success as a coach – one that will empower the trainee
- Discover the classic four step process to successfully coach others and deliver results
- Find out how to set motivating goals
- Know what motivates coachees- and how to deliver it!
- Discover a captivating four step coaching conversation
- Know the killer questions to ask that will get you results - every time
- Uncover your own negotiating style when setting goals
- Go beyond listening – and discover what to listen for
- Measure your effectiveness and success as a coach

Course Materials

Workshop support materials, HBT coaching Booklet, HBT Coaching Style, HBT Coaching effectiveness, coaching Videos. Also, only you will realise all the benefits from a follow up of action plans; as well as the advantages that many others have, of accessing, free of charge, our eBooks. These will enhance the participant's personal strengths, increase your knowledge and improve your development long after the workshop has finished. It will also support and reinforce the workshop actions

Corporate, Executive and Management Courses

EMS: Executive Management Skills**Duration:1 Week****Course Objectives**

This workshop will provide all the critical tools and techniques required by the Executives in today's fast-paced and changing environment. The essential skills and knowledge delivered in a brain friendly and interactive way that will inspire, involve and integrate great habits for the next working day

Who Should Attend

Thought Leaders, Management Board executives, Directors, Senior Managers, General Managers, Department/ Divisional Heads, Group managers and Human Resource Professionals

Prerequisites**None****Course Overview**

- Business Excellence Models and Techniques
- The Learning Organisation
- Effective Habits for Executives
- The Competitive Organisation
- High Performing Teams
- Change Champions
- Hiring the very best and keeping them
- 100% Attendance and its sustainability
- Strategic Decision Making
- Emotionally Intelligent Leadership

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

ESP: Effective Succession Planning**Duration:1 Week****Course Objectives:**

In order for organisational sustainability, continuity and competitive advantage they must ensure there are effective succession planning processes and a robust talent pool. This is an essential human resource risk mitigation tool known simply as "bench strength". Identifying, cultivating and promoting successors from an internal talent pool is a significant source of savings compared to external recruitment of "stars" who at times fail to meet up to expectations.

Who Should Attend

This course is designed to appeal to Senior Staff, Directors, Heads of Department, Human Resources Managers, Training Officers, Executives and General Managers who recognise the crucial role talented people play in the success of their organisation.

Course Overview

Introducing Talent Management

- What is talent management?
- The talent management process
- Building your talent management strategy
- Talent management: A Six-Phase system

Succession Planning

- What is succession planning?
- The leadership pipeline
- The role talent management plays in succession planning
- Performance Management and succession

Competence and competency frameworks

- What are competence and competency frameworks?
- Developing a competency framework
- Management and technical competencies
- Values and Ethic

Learning and Development

- Integrating mentoring, coaching, and learning and development into your succession planning and talent management programs
- Mentoring & coaching your stars
- Identifying leaders throughout an organization
- Leadership development

Training Methodology

This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes stimulating presentations supporting each of the topics together with interactive trainer lead sessions of discussion. There will also be practical sessions where participants can practice and experience course-related activities.

Corporate, Executive and Management Courses

HRM: *Human Resources Management***Duration:1 Week****Course Objectives:**

This professional Human Resource Management (HRM) course has been specifically designed as an interactive workshop to meet the demands of organisations. Delegates will be given the opportunity to examine in their existing knowledge and skills and be instructed in key areas and best practices of HRM.

This course will show HR professionals how they can contribute to the business at a strategic level and become a real partner in the organisation. This exciting course will bring you up to date on the latest techniques and approaches that are appropriate for the efficient management of human resources.

Who Should Attend

- Anyone who needs to learn about the essentials of HRM
- HR Officers; HR Administrators; HR Managers; HR Directors & HR Business Partners.
- People moving into HR from other roll.

Course Overview

Strategic Human Resource Management

- The development of HRM
 - The new HR Models
 - Transforming HR
 - HR Automation
 - Becoming a strategic partner
- Recruiting and Hiring
- Recruiting as a two-way process
 - Understanding your resourcing needs
 - Choosing the appropriate selection methodology
 - Use of psychological testing in selection
 - Assessment Centres – state of the art selection

Performance Management & Employee Compensation

- Performance management
 - Making performance appraisal work
 - Understanding compensation & benefits
 - Implementing Total Reward
 - Compensation and motivation
- Training, Development & Career Management
- The Training Cycle
 - How Adults Learn: Andragogy
 - Evaluation of training effectiveness
 - Career development
 - Mentoring & coaching

Learning Goals

At the end of this course, you will learn to:

- Explain the importance of strategic human resource management
- Formulate a plan to transform strategic requirements into HR objectives
- Demonstrate an understanding of employee resourcing, recruitment & reward
- Illustrate examples of best practice in HRM globally

Training Methodology

This course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. There will be practical sessions where participants have the opportunity to practice and experience course-related activities. Realistic and fun exercises, short video presentations, small group work, case studies, exercises, and feedback, will be used to facilitate learning.

Corporate, Executive and Management Courses

ICM: *Internal Communications Master Class***Duration: 1 Week****Course Objectives**

Effective internal communications helps colleagues to work to the best of their abilities and to develop their skills to ensure everyone is focused on achieving an organisation's goals. This course shows how to develop a dynamic corporate culture, how to manage change and how to bring the best out of the people with whom you work.

Who Should Attend

Those with a role in internal communications, project managers, Department heads and communications managers. Those with a role in change management, Team leaders and supervisors.

Course Overview

The Role of Internal Communications – definitions and models

- Assessing an organisation's culture, who sets the culture?
- Building a shared vision
- Objective setting, The internal communications audit
- Personal presentation exercise

Understanding the Needs of Individuals

- The relationship between Human Resources and Internal Communications
- Resistance to change
- Understanding how individuals are affected by change
- The role of leaders and managers in internal communications programmes
- Personal presentation exercise

Using the Full Range of Communications Tools

- The tools for communication: from the notice board to Twitter.
- Evaluation: how to measure success
- Internal communications action plan, The power of brands
- Personal presentation exercise

How to React in a Crisis

- Choosing your crisis team, Be honest and tell your colleagues first
- Managing internal communications in a crisis
- The importance of leaders being visible
- Personal presentation exercise

Maintaining and Enhancing Performance Levels

- Comprehensive performance assessment
- Boosting low morale
- Analysis of successful internal communications strategies
- How government and top companies manage messages
- Personal presentation exercise

Learning Goal

This seminar has been designed to enable participants

- Understand how workplace culture is developed, how to develop it and how to put a value on it
- Understand the communication tools needed to create a "can do" attitude among colleagues
- Generate a universal willingness for the company or organisation to succeed, especially by generating new ideas
- Provide better customer focus and service
- Develop tools and techniques for identifying resistance to change and managing it

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

IGSM: Introduction to General Safety Management**Duration: 1 Week****Course Objectives**

Every employer has a legal obligation to furnish employment and a place of employment free from known hazards that could cause serious injury or death. The objective of this course is designed to give you some ideas to help meet that obligation and apply effective management principles to the function of workplace safety. The goal is to help you understand these principles so that it affects your thinking, beliefs, decision and finally your actions to improve your company's safety management system and leadership culture.

Who Should Attend?

Executive Managers, Supervisors, and manager responsible for the health and safety of workers, Personnel involved in a safety and health program, etc.

Course Overview

- Introduction to Safety Management System
- Commitment and leadership
- Accountability
- Safety involvement
- Effective communication
- Hazard identification and control
- Accident investigation
- Education and training
- Continuous Improvement

Learning Goal

This course has been designed to enable participants

- To study the key elements of an effective safety and health program covered in this course and come up with a plan to suit your individual workplace.
- To design your company's safety and health program that top management demonstrates not only an interest, but a long-term serious commitment to protect every employee from injury and illness on the job
- Understand the purpose of safety commitment in an organization
- Understand Involvement in safety management system formulation and implementation
- To explore some of the effective strategies for increasing employee involvement in workplace safety
- To learn about the importance of recognizing appropriate safety behaviors to improve employee involvement:
- To learn how employees can get involved in proactive hazard identification to help eliminate hazards in the workplace.
- To the various concepts, principles and procedures related to the analysis process so that you can, hopefully, transform your workplace, as close as possible, into a "risk free" zone.
- To determine why safety is important and how to work safely, they will demonstrate personal safety leadership by working safely, even when performing hazardous tasks when working alone
- To understand why it is important to make sure all elements of the Safety Management System (SMS) are in place, top quality, and effectively maintained

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

ILCS: Impactful Leadership Communication Skills**Duration: 1 Week****Course Objectives**

The objectives are to 1) help leaders develop a communication strategy that creates greater impact, clarity & influence. 2) enhance management of self & others, personal impact, and management of time in all communications. 3) establish a unique integrated framework for positive and impactful communication that can be applied to all verbal and written communications.

Who Should Attend?

All those within leadership roles; Senior Executives, Managers, Team Leaders, Project Leaders, Marketing, Human Resources, Learning & Development, Public Relations, Corporate Affairs professionals, All those who need to deliver impactful internal communications, presentations or at public events.

Course Overview**Analysis of Effective Communication**

- Impact on engagement
- Impact on memory and how to effectively affect memory retention
- List of ingredients/principles for the highest impact

What Makes for Leadership Communication?

- What are the key communication skills of an effective leader?
- How will you want to develop your own communication skills to generate greater personal impact?

What is Effective Communication?

- Definition of effective communication, what it is and what it should not be
- Why effective communication is so important for leaders and their impact on others

Using Personal Experience to Create Impact

- Personal impact as the first step in your leadership communication strategy
- The art and benefits of storytelling
- How personal experience (storytelling) can be used to demonstrate knowledge and authority

The Power of The Positive

- Using 'positive assessment' as a key leadership tool
- How to apply positive assessment to build on your strengths
- How to use positive assessment to develop an impact on others

The Rules of Motivating & Influencing Others

- Motivation as the second step in your leadership communication strategy
- What motivates people and how to deliver an effective motivational message

Maximising Clarity - Signal V's Noise

- Clarity as the third step in your leadership communication strategy
- Use of a unique tool for clear and impactful communication
- How to ensure you get your message across with maximum clarity

Management of Time During Communications

- Keeping to time is your fourth step in your leadership communication strategy
- Time waits for no one! How to be more aware of time when communicating
- Ensuring that you stick to a time-plan
- How to get your message across within brief time spans (the art of brevity)

Managing Your Own Attitude During Important Communications

- How different styles, attitudes and tones affect the impact of others

Presenting Your Case & Establishing Authority

- Establishing the most powerful influencing criteria
- Framing your messages for the best effect

Corporate, Executive and Management Courses

- Applying the principles of ethos, pathos and logos
- Handling questions and dealing with awkward or difficult respondents
- Effectively managing interactions and discussions

The Pen is Mightier than the Sword

- Writing skills, choice of wording
- How to apply our unique tool within the written word
- Adding the impact to the written word

Applying The Strategy To Running Meetings

- Creating impact at the start and applying clear control mechanisms
- How to ensure that meeting achieves their desired outcome

Putting It All Into Practice

- Work-related individual practice, feedback and coaching
- How to audit your communication and impact on others

Advice Clinic

- An opportunity to discuss real-life situations and receive advice
- A final look at the wider applications of the strategy (web-casts, interviews, speeches.....)

Learning Goal

This course has been designed to enable participants to:

- Understand how to create greater impact on others through their communication skills
- Understand and apply a specific and unique communication strategy
- Develop greater personal skills for enhancing impact on others
- Develop writing skills that apply the strategy and enhance impact
- Develop advanced methods for running & facilitating effective meetings
- Understand how to audit or assess the effects of your communications

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

KMA: *Knowledge Management Advanced***Duration:1 Week****Course Objectives**

To develop knowledge management to deliver the necessary results to improve an organisations quality, productivity and customer service

Who Should Attend

Directors, Executives and General Managers and Managers who are responsible for others in getting results and who wish to improve

Prerequisites Courses

None

Course Overview

This workshop is based on best practice practical evidence from world-wide organisations

- What is knowledge management and what are the benefits of knowledge management?
- Understanding your strategy - different learning styles for your staff and how intelligent are you? Different types of organisations will require different approaches. Tools and techniques of knowledge management. Different types of knowledge - which is the most valuable and how to get it!
- Using foresight and hindsight - this has saved £millions and is a simple and effective way of learning. Workshops to facilitate to leverage knowledge within your organisation
- Codifying knowledge. What, when and how to capture the relevant knowledge, how to codify it and how and when to distribute it
- "Yellow Pages" for your staff. An invaluable tool for all organisations, and to promote champions within their fields. Know and understand the basics of this valuable tool
- Using IT to leverage knowledge of your staff. Most organisations are now realising the benefits of "communities of practice
- Communities of practice within your organisation - how they can be used and the benefits.
- Coaching and mentoring for success
- Designing your workspace for success. The four different types of workspace, and the implications for your workspace and sharing knowledge
- Actions-you will be encouraged to consider this business critical strategy and what practical actions you can take to develop a Learning organisation fit for the 21st Century.

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

LA: Leadership Agility – Building Leadership Skills for Strategic and Operational Success

Duration: 1 Week

Course Objectives

This highly participative training will help you to lead using agile principles to achieve organizational excellence. This course will provide you with the understanding and techniques to achieve the overall goal of Organizational Excellence. In this challenging and rapidly changing world, gaining organizational change requires exceptional leadership agility. The key topics in the course have been specifically developed to equip you with tomorrow’s leadership knowledge and expertise to gain sustainable organizational excellence.

Who Should Attend?

Directors, Senior Managers, Managers and Professional Leaders.

Course Overview

Becoming an Agile Leader

- Changing face of Leadership in the modern world
- What is Agile? AGILE Principles and Manifesto
- Developing an Agile mindset, behaviours, and characteristics
- Understanding Organisational Agility
- Organisational Models in Business
- Mastering Change

Strategic, Operational and Tactical Factors

- Defining Strategy, Operational and Tactical leadership
- Strategy models and principles
- Organisational Data collection and planning
- Challenging ‘normal’: the Alternative Box
- Setting the Behaviours and Values needed in the organisation.
- Creating the Vision V Mantra: ensuring buy-in from all

Organizational Development and Performance

- The importance of Organisational Development and Strategy
- Identifying your Talent for future growth: models and principles

- Competency Frameworks and Behaviours
- Utilizing Performance Management Systems
- Development Options to increase organisational excellence.
- Succession Planning and OCR techniques

Building Strong Strategic Relationships

- Why Building Relationships Matters in Business.
- Strategic and Customer Relationship Management
- Key Stakeholder Planning
- Power and Influence mapping
- Networking: techniques to improve relations
- Using Data analysis to inform the business

Achieving the Organizational Excellence Culture

- What is Culture?
- Creating a Culture of Organisational Excellence
- Gaining support from others
- Review of Operational Excellence models and comparison
- Implement and embed Organizational Excellence in business.
- Summary and Review

Learning Goal

At the end of the course, the participants will gain:

- Agility to lead rapidly in situations
- Techniques to develop strategic, operational, and tactical thinking
- Skill to project confidence to handle challenging situations
- Understand the building relationships based on trust
- Flexibility to adapt to new situations
- Personal development in leadership

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

LDA: Leadership Decision Architecture: Optimising Organisational Problem-Solving**Duration: 1 Week****Course Objectives**

Analyse and reflect on personal leadership qualities to initiate actions for improved decision-making and problem-solving practice
 Understand the psychology of “architectural” decision-making and select appropriate strategies for ensuring credibility and organisational success.

Who Should Attend

Leaders and managers who wish to enhance their leadership decision-making capability through the use of a robust and proven process

Prerequisites Courses

None

Course Overview**Psychological Insights into Decision-Making by Design**

- How Perception influences our understanding of leadership
- Changing Paradigms of leadership thought
- The “Decision Architect”, an agile, responsive, and decisive leadership
- Personality, leadership style and decision-making activity
- Systematic errors in decision-making thinking preferences and their implications
- Decision-making and problem-solving: symbiotic twins: How elastic is my brain?

Developing a Structured and Systematic Approach to Decision Making

- A systematic, mechanistic, and structured approach to making decisions
- Team exercise: collaboration, isolation, and group thinking
- Impacting variables: Ethics, Values, Bias, Spiral dynamics and Hubris
- How well do I make decisions? Analysis, reflection, and outcomes
- IDEAL Problem Solving: Stage 1 in the decision-making process
- Collective inquiry to ensure IDEAL outcomes: “making workgroups smarter”

Optimising Organisational Performance through Collaborative Dialogues, Strategic Tools, and Committed Practice

- Emotional Intelligence, collaborative practice and decision making
- Understanding Team Dynamics: Equipping Your Team to Make Decisions
- Diagnostic tools for organisational improvement Case study: Millennial Engagement
- Daniel Kahneman: Nobel prize-winning thoughts on decision making
- Whole brain thinking divergent and convergent thinking
- Applied Practice: Assessing organisational concerns through a “zig-zag” approach

Building Creative Insights and Innovative Capability in the Organisation

- How to make good decisions, peer coaching sessions
- Appreciative Enquiry: accentuating the positive to eliminate the negative
- Alternative forms of representation: soft system methodology for insightful change
- Using Nature and multiple intelligences for creative outcomes
- Assessing culture and organisational creativity; does it create the desired future
- How creative am I? Adaptive and Innovative potential?

Decision Making and Problem Solving - Leaders as Decision Architects

- Architectural Leadership: Vision, Inspiration and Momentum
- Developing the critical mindset of the “Decision Architect”
- Predicting the future: simple tools for organisational sustainability
- Decision making in Leadership: a case study of Vision, Inspiration, Momentum
- My VIM statements: strategic, organisational, and personal

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

LEC: *Leading with Ethics and Compliance***Duration: 1 Week****Course Objectives**

Ethics and compliance are no longer peripheral concerns handled only by legal or audit functions. In today's environment of heightened regulatory scrutiny, stakeholder activism, and instant public visibility, how leaders behave – and how they embed ethics and compliance into daily decisions – is central to sustainable performance.

Misconduct, weak controls, or a permissive culture can quickly lead to fines, sanctions, litigation, loss of licence to operate, and lasting reputational damage.

Yet many organisations still rely on narrow, rule-based approaches, where ethics and compliance are perceived as obstacles rather than enablers of trust and value creation.

This intensive 5-day programme is designed for leaders who want to strengthen their ability to lead with integrity, sponsor effective compliance programmes, and build cultures where people do the right thing – even when no one is watching.

The course combines practical ethics frameworks with real-world compliance experience across sectors and jurisdictions.

Through case studies, simulations, and structured exercises, delegates will learn how to interpret their ethical responsibilities, oversee key compliance risks, respond to dilemmas and incidents, and align incentives, policies, and behaviours.

Particular emphasis is placed on tone from the top, psychological safety, and the practical leaders' role in shaping conduct and culture.

Who Should Attend

Leaders seeking to strengthen board-level engagement with culture, conduct, and non-financial risk. Managers accountable for implementing policies, supervising teams, and managing relationships where ethical and compliance risks arise. Chief compliance officers, ethics officers, legal counsel, and risk managers responsible for designing and operating ethics and compliance frameworks. Professionals who advise leadership on conduct risk, regulatory requirements, investigations, and remediation. Leaders responsible for training, performance management, and reward systems that influence behaviour and culture. Leaders in government, regulators, state-owned enterprises, healthcare, financial services, extractives, and non-profits facing heightened ethical and compliance scrutiny. Senior managers identified as future leaders who want to build a strong foundation in ethics and compliance leadership.

Prerequisites Courses**None****Course Overview****Ethics, Compliance, and Strategic Context**

- Delegates will explore why ethics and compliance matter strategically, beyond simply avoiding fines or sanctions.
- Participants will examine recent cases where ethical failures have led to financial, legal, and reputational damage.
- They will learn to connect ethics and compliance with trust, brand, talent attraction, and long-term value creation.

Roles, Responsibilities, and Governance for Ethics and Compliance

- Delegates will review the roles of boards, executives, line leaders, and specialist functions in governing ethics and compliance.
- Participants will explore governance structures, charters, and reporting lines that support effective oversight.
- They will learn how to clarify decision rights, escalation routes, and accountability for key compliance risks.

Culture, Conduct, and Behavioural Drivers

Corporate, Executive and Management Courses

- Delegates will examine how culture, incentives, leadership behaviour, and informal norms shape everyday ethical decisions.
- Participants will explore tools for assessing culture and conduct, including surveys, interviews, and incident analysis.
- They will identify practical levers leaders can use to reinforce desired behaviours and challenge unhealthy patterns.

Ethical Decision-Making and Navigating Dilemmas

- Delegates will learn structured frameworks for analysing ethical dilemmas involving competing values and stakeholders.
- Participants will work through realistic scenarios covering issues such as gifts and hospitality, conflicts of interest, sales pressure, and third-party risk.
- They will practice articulating and justifying decisions in ways that demonstrate integrity, fairness, and accountability.

Designing and Overseeing Effective Compliance Programmes

- Delegates will review key components of effective compliance programmes, including risk assessment, policies, training, monitoring, and response.
- Participants will examine how to align compliance efforts with risk appetite, business models, and resource constraints.
- They will learn how to use data and metrics to monitor compliance performance and inform leadership decisions.

Speak-Up Culture, Investigations, and Remediation

- Delegates will explore what it means to create a genuine speak-up culture and the barriers employees often face in raising concerns.
- Participants will review good practices for handling reports, protecting whistle-blowers, and ensuring fair, confidential investigations.
- They will consider how to communicate outcomes and implement remediation actions that reinforce learning and accountability.

Ethics, Compliance, and People Processes

- Delegates will examine how recruitment, onboarding, performance management, promotion, and reward systems influence behaviour and culture.
- Participants will explore ways to incorporate ethical expectations and compliance responsibilities into role definitions and evaluations.
- They will learn how to work with HR and line managers to ensure consistency between stated values and actual incentives.

Personal Leadership, Communication, and Action Planning

- Delegates will reflect on their own leadership style, values, and impact on ethics and compliance in their teams and organisations.
- Participants will identify key messages, behaviours, and routines that will signal serious commitment to ethics and compliance.
- They will leave with a personal Ethics and Compliance Leadership Action Plan and a 90-day roadmap for implementation

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

LEI: Leading with Emotional Intelligence**Duration:1 Week****Course Objectives**

Technical expertise and strategic insight are essential for leadership, but they are no longer sufficient on their own.

In complex, fast-changing environments, leaders must also be able to understand and manage their own emotions, read the emotions of others, and build relationships that support trust, collaboration, and performance.

Emotional Intelligence (EI) – the ability to recognise, understand, and manage emotions in oneself and others – is a critical differentiator for effective leadership. High-EI leaders communicate more effectively, navigate conflict constructively, lead through change with empathy, and create climates where people can do their best work.

Yet many leaders have had little structured development in EI. They may rely on intuition or past experience, leading to blind spots in self-awareness, unhelpful habits under pressure, or missed opportunities to connect with and motivate others.

This intensive 5-day programme is designed to help leaders at all levels strengthen their emotional intelligence and apply it deliberately in their day-to-day leadership. It combines practical EI frameworks with reflection, feedback, and skills practice, grounded in participants' real leadership challenges.

Through case studies, guided exercises, and peer coaching, delegates will learn how to deepen self-awareness, manage emotional triggers, read group dynamics, and lead conversations that build trust, resolve tension, and align people around shared goals.

Who Should Attend

Executives navigating high-pressure environments, organisational change, or challenging external scrutiny. Heads of function, business unit leaders, and operational managers who lead diverse teams and must balance performance, wellbeing, and engagement. Leaders responsible for service delivery, customer relationships, or cross-functional collaboration. Leaders of projects and change initiatives who must build buy-in, manage resistance, and keep people aligned through uncertainty. Sponsors, change agents, and PMO leaders seeking to strengthen stakeholder relationships and communication. Coaches, mentors, and people managers who support others' development and performance through conversation and feedback.

Prerequisites Courses

None

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Foundations of Emotional Intelligence in Leadership

- Delegates will explore core models of emotional intelligence and how EI capabilities support effective leadership.
- Participants will examine the links between EI, trust, engagement, performance, and organisational culture.
- They will identify common myths about EI and clarify what it means to lead with emotional intelligence in their own context.

Self-Awareness: Knowing Your Emotional Patterns and Impact

- Delegates will assess their own EI profile, including strengths, blind spots, and typical reactions under pressure.
- Participants will explore tools for increasing self-awareness, such as reflection, feedback, journalling, and mindfulness practices.

Corporate, Executive and Management Courses

- They will learn how their emotional patterns and behaviours affect others' perceptions, motivation, and performance.

Self-Management: Regulating Emotions and Sustaining Performance

- Delegates will examine strategies for managing emotional triggers, stress, and unhelpful habits.
- Participants will learn techniques for pausing, reframing, and choosing responses that support constructive outcomes.
- They will design practical routines to maintain focus, resilience, and composure in challenging situations.

Social Awareness and Empathy in Teams and Organisations

- Delegates will explore how to read emotional cues, understand others' perspectives, and recognise underlying needs and concerns.
- Participants will examine group dynamics, informal influence, and the emotional climate in teams and meetings.
- They will practise skills for active listening, empathic inquiry, and acknowledging emotion without losing focus on outcomes.

Relationship Management, Influence, and Difficult Conversations

- Delegates will examine how emotionally intelligent leaders approach influence, negotiation, and relationship-building.
- Participants will practise structuring and conducting difficult conversations about performance, behaviour, or change.
- They will learn approaches for balancing candour with care, and for resolving conflict while preserving relationships.

Applying Emotional Intelligence to Change and Everyday Leadership

- Delegates will explore how EI supports leading change, managing uncertainty, and navigating ambiguity.
- Participants will review case examples of emotionally intelligent responses to resistance, setbacks, and competing priorities.
- They will identify opportunities to apply EI principles in their own leadership routines, meetings, and decision processes.

Building Psychologically Safe, Inclusive Team Climates

- Delegates will examine the concept of psychological safety and its connection to learning, innovation, and performance.
- Participants will explore how bias, status, and power dynamics influence who speaks up and who stays silent.

Personal Emotional Intelligence Development Plan and Practice Routines

- Delegates will bring together insights from the programme to define their EI development priorities.
- Participants will identify specific behaviours, routines, and supports that will help sustain emotionally intelligent leadership.
- They will leave with a personal Emotional Intelligence Development Plan and a 90-day roadmap for implementation

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

LOCA: Leading Organisational Change and Agility**Duration: 1 Week****Course Objectives**

Organisations across sectors are being reshaped by digital disruption, evolving customer expectations, regulatory change, geopolitical uncertainty, and new ways of working.

In this environment, the ability to lead change and build organisational agility is no longer optional; it is central to long-term resilience and performance.

Yet many change initiatives still fail to deliver their intended benefits.

Common barriers include unclear strategic intent, change fatigue, siloed leadership, inadequate stakeholder engagement, weak governance, and a lack of capability to learn and adapt at speed. This intensive 5-day programme equips leaders with practical frameworks, tools, and behaviours to lead transformational change while building agile, responsive organisations.

The course integrates strategy, change leadership, culture, and agile ways of working into a coherent approach that can be applied in both corporate and public-sector contexts.

Through case studies, simulations, and structured exercises, delegates will learn how to define a compelling change story, mobilise key stakeholders, design governance and delivery approaches, and create the conditions for experimentation, learning, and continuous improvement.

Who Should Attend

Leaders who need to oversee multiple transformation streams and ensure that change activity aligns with long-term value and risk appetite. Chief transformation officers, programme directors, heads of change, and internal consultants responsible for shaping and delivering complex change portfolios. Project and programme managers who wish to deepen their capability in stakeholder engagement, benefits realisation, and change governance. People managers seeking practical tools to support their teams through uncertainty, new ways of working, and continuous improvement. Heads of digital, agile coaches, product owners, and innovation leaders interested in integrating agile practices with broader organisational strategy and governance. Leaders looking to scale agile approaches beyond pilot teams and embed them into the wider organisation. Senior officials and programme leads in government, regulators, and development agencies driving reform, policy implementation, and service transformation

Prerequisites Courses**None****Course Overview****Strategic Drivers of Change and Organisational Agility**

- Delegates will explore the macro forces reshaping their operating environment, including technology, regulation, customer expectations, and workforce trends.
- Participants will examine how strategic clarity and alignment underpin successful change and agile responses to disruption.
- They will learn to link strategic priorities to a clear change agenda and portfolio of initiatives.

Roles, Governance, and Sponsorship of Change

- Delegates will review the roles and responsibilities of boards, executives, and senior managers in sponsoring and governing change.
- Participants will examine different governance models, including steering committees, portfolio boards, and agile leadership teams.
- They will learn practical approaches to clarifying decision rights, accountabilities, and escalation routes for major initiatives.

Diagnosing Readiness and Change Impact

- Delegates will learn frameworks for assessing organisational readiness for change, including culture, leadership, structures, and capacity.
- Participants will explore tools for mapping change impacts on different stakeholder groups and parts of the organisation.
- They will practice using diagnostic insights to sequence initiatives, manage risks, and design targeted support interventions.

Corporate, Executive and Management Courses**Leading People Through Change**

- Delegates will examine the human side of change, including reactions to uncertainty, psychological safety, and resilience.
- Participants will practice skills for communicating a compelling change story, listening to concerns, and building trust and commitment.
- They will learn practical techniques for coaching, feedback, and supporting teams through transitions and new ways of working.

Designing Change Portfolios, Roadmaps, and Delivery Approaches

- Delegates will explore how to design coherent change portfolios and roadmaps that balance ambition with capacity and risk.
- Participants will compare traditional project approaches with agile and hybrid delivery models, considering when each is appropriate.
- They will learn how to structure work into value streams, releases, and milestones that support transparent progress tracking.

Agile Mindsets, Practices, and Ways of Working

- Delegates will gain a grounded understanding of agile principles, values, and core practices such as iterative delivery, cross-functional teams, and visual management.
- Participants will examine examples of agile being applied beyond IT, including operations, product development, and service improvement.

Culture, Learning, and Continuous Improvement

- Delegates will examine how culture, leadership behaviours, and incentives influence organisational agility and change outcomes.
- Participants will explore tools for building learning loops, after-action reviews, and continuous improvement into daily work.

Measuring Impact and Sustaining Change

- Delegates will learn how to define meaningful indicators, benefits measures, and feedback mechanisms for change initiatives.
- Participants will explore approaches to embedding changes into processes, governance, and performance management systems.

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

LTSOE: *Thinking: A Strategy for Operational Excellence***Duration:1 Week****Course Objectives**

Across industries, organisations are under pressure to deliver higher quality, faster response times, lower costs, and better customer experiences—often with constrained resources and complex operations.

Traditional improvement initiatives can deliver short-term gains but frequently fail to change the underlying way work is designed and managed.

Lean Thinking offers a proven, systematic approach to operational excellence.

It focuses on understanding value from the customer's perspective, eliminating waste, creating flow, and engaging people at all levels in continuous improvement.

When applied effectively, Lean Thinking can transform productivity, quality, safety, and employee engagement.

However, many organisations struggle to move beyond isolated tools and projects.

Without a clear strategy, strong leadership, and alignment with culture and performance systems, Lean risks being seen as a cost-cutting exercise or a short-lived initiative.

This intensive 5-day programme is designed for leaders and managers who want to use Lean Thinking as a strategic framework for operational excellence.

It combines core Lean concepts and tools with practical guidance on implementation, change management, and sustainable improvement.

Through case studies, simulations, and structured exercises, delegates will learn how to diagnose current performance, design value streams, remove waste, and build a culture of problem-solving and continuous improvement aligned with strategic objectives.

Who Should Attend

Heads of operations, plant managers, service delivery leaders, and business unit managers responsible for day-to-day performance and customer outcomes. Leaders seeking to improve productivity, quality, and responsiveness in manufacturing, services, logistics, healthcare, or public-sector operations. Managers and specialists in continuous improvement, quality, operational excellence, and business process management. Lean, Six Sigma, and improvement practitioners looking to strengthen their strategic and leadership capabilities. Leaders in support functions such as finance, HR, IT, procurement, and shared services who wish to apply Lean Thinking to internal processes. Managers responsible for back-office or enabling processes that impact efficiency, compliance, and customer experience. Leaders of transformation, cost improvement, or service redesign programmes where Lean is a key component of the change approach.

Prerequisites Courses

None

Course Overview**Lean Thinking and the Case for Operational Excellence**

- Delegates will explore the origins and core principles of Lean Thinking and how they apply beyond manufacturing to services and the public sector.
- Participants will examine the link between Lean, operational excellence, strategy, and customer value.
- They will identify the common pitfalls of tool-focused Lean initiatives and the importance of leadership and culture.

Defining Value, Value Streams, and Key Performance Objectives

- Delegates will learn how to define value from the customer's perspective and translate it into clear performance objectives.
- Participants will map high-level value streams, identifying key process steps, handovers, and stakeholders.
- They will explore how to align Lean improvement priorities with strategic goals and operational constraints.

Waste, Flow, and Process Analysis

Corporate, Executive and Management Courses

- Delegates will review the classic forms of waste and how they appear in both physical and information workflows.
- Participants will use simple Lean tools such as process mapping, spaghetti diagrams, and cycle time analysis to understand current performance.
- They will learn how to identify bottlenecks, rework, and variability that undermine flow and reliability.

Core Lean Tools and Techniques for Improvement

- Delegates will examine key Lean tools including 5S, standard work, visual management, mistake proofing, and basic problem-solving methods.
- Participants will explore how to apply these tools in a practical, non-bureaucratic way within their own operations.
- They will practice structuring small-scale improvement experiments using Plan-Do-Check-Act (PDCA) and A3 thinking.

Designing Lean Daily Management and Continuous Improvement Routines

- Delegates will learn how to design daily, weekly, and monthly routines that support continuous improvement and performance dialogue.
- Participants will examine examples of visual boards, short stand-up meetings, and escalation pathways used in Lean environments.
- They will design or refine one routine or forum in their own context to better support Lean behaviours and outcomes.

Engaging People and Leading Lean Change

- Delegates will explore the people side of Lean, including motivation, involvement, and overcoming resistance to change.
- Participants will consider the roles of leaders, supervisors, and front-line staff in sustaining Lean practices.
- They will learn techniques for coaching problem-solving, recognising improvement efforts, and building ownership at every level.

Integrating Lean with Quality, Risk, and Digital Technologies

- Delegates will examine how Lean Thinking interacts with quality management, risk and compliance requirements, and digital transformation.
- Participants will explore how data, automation, and digital tools can support Lean objectives when applied thoughtfully.
- They will identify opportunities to align Lean initiatives with existing frameworks and technology roadmaps.

Course Materials

Workshop support materials

Corporate, Executive and Management Courses

MCCC: *Management of Contracts & Contract Claims***Duration:1 Week****Course Objectives**

The course is designed to look at the preparation of the complex area of international contracts and the consideration of the same when received; with a view to avoiding or minimising potential disputes arising from badly drafted contracts

The course will also look at how to attempt to resolve contract disputes using Alternative Dispute Resolution (ADR) to include arbitration (a legally binding decision which deals with the area of dispute), or negotiation, mediation or conciliation (similar to mediation, but the conciliator has expert knowledge in the area of dispute)

Who Should Attend

Contract engineers, anyone involved in tendering contracts, project managers, contract administrators, general managers involved in contract disputes, legal personnel

Prerequisites

None

Course Overview

- Drafting contract clauses
- Evaluate claims and counterclaims and how they may arise
- How to avoid common causes of claims
- Managing claims once they arise
- Explore differences between claims and counterclaims
- How to prepare counterclaims
- Look at common areas of contract dispute
- Development of management structures with a view to minimising potential disputes
- Look at Alternative Dispute Resolution (ADR)
- What are the benefits of ADR
- Developing negotiating skills to deal with disputes

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

MCESO: Managing Change & Empowering Self & Others**Duration:1 Week****Course Objectives**

NLP has been described as an operating manual for your mind. It is a series of technique and tools, which enable you to adjust your behaviour, beliefs and attitudes, if that is what you want to do. It helps you to achieve goals more quickly by enabling you to put yourself back in control of your thinking processes. It aligns your beliefs to the results you want to achieve. It will improve the quality of your communication-both with yourself and with others. Having such personal control gives confidence and boosts self esteem, which in themselves create new and exciting possibilities now and in the future-Your future

Who should attend?

Decision Makers, Project Leaders, Managers, Engineers, Accountants Auditors

Prerequisites

None

Course Overview

- The Principles for Change:
 - Empowering beliefs that will change the way you experience and interact with the world around you
 - Advance model of communication that will help you get your communication across easily
 - Discover and take control of the links between your mind and body
- Well formed Outcomes-mastering your goals:
 - Setting goals for success
 - Enabling others to set achievable goals
- The power of Influence:
 - Rapid Rapport Building
 - Utilising body language and matching physiology for instant connection with people
 - Building rapport through your voice - vital telephone skills
 - Maintaining rapport-even when disagreeing
- Understand how we represent the world:
 - Inside your mind
 - Understand how other people represent the world and how to communicate with them in their natural language
 - Eye movements-the key to understand another's persons thinking
- The Power of Language:
 - Creating powerful associations - Anchoring
 - Learn about Strategies-the thing that creates our behaviour
 - Congruence and wholeness

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

MCHR: *Managing Change and Human Resources***Duration: 1 Week****Course Objectives**

The objective is to understand and manage the processes of change, see organisational change as normal and as an opportunity; to recognise the importance of good communications and improve them. Recognise how people are influenced to change. Increase your confidence in your ability to manage change

Who Should Attend

Line managers, and project managers, Team leaders and supervisors, department managers

Prerequisite Courses

None

Course Overview

- Introduction: Why do things keep changing? Delegates' experience of change.
- Principles and Techniques of Organisational change
 - Organisational structures
 - Focusing on the future picture and long-term organisational goals
 - Analysing current organisational culture and identifying a more appropriate culture
- A fundamental model of change: For organisational, team and personal changes
 - Analysing the present -my team, my staff and myself
 - Visioning the future -Where do we want to be?
 - Managing the transition
 - Checklists and tools
- Stages of Organisational Change.
 - A detailed model for planning change
 - Barriers to change
 - Hard and soft management postures
 - Planning your own change
- Why change programme fail
 - The most common errors
 - Some measured results
 - Your own change programme
 - Avoiding the most common errors
 - The paramount importance of communication
- Human Resource Development
- HR Strategies
- Personal and team empowerment
- Motivation for self –development and empowerment
- Creating a continuous learning environment
- Approaches to job enrichment in changing organisation

Learning Goal

This seminar has been designed to enable participants

- Effectively plan and manage your organisation's Human Resources through organisational changes and developments
- Deploy a range of ideas and skills for introducing changes that will lead to genuine improvements in output

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

MD: *Management Development***Duration:1 Week****Course Objectives:**

The course is designed to help senior executives better understand the current and future global economic and social environment. To help senior executives manage the rate of change in organisations. To understand how to optimize their use of information, and knowledge to sustain competitive advantage

Who Should Attend

Experienced executives, directors and general managers who have significant general management responsibilities, and who are interested in being part of an engaging educational experience that explore the challenges and opportunities that face organisations

Prerequisite Courses**None****Course Overview**

- Financial Management
 - Assets, Liabilities, and the Balance Sheet
 - Revenue, Expenses and the Profit and Loss Account
 - Cash Flow
 - Interpretation of Financial Reports
- Interpretation Techniques to assess:
 - Liquidity
 - Profitability
 - Gearing/Leverage
- Strategic Planning
- The context for competitive strategy
- Competitive strategy
- Value creation
- Redefinition of industry boundaries
- New role of effective general management
- Entrepreneurship, leadership and management
- Marketing strategy
- Marketing analysis
- Competition and regulatory environment
- Impact of e-commerce
- Understanding the marketing mix
- Impact of markets on product lines
- Customer Relationship Management
- Transforming the Internal Organisation
- Communication - Infrastructure for the New Economy
- Building intellectual capital
- Careers in the new economy
- Winning the war for talent
- Compensation for results
- Mentorship for development
- Learning organisations
- Work-life balance
- What do leaders really do?
- The role of top management
- Acquiring and retaining intellectual capital
- Why do transformation efforts fail?
- Revolutionary change
- Institutionalising change

Course Materials

Hand out and Course notes

Corporate, Executive and Management Courses

MICW: *Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution***Duration: 1 Week****Course Objectives**

This workshop will provide all the critical tools to resolve problems of workplace issues and crisis. To analysis and assess complex work issues and to determine appropriate and effective intervention responses

Who should attend?

Anyone from Trade Unions, Trade Associations, Managers, Directors, and anyone with supervisory responsibilities

Course Overview

- Nature of Industrial Relations
- A Psychological Contract
- Conflict, Cooperation and Perspective
- Analytical Framework
- Negotiation Skills
- Problems, Crisis and Conflict Management Theory
- Collective Bargaining
- Work Study
- Intervention Options for Resolution
- Conflict Styles, Issue Escalation and Problem resolution
- Dispute Resolution
- Mediation and Team Assessments- The Future of Resolution
- Litigation versus Mediation
- Assessing the reasons for adopting mediation
- The benefits and challenges of implementing mediation
- Globalisation
- Case Studies

Course Materials

Handouts, case studies and course materials

Corporate, Executive and Management Courses

MIPIS: Media Interviews, Presentation & Influencing Skills**Duration: 1 Week****Course Objectives**

The objective of this is to develop core communication skills for presentations, critical communications and media interviews, know how to plan and prepare well for presentations and media interviews, develop personal delivery styles to create maximum effect and impact, develop influencing skills for tricky conversations with stakeholders, complete a presentation and media interview in a way that achieves a desired outcome.

Who should attend?

All those who are required to speak on behalf of, and as ambassador of, their organisation to the media and who will benefit from enhancing their presentation skills to either internal or external audiences.

Course Overview

The training is adapted by our expert tutor to meet the precise learning goals of individual attendees. The outline contents are as follows:

- Introductions and quick interview exercise
- Benchmarking for critical communications and setting of individual learning objectives
- Developing personal presence for presentations and dealing with the media
- Filmed practice session and review
- Planning an effective presentation
- A structure for effective presentations (including influential communication tools)
- Filmed practice session and video review (feedback on personal presentation performance)
- Key tips for handling difficult questions and tricky conversations (feedback from the video)
- Overview of how the media operate
- What the media want from you
- Effective preparation for handling a media interview
- Planning a strategy for communicating critically important key messages
- Use of a key communication technique that can be used for all types of media interview
- How to use the questions as opportunities to communicate key messages
- How to come across and maintain control during media interviews
- Press interviews + practice
- Radio interviews + practice
- TV interviews + practice
- Filmed practice and video review (feedback on the interview performance)
- Further advice, tips and coaching as required

Course Materials

The entire programme is fully interactive and provides valuable learning through experience. Teachings and practice sessions, in the main, are likely to be given in the same order as described but with possible deviation or alterations depending on delegate objectives, group learning abilities and at the tutor's discretion. The tutor will ensure a bespoke approach that caters for each attendee's personal learning objectives, their speed of preparation for the practice sessions, individual performance and development requirements.

Corporate, Executive and Management Courses

MLPM: *Maritime Leadership and People Management***Duration: 1 Week****Course Objectives**

The Maritime Leadership course has been specially designed to suit the needs of those working in the maritime and marine sectors. It focuses on the skills and competencies required to manage and lead crew and others in the global shipping, maritime and ports industries. This exciting course provides a systemic grounding in the core skills and principles of managing people with an emphasis in the leadership and professional communication.

Who Should Attend?

All Deck Officers and Engineers, Shore based managers responsible to crewing issues, Human Resource personnel including HR Business Partners in the maritime sector Occupational Health & Safety Professionals in the maritime sector, Maritime Unions, Port Authorities, Associated Marine Industries, etc.

Course Overview**Leadership & Management in the Maritime Sector**

- Approaches to managing crews
- Leadership & Management – what are the difference?
- Transformational & Transactional leadership
- How leadership differs in a maritime environment
- Your personal style of leadership explored
- Managing in a multi-cultural environment
- National culture: how it affects the behaviour of crews
- Understanding the future generation of crews (Generation's X & Y)

Communication and Interpersonal Skills

- Communication Process Model
- Barriers to people communication
- Ship/Shore communication barriers and how to overcome them
- SOLER Techniques to improve you attending skills
- Techniques: listening, questioning, body language and proxemics
- Understanding the role of Emotional Intelligence (EI)
- Developing your EI
- Giving feedback to others with EI

Managing Behaviour and Performance

- Motivation & Crews- what the science of work tells us
- People and their personal life - the impact on work
- Managing alcohol & other drug issues
- Dealing with difficult crew members and ship/shore issues
- Performance management suitable for the maritime sector
- Performance Improvement Planning (PIP)
- Managing Good performance
- Retaining and motivating value people

Corporate, Executive and Management Courses**Learning Goal**

This course has been designed to enable participants to

- List the major topics, concepts, and approaches to managing crews
- Discuss the ways to minimise communication barriers
- Describe the key principles of transformational leadership
- Design a program to appropriately motivate people
- Differentiate between the various cultural dimensions that crews demonstrate
- Defend decisions made in relation to discipline and performance management

Dynamic presentations support each of the topics together with interactive sessions of discussion. Attendees will have the opportunity to practice these skills.

Benefits of attending the course

The global shipping and marine industries face many challenges and difficulties. However, the effective leadership and management of crew remains one of the largest challenges facing the industry. This specialist course will provide the delegates and their organisation with the skills and knowledge to get the most from their people and face the challenges of the next decade.

Course Materials

Case studies, DVDS, small group work, exercises and feedback will be used to facilitate learning.

Corporate, Executive and Management Courses

MMLM: *Mini-MBA in Leadership and Management***Duration: 1 Week****Course Objectives**

As the international business environment becomes ever more complex and demanding, organisations are placing a premium on managers whose outlook, knowledge and skills enable them to achieve and maintain success in an increasingly challenging world.

The Master in Business Administration (MBA) degree is internationally recognized and is seen as a passport to a successful management career. While this 'Mini-MBA' does not provide participants with a formal qualification, it does introduce participants to many of the key areas in Leadership and Management that would be covered in a formal MBA Programme.

Who Should Attend

All supervisors, middle managers, department heads and leaders, Engineers and other technical professionals moving into management, all professionals whose task it is to create and/or implement strategy who have not undertaken a formal MBA program, professionals who would like a refresher in MBA type topics and want to be familiar with current thinking about running an organisation in the 21st century, professionals that are likely to take up managerial positions in the not too distant future, non-business professionals who need a wider understanding of leadership and management principles and human resource personnel including HR Business Partners.

Course Overview**Leadership and Management in the 21st Century**

- Why a mini-MBA?
- The development of theories and approaches of leadership
- Management and leadership, The transformational leader
- Understanding your leadership style
- Future leaders – Managing Generation 'X', 'Y' and 'Z'

Strategy, Business Models and Strategic Thinking

- Understanding the basics of strategy
- The Business Model Canvas
- SWOT, PEST, PESTLE Analysis
- Porter's Five-Forces Analysis, Blue Ocean Strategy
- Strategic thinking

HRM for Non-HR

- The essentials of HRM. Understanding Strategic HR
- Your role with HR, Recruitment, selection and retention
- Understanding motivation

Negotiation and Conflict Management Skills

- Positive & Negative Conflict
- Conflict Handling Modes, Resolving Conflict
- Elements of Negotiation, The negotiation processes

Change Management

- The dimensions of change, A change management model
- The five psychological phases of change
- The pressure-performance relationship
- Stress & change

Learning Goals**By the end of this training course, participants will be able to:**

- Understand fundamental business principles
- Describe the latest thinking in management and leadership
- Understand strategy and strategic thinking
- Show awareness of the key communication competencies
- Understand the major elements of a strategic HR management system
- List the main stages in managing change in an organisation

Corporate, Executive and Management Courses

MP: *Managing Procurement***Duration:1 Week****Course Objectives**

To provide delegates with the necessary skills, knowledge and attitudes to deliver value throughout the supply chain via, monitoring, measurement, evaluation and audit

Who Should Attend

Public and private sector managers responsible for the supervision and management of those who deliver procurement within their organisation

Prerequisite Courses**None****Course Overview**

- Planning and strategies in Procurement
- Understanding financial impacts on your procurement strategy
- Transparent procurement processes
- Tools to measure performance
- Know the types of targets required for success
- Carry out task analysis
- Skills audits
- Case studies

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

MRM: Media Relations Master Class**Duration: 1 Week****Course Objectives**

The objective is to understand and create effective media relations for the organisation. To create external awareness, aids in the communication of brand values and vision, also generates pride in employees and other internal stakeholders.

Who Should Attend

Those with a role in PR, media and communication, Newcomers to PR/communications, Project Managers, Human Resources professionals with responsibility for PR, Corporate affairs professionals, Managers who want to add high-level PR skills.

Course Overview

- How the media works
- What makes news
- Assessing an organisation's culture, who sets the culture?
- The power of brands, The communications audit
- The relationship between Internal and External Communications
- Key message development, PR gaffes
- Objective setting
- SWOT analysis, Implementation
- Writing skills
- Good use of English
- How to write a Press release, Identifying the story angle
- Developing story structure, News and feature writing – the differences

Storytelling

- Finding a story, Creating a story
- Delivering a story, Sub editing skills
- The tools for communication: from the notice board to Twitter.
- The use of bloggers
- Finding your objective, Constructing your speech
- Presentation skills
- What to say in front of the camera, Developing your messages
- Dealing with awkward questions, Body language and what to wear.
- Choosing your crisis team, Be honest and tell your colleagues first
- Managing internal communications in a crisis, The importance of leaders being visible
- Spotting media opportunities, Public meetings and other events
- Lobbying, The future of PR.

Learning Goal

This course has been designed to enable participants

- understand how the media works
- examine the communication tools needed to influence stakeholders
- develop writing skills for print and the web
- understand the fundamentals of print and web design
- learn how to write a clear PR brief
- plan a PR audit
- develop crisis news management techniques
- enhance their personal presentation skills

Course Materials

Handouts, materials

Corporate, Executive and Management Courses

MRMDM: Masterclass in Risk, Management & Decision Making**Duration: 1 Week****Course Objectives**

In today's challenging global environment management needs to be better prepared than ever before. This 3-day program covers some of the most critical elements for tomorrow & beyond. From managing risk, communication & conflict to solving problems for better decision making, this course covers it all. This program is designed to provide managers with the necessary skills and knowledge and to prepare them for more senior responsibilities within their organizations.

Who Should Attend

Procurement & purchasing personnel. Finance, operations, planning & marketing professionals will also gain. It will also be useful to buyers and those employees responsible for successful support of the related functions, quality management and cost and schedule control.

Course Overview**Risk management in procurement**

Risk management options:

- Manage. Mitigate, Transfer, Accept
- Defining Procurement Risk Management. Trends leading to greater risk.
- Barriers to risk management. Tools for risk management.
- How far up & down the supply chain do you look for risk?
- Business continuity and contingency planning.

- Checklist (risk register) of Potential Risks in Procurement: the critical 11
- Individual exercise: Identify Risk, Probability, Consequences & Actions
- Risk reduction through developing a Certified Supplier Program (CSP).
- Key elements of a CSP.
- Levels of CSP.
- Developing a CSP: Keys to success
- Simulation exercise: Risk analysis via Monte Carlo simulation (Excel model)

Communication & conflict management skills

- Communication. What is communication? How do we communicate?
- Using multiple channels to get the message across.
- Leveraging people's learning styles to communicate more effectively.
- Communicating throughout the organization. Using your Emotional Intelligence.

- The Importance of Perception. Effective and Powerful Communications
- Effective Listening Skills. Diplomacy, Tact and Credibility
- Group exercise: Communication role play on Communications Shutdowns Conflict management.

Defining conflict

- Reasons behind conflict. The causes of workplace conflict.

- Why it is important to resolve conflict in the workplace. Describe the methods of resolving conflict.

Corporate, Executive and Management Courses

- The list the Do's and Don'ts of workplace conflict. Describe the steps in the conflict resolution process.

Problem solving and decision-making skills.**Problem solving**

- What is a Problem? Introduction of the PDCA model to solve problems.
- Breaking Problem Solving into 4 Elements. Breaking the 4 Elements into 9 Phases.

- Turning conflict into creativity
- Compete, Collaborate, Create, Control

- From PDCA to APCIMAIR(SM). Breaking the 9 Phases into 21 steps.
- 12 tools to use in problem solving
- Group exercise: work a given problem through the 21-step model

Decision Making

The 6-step decision making process

- Constructive environment
- Brainstorming o Explore alternatives
- Choose the best alternatives
- Check your decision
- Communicate & take action
- Uncertainty – Many of the facts may be unknown.
- Complexity – There can be many, interrelated factors to consider.

- High-risk consequences – The impact of the decision may be significant.
- Alternatives – Uncertainties and consequences.
- Interpersonal issues – How to predict how different people will react.
- Simulation exercise: Prisoner's dilemma

Learning Goal

- Understand risk management related to procurement
- Improved communication skills. Learn conflict management skills.

- Use problem solving tools & techniques. Improve decision making skills & outcomes.
- Learn the characteristics of an effective leader and understand how leaders motivate, delegate and inspire

Practical Exercises

- One of the best ways to embed learning & make it part of our improved habits is to learn through doing.
- This program includes practical activities on:
Risk analysis via Monte Carlo simulation (Excel model) A risk analysis tool
- Communications role play
- Developing a 21-step model for problem solving
- Decision making working through the (Prisoners' dilemma)

Corporate, Executive and Management Courses

MSSP: *Management Skills for Senior PA's***Duration:1 Week****Course Objectives**

To provide delegates with the necessary skills to analyse their current management style - highlighting strengths and areas for development. Set and communicate clear goals and targets. Deliver motivational and developmental feedback. Identify current best practice in the performance

Who Should Attend

Senior PA's with at least 12 months team management experience

Prerequisite Courses

None

Course Overview

- Assessing your own style of leadership
- Understanding team dynamics
- Motivating individuals with the team
- Establishing training and coaching needs
- Using personal development plans
- Team members' skills through effective delegation
- Setting clear goals
- Delivering effective feedback
- Managing performance issues
- Planning and prioritisation
- Effective meetings
- Developing facilitation skills

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

MTBCV: Managing Teams- Building Collective Vision**Duration: 1 week****Course Objectives**

Linking practical leadership theories to dynamic team leading, this course comes to life by working through practical challenges and managing the reality of getting the best from a wide variety of people who need to work together. This course covers the essential skills and personal qualities that will produce highly effective leaders. Delegates will discover practical and straightforward ways to lead, organise and motivate in order to achieve outstanding performance and results.

Who Should Attend

Designed for supervisors and team leaders who are looking to provide leadership to their team and ensure maximum effort, commitment and motivation in the achievement of their objectives.

Prerequisite Courses**None****Course Overview**

- Team Management and Leadership
 - Understand the role and characteristics of a successful leader
 - Recognising and reviewing your personal style of leadership
 - Assessing the key leadership skills
- The Effective Team
 - Identify the traits of an effective team
 - The key techniques for competent team working
 - Manage the expectations of your team
- Building a Successful Team
 - Distinguish team roles and responsibilities
 - Create the ability to recognise and manage different personalities
 - Identify team strengths and development areas
- Motivating to Achieve Results
 - Set a clear direction
 - Keep the team on target
 - Provide support and recognition
- Keeping Communication Channels Open
 - Assertive team briefing and meetings
 - Deal with difficult situations
 - Handle conflict within the team and promoting cooperative team behaviour
- Enhancing Team Performance through Training and Development
 - Develop the skills of individuals
 - Performance management strategies
 - Problem solving and decision making within the team
 - Empower your team
- Coaching supporting and delegation

Course Materials

Handouts, Materials

Corporate, Executive and Management Courses

MTML: Masterclass: Transforming from Manager to Leader**Duration: 1 week****Course Objectives**

This training seminar is a comprehensive development training course that addresses the key skills, qualities and attributes of both Leadership and Management. The program will cover all aspects of leadership and management with the main emphasis being on the human side of leading and managing people. Understanding the skills required for contemporary Management and how to apply them. Understanding the role of the modern Leader in its many forms. Discovering & practicing different styles Leadership such as Coaching. Gaining and using workplace skills for Managing people more effectively. Understanding the need for motivation and how to apply it to self, individuals and teams. Developing enduring human relationships to benefit business performance.

Who Should Attend

First time managers. Middle Managers looking to increase their skill-set. Senior Manager. Aspiring Leaders. Team Leaders and Workplace Leaders. HR Professionals and Senior Technical Heads. Project Managers. Senior Leaders.

Prerequisite Courses

None

Course Overview**The Manager as Team Leader**

- Teamwork best practices. Creating a high-performance team. Empowerment and its link to performance.
- Team decision making: when and how to achieve a consensus. The 4 stages of team development. Team-building techniques. Team building activity #1

The Manager as Change Agent

- The challenge of personal change. 6 typical reactions to change. Handling resistance. The top attributes of change agents. 6 sources of power. The secrets of assertiveness
- Case study: Managing change

The Manager as a Coach

- The value of good relationships. The impact of expectations on performance.
- Engaging employees on setting stretch goals. Coaching SMART goals.
- Effective coaching meetings. The challenges of motivating employees.
- Case study - The Art of Possibilities

Managing Myself as a Leader

- The difference between leading and managing. The importance of perception.
- Intrapersonal & interpersonal skills for the leader. Self-Scoring Behavioural Style Assessment. Understanding the Model for leadership. Removing emotional blind-spots.
- Leadership Self-Assessment

The Manager as a Strategist

- The changing reality of organizational life. New challenges and roles of the surviving manager. Stakeholder expectations. The challenges of motivating employees.
- Strategic performance drivers of an effective organization.
- The difference between leading and managing. Creating a compelling strategic vision.
- The power of living the values. Strategy challenge: Towers fall

The Manager as the Project Team Facilitator

- The differences between a Manager & a Facilitator. The role of the facilitator.
- Analyse and understand current issues and conflicts. Provide training and support.
- Participate and manage team meetings. Ensure time keeping throughout the project.
- Ensure effective communications. The top 5 skills of a great facilitator.
- Facilitation simulation & role play

Leading a Team

- Managing a team vs. Leading a team. How does a team work best?
- Teamwork skills to be developed. Optimizing the leader's natural strengths.
- Understanding team processes. Building effective teams. Team building activity #2

Corporate, Executive and Management Courses**Communication for Leaders**

- The importance of perception. Roadblocks to good communication.
- Practical activity: "Communication shutdowns". Active speaking for effect.
- Practical application: "Picture this". Active listening to be effective. Role play in communicating as a Leader

Engaging Leadership Values

- 9 Core leadership values. 21 Core Beliefs That Will Take Your Leadership from Good to Great. Communicating your values to your team. Intentionality for self-motivation.
- Interpersonal connections for persuasive leadership. Integrity for accountable leadership.
- Group discussion on Leaders you admire & why

Innovative Leadership

- Personal leadership styles. Openness to innovative ideas. Divergent thinking skills.
- Removing blocks to creativity. Understanding the creative process.
- Metaphors and analogies for innovative thinking. Leadership style assessment

Learning Goals**By the end of the training course, Participants will:**

- Be aware of the differences between management and leadership skills.
- Be more confident and skilled in the demands required of their role.
- Be aware of how to motivate, influence and communicate with varied individuals and teams.
- Be aware of their leadership style through an assessment.
- Have the skills to organize, motivate and galvanize work teams to operate more effectively

Corporate, Executive and Management Courses

NSE: *Negotiation Skills for Executives***Duration:1 Week****Course Objectives**

To train participants in the modern techniques of effective negotiations with stakeholders. Negotiation techniques are required in all occasions of human encounter - to achieve maximal benefits individuals need to learn the intricate processes of negotiation for interpersonal and corporate meetings

Who Should Attend

Board Directors, Directors Executive and Senior Management staff, who interact with various stakeholders external into the organisation

Prerequisite Courses**None****Course Overview**

- Introduction
 - Personal attributes
 - The six trigger points
 - The 'good' negotiator
- Processes of Negotiation
 - Definitions
 - Characteristics
 - Negotiating Processes
 - Mixed situations
- Identifying an approach
 - Expectation tests
 - Describing the tests
 - Subjectivity of the tests
- The rhythm of negotiation
 - Factors
 - Typical negotiation sequence
 - i) Opening moves
 - ii) Mid game
 - iii) End game and closure
 - Variations
- Bargaining Power
 - Ingredients
 - Assessing bargaining power
 - Manipulating bargaining power
- Strategies for negotiation
 - Three underlying Principals
 - Standard strategies
 - Innovation and movement strategies
 - Conclusion and closure strategies
 - The combined strategy
- Negotiating Teamwork
 - Preparing the Case
 - Team organisation
 - Team behaviour
- Negotiating Tactics
 - Investigation
 - Influencing
 - Innovation
 - Conclusion
- Negotiating psychology
 - Conflict, frustration and Stress
 - Pressure and Movement
 - Identifying and exploiting individual

Course Materials

Course notes, exercise materials and sample solutions

Corporate, Executive and Management Courses

PDES: *Personal Development for Secretaries***Duration: 1 Week****Course Objectives**

To provide delegates with the necessary skills to increase your contribution your manager's performance and your management team. Managing your time more effectively and help others to do so. Motivating yourself and others in times of change. Asserting you and becoming more influential at work

Who Should Attend

Those who work in administrative roles who wish to enhance their skills so they can contribute more to their organisation and take responsibility for their own careers

Prerequisite Courses**None****Course Overview**

- Self-management and personal effectiveness
- Characteristics of effectiveness and high performance
- Managing your behaviour and emotions
- Planning and prioritising to achieve goals at work and home
- Developing coping mechanisms to thrive and succeed through change
- Learning from experience
- Personal power skills; behaviour, voice and appearance
- Think before you speak to get what you want
- Handling conflict
- Negotiating skills
- Receiving and giving criticism constructively
- Setting goals and strategies
- Identifying strengths, weaknesses, opportunities and threats
- Increasing your visibility
- Enlisting your manager's support

Course Materials

Notes, handouts and exercise materials

Corporate, Executive and Management Courses

PIIS: *Personal Impact and Influencing Skills***Duration: 1 Week****Course Objectives**

The objectives are to 1) help attendees to understand the ingredients that aid personal impact and influence. 2) provide specific skills and practice for enhancing personal impact and influencing. 3) develop personal, behavioural, and effective communication skills that help influence others.

Who Should Attend

All those within roles in which personal impact and influencing are important for effectiveness and success; Those new to Management, existing Managers and Sales people alike.

Prerequisite Courses**None****Course Overview****First Impressions Count**

- How do you introduce yourself? What do you say about yourself?
- The unwritten criteria of competence versus warmth during first impressions
- What do people remember about you from the first opening introduction?
- List of ingredients for creating introductory impact

The Importance of Lasting Impressions

- Who has had an impact and influence on your life?
- What do/did they say and do? How do/did they act or behave?
- Why you don't have to be someone in a senior position to establish personal impact & influence
- What are your work and personal goals?

The Principles of Ethos, Pathos and Logos

- A look at what these three words mean and how to effectively apply them
- Self-promotion - how to establish and use opportunities to communicate your strengths

Achieving A Work-Life Balance

- The principles of grief and grace
- The principle of above-and-blow-the-line living
- Developing life and work mission statements
- Personal prioritising

Personal Branding

- 10 commandments for achieving and portraying positive self-image

The Importance of Empathy for Influencing

- What empathy is and the benefits of enhancing you skills of empathy
- how you can apply empathy for engaging & influencing others

Body Language

- Why positive body language is important
- What body language communicates to others
- How to use body language to best effect

The Importance of Attitude

- How to plan, develop and portray a positive attitude
- Utilising different types of positive attitude

The Power of The Positive

- Using 'positive assessment' as a key tool for yourself and others
- How to apply positive assessment to build on your strengths
- How to use positive assessment to develop an impact on others

Developing The Power of Your Voice

- Why the use of voice is important for personal impact & influencing
- Vocal exercise to develop the voice
- How the use of tone, emphasis and pauses affect listeners

Managing Difficult Discussions or Conflict

- How to turn it around when things go wrong
- Planning for improving difficult relationships

Impactful and Influential Communication Skills

- How to achieve two highly important communication skills - clarity and focus

Corporate, Executive and Management Courses

Presenting Your Case & Establishing Authority

- Establishing the most powerful influencing criteria
- Framing your messages for the best effect
- Applying the principles of ethos, pathos and logos
- Handling questions and dealing with awkward or difficult respondents
- Effectively managing interactions and discussions

Applications to The Written Word - emails, letters, reports, proposals**Applications to Running Meetings or presenting information within meetings**

- Creating impact at the start and applying clear control mechanisms
- How to ensure that meetings achieve their desired outcome

Putting It All Into Practice

- Work-related individual practice, feedback and coaching
- Preparing a plan for creating greater personal impact and influence

Advice Clinic

- An opportunity to discuss real-life situations and receive advice

Learning Goals

This course has been designed to enable participants to:

- Learn the key tools that people use to achieve impact and influence
- Understand how to create a greater impact on others
- Understand and apply a strategy for influencing others
- Develop greater confidence, life-work balance and personal branding
- Develop impactful and influential communication skills
- Develop an approach for dealing with difficult relationships
- Create a plan of action for developing personal impact and influence with work colleagues

Course Materials

Notes, handouts

Corporate, Executive and Management Courses

PRM: *Project & Resource Management***Duration:1 Week****Course Objectives**

To provide delegates with the necessary skill set to manage and administer all aspects of a detailed project, deliver them on time and within budget

Who Should Attend

Decision makers, project leaders, managers, engineers, accountants, auditors

Prerequisite Courses

None

Course Overview

- **Fundamentals of Project Management**

What is a Project? Project Failure. Methods. Project Life Cycle. Criteria for Success. Case Studies

- **Investment Appraisal**

Calculating payback. Net Present Values. Internal Rate of Return. Project Budgeting. Developing financial models to analyse projects with Lotus & Excel. Advanced financial techniques. Case Studies

- **The Components of Project Planning**

Organisational Components. High Level and Stage Planning. Controls. Quality Assurance. Deliverables and Activities. Configuration. Case Study.

- **Human Resources**

Building Project Teams. Managing Expectations. Management Techniques. Effective Communication Skills. Report Writing. Motivating your Team. Sharing the Vision. The Change Management Process. Handling Meetings. Time Management. Delegation and Responsibility. Case Studies

- **Risk Analysis**

Assessing Risk and Opportunity. Measuring Risk. Providing for contingency. Calculating the Cost of Risk Exposure. Techniques for Risk Management Case Studies

- **Project Techniques**

Estimation & Contingency. Risk Analysis. Control Points. Project Issues. First Cut Plans. Network Analysis & Critical Path Analysis. Scheduling. Based Line Plans. Case Studies

Learning Goals

At the end of the course, delegates should be able to:

- Deliver projects on time
- Determine costing of a project
- Perform project planning, control and review
- Manage changing requirements
- Monitor a project
- Appraise a project

Course Materials

Notes, handouts

Corporate, Executive and Management Courses

PSP: *Public Sector Procurement***Duration:1 Week****Course Objectives**

This course covers the requirements of procurement for public sector, including tendering, negotiation, ethics and managing large supply projects. Public sector procurement differs from private sector procurement in the need to deliver both value for money and an open and fair procurement process.

Who Should Attend

Any Public sector personnel engaged in purchasing goods and services, or commissioning and/or managing public sector projects. Also for suppliers wishing to sell into the public sector who wish to gain a greater understanding of the processes and priorities.

Prerequisite Courses**NONE****Course Overview**

- Objectives of public sector Procurement
- Differences between public sector and private sector procurement
- Segmentation of procurement spend
- Identification and management of risk
- Procurement Processes and best practices
- Processes for low value purchases
- PQQ – Pre Qualification Questionnaires – best practices
- Developing and running tender processes
- Key Performance Measures
- Ethics and Standards
- Political influence
- The influence of the public sector budget process
- Social Procurement – Green procurement
- Developing local supply bases
- Contract and legal issues
- Framework and call off contracts
- International Public Procurement practices
- E-auctions and other electronic procurement processes
- Common public sector procurement problems and solutions
- Processes for large projects including competitive dialogue and splitting of requirements
- Running Purchasing Improvement programmes
- Managing Procurement Personnel
- Action planning and change management

Course Materials

Course notes, exercises and case studies

Corporate, Executive and Management Courses

RL: *Resilient Leadership***Duration: 1 Week****Course objectives**

Leaders today operate in conditions of constant disruption: economic volatility, geopolitical uncertainty, rapid technological change, stakeholder scrutiny, and evolving workforce expectations.

In this environment, resilience is not simply about individual toughness; it is a strategic leadership capability that shapes how organisations absorb shocks, adapt, and emerge stronger.

Many leaders, however, are stretched thin. They face unrelenting demands, complex decisions, and competing priorities, often with limited time for reflection or recovery.

Without deliberate attention to resilience, this can lead to burnout, reactive decision-making, culture erosion, and weakened performance over time.

This intensive 5-day programme is designed to help leaders build practical, sustainable resilience at three levels: self, team, and organisation.

It combines insights from psychology, neuroscience, systems thinking, and leadership practice into an accessible, action-oriented framework.

Through case studies, structured reflection, and practical exercises, delegates will learn how to maintain clarity under pressure, lead through uncertainty, support the wellbeing and performance of their teams, and design organisations that can adapt and learn in the face of disruption.

Who Should Attend

Executives navigating demanding stakeholder expectations, high-profile initiatives, or periods of organisational stress and transformation. Heads of function, business unit leaders, and operational managers accountable for delivering results through large, diverse, or distributed teams. Leaders of major projects, programmes, and change initiatives who must maintain momentum and engagement over extended periods. HR, talent, and organisational development professionals who design and support leadership, wellbeing, and culture initiatives. Leaders tasked with building resilience across leadership pipelines and critical roles. High-potential managers preparing for more complex leadership roles who want to build resilience foundations early in their careers. Individuals stepping into roles with increased visibility, responsibility, and exposure to ambiguity and pressure.

Prerequisite courses**None****Course Overview****The Resilient Leadership Mindset**

- Delegates will explore what resilience means in a leadership context, distinguishing it from simple endurance, toughness, or positivity.
- Participants will examine how beliefs, mindset, and personal narratives shape responses to pressure, uncertainty, and setbacks.
- They will learn frameworks for understanding stress and resilience drawn from psychology, neuroscience, and leadership practice.

Self-Awareness, Energy, and Personal Foundations

- Delegates will assess their current resilience profile, including strengths, vulnerabilities, and typical patterns under strain.
- Participants will explore strategies for managing energy across physical, emotional, cognitive, and relational dimensions.
- They will design practical routines and micro-habits that support recovery, focus, and sustainable performance.

Leading Under Pressure and in Uncertainty

- Delegates will examine how decision-making, communication, and behaviour are affected by stress and ambiguity.

Corporate, Executive and Management Courses

- Participants will learn techniques for staying grounded, prioritising effectively, and maintaining clarity in high-stakes situations.
- They will practice applying resilient leadership behaviours through scenarios involving crisis, conflict, and rapid change.

Building Resilient, High-Performing Teams

- Delegates will explore the characteristics of resilient teams, including trust, psychological safety, shared purpose, and constructive challenges.
- Participants will learn how to create team norms and rituals that support openness, learning, and mutual support.
- They will examine practical tools for team check-ins, debriefs, and feedback that strengthen resilience over time.

Organisational Systems, Culture, and Adaptability

- Delegates will consider how organisational structures, processes, and cultures can either support or undermine resilience.
- Participants will explore concepts such as adaptive systems, redundancy, diversity of thought, and learning loops.
- They will identify specific organisational practices that can be adjusted to enhance resilience and adaptability.

Communication, Relationships, and Difficult Conversations

- Delegates will examine how resilient leaders communicate during challenging periods, including bad news, setbacks, or contested decisions.
- Participants will practice skills for listening deeply, acknowledging emotion, and balancing empathy with clarity and accountability.
- They will learn approaches for managing conflict, maintaining key relationships, and protecting trust under pressure.

Wellbeing, Boundaries, and Ethical Leadership

- Delegates will explore the link between personal wellbeing, ethical decision-making, and long-term leadership effectiveness.
- Participants will consider how to set and model healthy boundaries around workload, availability, and digital communications.
- They will learn how to create environments where wellbeing is valued, discussed openly, and supported in practical ways.

Action Planning and Sustaining Resilient Leadership

- Delegates will bring together insights from the programme to define priorities for building their own resilience and that of their teams.
- Participants will identify key stakeholders, supports, and measures that will help sustain resilient leadership behaviours over time.
- They will leave with a personal Resilient Leadership Action Plan and a 90-day roadmap for implementation.

Course Materials

Notes, handouts, exercise materials

Corporate, Executive and Management Courses

RWPS: *Report Writing and Presentation Skills***Duration:1 Week****Course objectives**

Participants will know how to construct, implement and present effective report writing techniques, using powerful models that will enhance the verbal and written word. Participants will know how to edit report for accuracy; brevity and clarity, making it look inviting to read. This course will prepare you on how to deal with challenging people and difficult situations, it enhances you on how to focus attention on the key issues so your audience will accept your message; It also gives you tips on preparing and using visual aids correctly, therefore helping those delegates who have some experience of presentations to strengthen their skills to create a more professional impact by overcoming nerves when presenting

Who Should Attend

Managers and those who want to dramatically improve their oral, and written skills in a fun and involving way. It is also for those who need to make formal or informal presentations on a regular basis, whether to colleagues, senior managers or customers

Prerequisite courses**None****Course Overview**

- The three parts to an effective report
- Planning your presentation
- Jargon Busters
- Structure
- The KISS Method
- Timing
- Audience Analysis
- The ten ways to improve your reports
- What you must and must not do in a report
- Non-verbal communication
- The motivated sequence presentation
- Case Studies
- The four parts of an effective speech
- The 6 ways to deliver a powerful message
- Dealing with FEAR
- Visual aids
- Team Presentation
- Special situations
- Power words that persuade
- Persuading and influencing your audience
- The 6 key persuaders

Course Materials

Notes, handouts, exercise materials

Corporate, Executive and Management Courses

SDDAI: Strategic Decision Making with Data & AI**Duration: 1 Week****Course Objectives:**

Data and artificial intelligence are reshaping how organisations compete, allocate resources, and create value.

Leaders are no longer asking whether to use data and AI, but how to embed them responsibly into the heart of strategic decision making.

Yet many boards and executives still struggle to translate dashboards, models, and AI tools into confident, high-quality decisions.

Common challenges include poor data quality, siloed analytics, opaque algorithms, lack of governance, and difficulty explaining AI-enabled recommendations to stakeholders.

This intensive five-day programme brings together strategy, data analytics, and practical AI to help senior decision makers move from intuition-led choices to insight-led, evidence-supported decisions.

It focuses on real organisational questions such as portfolio choices, capital allocation, risk management, customer strategy, and operational improvement.

Through simulations, case work, and hands-on exercises, delegates will learn how to frame strategic questions, specify the data required, choose appropriate analytical and AI techniques, interpret results, and balance quantitative insights with professional judgement and ethical considerations.

Participants will leave with a roadmap for strengthening their organisation's data and AI decision-making capability.

Who Should Attend

Board Members and Senior Executives. Strategy, Transformation, and Change Leaders. Finance, Risk, and Performance Professionals. Data, Analytics, and Technology Leaders. Public Sector, Regulator, and Development Partners. High-Potential Managers and Future Leaders.

Prerequisite Courses

None

Course Overview**Data and AI in the Strategic Landscape**

- Delegates will explore how data, analytics, and AI are reshaping competitive dynamics, business models, and stakeholder expectations across industries.
- Participants will examine how leading organisations use data and AI to enhance strategic positioning, differentiate offerings, and improve efficiency.
- They will learn a simple framework for connecting enterprise strategy, data strategy, and AI roadmaps.

Data Foundations for Reliable Decision Making

- Delegates will review the data lifecycle, from sourcing and integration to governance and quality assurance, with a focus on decision usefulness.
- Participants will learn how to define critical data elements, choose meaningful metrics, and identify common data quality pitfalls that undermine executive decisions.
- They will explore practical approaches to building trust in data across the organisation.

Descriptive and Diagnostic Analytics for Performance Insight

- Delegates will examine how descriptive and diagnostic analytics can reveal patterns, trends, and root causes in financial, operational, and customer performance.
- Participants will learn how to frame analytical questions, interpret dashboards, and challenge misleading visualisations and summary statistics.
- They will practice using simple analytical tools to turn raw reports into actionable strategic insight.

Predictive Analytics and Forecasting for Strategy

Corporate, Executive and Management Courses

- Delegates will explore predictive analytics techniques, including regression, segmentation, and time-series forecasting, and their role in strategic planning.
- Participants will examine case examples where predictive models inform demand planning, risk assessment, pricing, and resource allocation.
- They will learn how to assess model robustness, handle uncertainty, and incorporate scenario analysis into strategic decisions.

AI Techniques and Use Cases for Decision Support

- Delegates will gain a grounded understanding of key AI approaches such as machine learning, natural language processing, and generative AI in a non-technical way.
- Participants will review practical AI use cases in areas such as customer insight, operations, credit and risk, HR, and public policy design.
- They will learn how to evaluate AI opportunities using clear value, complexity, data, and risk criteria.

Decision Frameworks, Dashboards, and KPI Design

- Delegates will learn how to design decision frameworks that connect strategic objectives, KPIs, and analytical insights to concrete choices and trade-offs.
- Participants will review examples of effective executive dashboards and scorecards that support strategic discussions rather than overwhelm them with data.
- They will work on improving or redesigning one of their own key reports or dashboards to better support critical decisions.

Governance, Ethics, and Risk Management for Data and AI

- Delegates will examine governance models, roles, and decision rights for data, analytics, and AI initiatives, including board and committee oversight.
- Participants will explore ethical considerations, bias, explainability, privacy, and regulatory expectations surrounding AI-enabled decision-making.
- They will develop practical principles and guardrails for responsible data and AI use in their own organisations.

Implementation Roadmaps and Change Leadership

- Participants will consider sponsorship, resourcing, skills, culture, and partnerships required to execute their roadmap successfully.
- They will leave with a personal Data and AI Action Plan that links programme learning to their own role, team, and organisational context.

Course Materials

Course notes, handouts

Corporate, Executive and Management Courses

SFM: Strategic Facilities Management**Duration:1 Week****Course Objectives:**

This course is designed for facility managers and others who wish to gain some understanding of the facility management issues related managing corporate facility services in a matter that adds value to the business

Who Should Attend

Facility Managers who are currently, or whom expect to be (in their role) reporting at a senior level

Prerequisite Courses

None

Course Overview

- Understanding the Business
- Understanding your Customers
- Planning
- Procurement
- Facilities Management -hard and soft services
- Company Accounts
- Key Financial statements -Cash Flow, P&L, Balance Sheet
- Managing your budget
- Lifecycle versus Occupancy Costs
- Property and Facility Governance
- Corporate (and Personal) Responsibility in the Facilities Function
- The Facility Contribution to Corporate Reputation

Learning Goals

At the end of the course, delegates should be able to:

- How facility management can add value to their organisation
- How to communicate effectively with senior managers
- How to manage the delivery of the facility services
- Tools to use to manage a budget

Course Materials

Course notes, handouts

Corporate, Executive and Management Courses

SMLS: *Shipping Management, Leader and Strategy***Duration: 1 Week****Course Objectives:**

This course will provide the basis for knowing the trends which predominate in shipping at present and provide the tools for unlocking your potential. This course is aimed to support participants in updating their knowledge of the sector and improving their skills to enhance their confidence and motivation and become effective strategists and leaders

Who Should Attend

This training course is designed for professionals in every area of business: Administrators, Executives and Managers ashore from the shipping and oil and gas industry, Maritime professionals working onboard. Etc.

Prerequisite Courses

None

Course Overview**Creating Value in Shipping**

- Leadership development
- Enhancing emotional intelligence and improving skills
- Visionary thinking, promoting change and innovation
- Becoming a strategic decision-maker
- The role of business ethics and social corporate responsibility
- Value creation in an uncertain world

Legal Contexts

- Ship registration law
- Carriage of Goods by Sea Law
- Marine insurance law and practice
- Maritime safety and security law
- Marine Environment Protection
- Trends, risks, opportunities, including in relation to autonomous shipping

Delivery of Vision through the Human Element

- The Human element of shipping

- Manning requirements and the use of crew agencies
- STCW2010 & ILO MLC 2010
- The use of standard contracts
- Managing multicultural crews
- Building teams, motivation, and inspiring people

Maritime & Port Operations

- Vessel operations
- Bunkering
- Cargo operations
- Port agency
- Port safety and security
- Trends, risks, opportunities: consolidation, digitalization, connectivity and cybersecurity

Shipping, Trade and Finance

- Seaborne trade and shipping
- Flagging and ship registration
- Shipping stakeholders
- Qualitative shipping and the IMO
- Industry best practice
- Current trends in shipping finance

Learning Goals

By the end of the training, participants will be able to:

- Identify current trends in shipping management
- Gain a better understanding of the legal environments surrounding shipping
- Identify their Leadership potential
- Integrate new perspectives and enhance strategic thinking
- Understand game drivers in shipping for generating growth

Course Materials

Course notes, handouts

Corporate, Executive and Management Courses

SOD: Strategic Organisational Development**Duration: 1 Week****Course Objectives:**

To develop participants knowledge in Organisational development to deliver the necessary results to improve an organisations quality, productivity and customer service

Who Should Attend

Directors and Executives and General Managers and Managers who are responsible for others in getting results and who wish to improve

Prerequisite Course

None

Course Overview

This is a highly interactive and involving workshop with practical actions throughout the week

This workshop is based on best practice and practical evidence from worldwide organisations

- An overview of your organisation and the component parts
- The strategies and models available to us
- Excellence in action
- Balancing the needs of the organisation
- Using foresight and hindsight - this has saved £millions and is a simple and effective way of learning
- Managing change effectively
- Actions - you will be encouraged to consider this business critical strategy and what practical actions you can take to develop a Learning organisation fit for the 21st Century

Course Materials

Workshop support materials, Exercises, Case Studies

Corporate, Executive and Management Courses

SPGS: Strategic Planning and Goal Setting**Duration:1 Week****Course Objectives:**

Real strategic planning is about positioning the organization for a future which will be different from the past. This Strategic Planning and Goal Setting course focuses on strategic planning as the essential management system guiding the manager and organization into the future by setting focused goals that will establish and enhance competitiveness. This training considers the necessity of developing both personal mental agility and organizational agility. Close examination will be made of the driving forces creating both strategic successes and failures.

Who Should Attend

Senior executives, operational managers, specialist executives and directors.

Prerequisite Courses

None

Course Overview**Strategy, Strategic Planning and Competitive Positioning**

- Introduction to the Seminar – Structure and Content
- Strategy - Concept and Significance
- "Competitive Positioning" vs. "Blue Sky" Approaches
- Achieving Competitive Advantage through Flexibility and Agility
- The Interaction of Strategy, Structure and Business Processes
- Gathering Information and Intelligence for the SWOT Analysis

Strategic Intent, Strategic Choice and Balancing Scorecards

- Vision and Mission Statements - Preparing for the Future
- Business Analysis and Contingency Planning
- Strategic Choice
- Converting the SWOT Analysis into the "Strategy Matrix"
- Strategy Formulation – Programmes, Projects, Policies
- Transforming the Organization - Strategy Implementation and Managing Change

Assessing the Current State of the Organization

- Leadership and Management in relation to Strategy
- Customer and Market Focus
- Human Resources and Knowledge Management
- Building a Strategic Planning Team
- Effective Process Management to Achieve Business Results
- Monitoring and Measuring Business Performance

Strategic Planning Best Practice Whilst Avoiding the Pitfalls

- The Strategy Life-cycle and the Problem of Strategic Drift
- Getting Innovative Thinking into the Organization
- The Potentially Negative Dimensions of Success
- How to Avoid 'Paralysis by Analysis'?
- Overcoming the inability to evaluate fresh ideas, denying the truth and thinking inside the box
- The Critical Importance of Good Planning Team Dynamics

Personal Strategic Planning

- Applying Strategic Tools and Techniques to the Individual
- Personal Goal Setting, Creating a Personal Strategic Plan
- Implementing Change - Achieving Progress as a Strategic Manager
- The Mix of Competencies and Personal Skills Required in 21st-Century Business
- Executing Strategy - How to break it down and get it done?
- Developing Inspiration and Gathering Support
- Overcoming Adversity by Leveraging your Skills and Building on Success

Corporate, Executive and Management Courses

- Conclusion - A Personal Role in the Strategic Planning and Goal-Setting Processes

Learning Goals

By the end of this training, participant will be able to:

- Examine how to design visionary strategic plans
- Consider utilisation of a model for organizational assessment
- Identify and learn from examples of strategic success and failure
- Develop an understanding of the nature of the organizational life cycle
- Study the preparation of effective contingency plans

Course Materials

Course notes, handouts

Finance Course

ACAT: *IDEA Auditing tool -computer aided audited techniques***Duration:1 Week****Course Objectives**

To provide delegates with competence in effective auditing in a computerized environment. Computer aided audit techniques (CAAT) software such as IDEA is designed for auditing, forensic investigations and analysis of computer files for the purpose of developing competent audit evidence

Who Should Attend

Internal auditors, investigators, examiners and financial analysts

Prerequisite Courses

None

Course Overview

- Overview of computer database management
- Understanding file structures
- Data manipulation
- Handling faulty data
- Performing simple audit procedures
- Analytical techniques using CAAT software
- File and data integrity testing
- Recomputations and substantive testing
- Parallel simulation using the command mode
- Sampling on electronic audit trails
- Transaction tracking and matching
- Data gap and duplicate testing
- Detecting exceptions in database/reports
- Using IDEA to interrogate other software's, e.g. SAP

Course Materials

Notes, handouts and workshop materials

Finance Courses

AFFMCB: Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop**Duration: 1 Week****Course Objectives**

In this course, you will learn little known, yet powerful, forecasting approaches & tools; build financial forecasts & models, analyse the results and learn how to communicate key data to decision makers in your organization. Build the model. .generate the forecast. .drive the business. Create more powerful and accurate forecasting models that steer you to fast-track, business-improving decision making.

From forecasting, move into the real challenge of finance; Capital Budgeting. Capital Budgeting gives the attendee an overview of capital budgeting; the methods for discounting cash flows, the 6 tools for decision making and how discount rates are determined. This program includes a process for assembling a capital budget and for building a case to justify it to those who make the final decision. Additionally, the program outlines how capital budgets are evaluated and approved. Creating & using a risk profile for critical adjustments is included.

Who Should Attend

Analysts, Forecasters, Executive-level managers, Decision-makers, Strategic planners, Financial planners. Everyone wanting to expand their understanding of Excel's more powerful tools

Prerequisite Courses**None****Course Overview**

- Working with advanced Excel modelling techniques such as forecasting options & simulation add-ins.
- Data tables (1 & 2-way) to see an entire range of outputs
- Solver for the more complex challenges
- Creating your own model from real-world examples
- Analysing and applying diagnostics to validate your forecast
- Understanding how Monte Carlo simulations handle uncertainty
- Applying risk/reward weights to models for better results

Learning Goals**At the end of the course, participants will be able to:**

- Use Mainstream Financial Concepts and Terminology
- Describe Fundamental Statistical Methods
- Develop Financial Models in Excel®
- View More Advanced Excel® Modelling Techniques Such as Monte Carlo
- Create Your Own Model and Provide Diagnostics
- Analyse Your Model and Provide Diagnostics
- Identify Uncertainty in the Model and Design Methods to Address It
- Present Your Models to a Decision-Making Audience

Course Materials

Course notes, handouts. Please bring your laptop loaded with the latest version of Excel so that you can work through the templates provided along with the class.

Finance Courses

AFMBA: *Advanced Financial Modelling and Business Analysis***Duration: 1 Week****Course Objectives**

Build more powerful and more accurate financial models to better analyse financial data, predict revenues and costs, assess risks, and justify critical business decisions.

In this course, you will build robust financial models, learn tips and tools, analyse the results, and learn how to communicate key data to decision makers in your organisation. Build the model and generate the forecast that will drive the business. Create more powerful and accurate forecasting models that steer you to fast-track, business-improving decision making

Who Should Attend

This training course is designed for professionals in every area of business: Decision Makers and Performance Monitoring Specialists, Budgeting and Financial Modelling Specialists, Finance Officers, Business Analyst, Accountant and Analysts, Business & Financial Analysts, Project Managers, Project Accountants, etc.

Prerequisite Courses**None****Course Overview****Financial Modelling Principles**

- Using Data Analysis to Solve Business Problems
- Learn the Steps to create good Financial Models
- The steps to improving traditional financial models
- Types of Data –
 - Primary & Secondary Data
 - Quantitative and Qualitative Data
- Understanding the Concept of Normal Distribution
- Learn to use Flowcharting Tools & Techniques in Excel
- Trend Analysis Using Excel
- Time Series Analysis

Essential Models for Financial Analysis

- Make vs. Buy decision models (Excel model)
- Lease vs. Buy decision models (Excel model)
- Calculating the Mean; Median and Mode of a range of data
- Regression Techniques to Calculate the Cost of Equity Financing
- Deciding on Benchmarks & industry standards, Breakeven analysis, and options (Excel model)

- Leverage: Operating vs. Financial vs. Combined (Excel model)
- Versions of Altman's Z-Score for predicting insolvency (Excel model)

Scenario & Sensitivity Analysis

- Install & Utilise the Excel Analysis ToolPak
- Ways to use Excel's Scenario Manager
- Build Data Tables to create large ranges of results
- Goal Seek (Excel model)
- Optimisation with Excel's Solver
- VLOOKUP & HLOOKUP functions (Excel model)
- INDEX and MATCH functions (Excel model)
- Use of Scenario Analysis and Stress Testing

Forecasting Fundamentals

- Forecasting Vs Budgeting
- Revenue vs. Costs vs. Profits Forecast
- Calculate the Internal (IGR) & Sustainable (SGR) Growth Rates

Data Analysis of Project Investment Decisions

- Keep vs. Replace analysis side by side

Finance Courses

- Learn why the Weighted Average Cost of Capital (WACC) is used in Capital Budgeting Models
- Use Net Present Value (NPV) and Internal Rate Return (IRR) Models in Making Capital Expenditure Decisions
- Why is Profitability Index (PI) & MIRR (Modified Internal Rate of Return) are good alternatives?
- Evaluating Projects with different lives using an Equivalent Annual Cost (EAC) method
- Establishing the Firm's Optimal Capital Structure

Modelling Risk, Uncertainty & Decisions

- Solve Lease vs. Buy decision
- Risk in the real world
- Develop a risk matrix

How You Will Benefit

By the end of the training, participants will be able to:

- Improve the quality of the quantitative analysis of corporate presentations
- Create effective financial models that meet your business needs
- Quantify the uncertainty inherent in forecasting models with various risk analysis techniques
- Use the model investment appraisal techniques
- Use business statistics to enhance operations and target setting for the organization
- Make better, more profitable business decisions using advanced financial modeling methods
- Identify and Utilise key business drivers and integrate them into your forecast
- Effectively communicate the results of your models to team members and senior Management
- Identify uncertainty in the model and design methods to address it

Teaching Approach

This course combines instructor-led with case studies, group discussion and hands-on expansion of instructor-provided templates to produce a greater return-on-investment for the employer and the seminar participant.

AFS: Analysis of Financial Statements for Executives

Duration:1 Week

Course Objectives

To understand the role and the terminology used by finance directors. To take a more active role in board discussions revolving around finance or accountancy issues. To understand and use accepted financial ratios

Who Should Attend

Executives, non-executive directors, aspiring directors and directors designate

Prerequisite Courses

None

Course Overview

- Management and Statutory Accounts
- Calculate and interpret financial data
- The profit and Loss Account
- The Balance Sheet
- Asset Management
- Cash Flow forecast
- Budgeting with accuracy
- Contribution
- Break-even
- Financial ratios
- Calculate and interpret key performance ratios
- Assessment of financial health

Learning Goal

After completing the course the delegates should be proficient in the following areas:

- Project appraisal skills using discounted cash flow and payback methods of evaluation
- The knowledge and skills in assessing the financial of a business
- How to interpret profit and loss accounts, balance sheets and cash flow statements

Course Materials

Course notes and handouts

APFGC: Artificial Intelligence (AI) in Pension Fund Governance, Compliance and Risk Management

Duration: 1 Week

Course Objectives

Artificial intelligence is moving rapidly from concept to practice in pensions, investments, and financial services.

Pension funds and their providers are beginning to use AI for administration, investment analytics, risk monitoring, member engagement, and fraud detection.

At the same time, regulators, boards, and stakeholders are increasing their scrutiny of how AI is governed, how decisions are explained, and how member interests are protected.

Trustees, board members, and senior executives must understand both the potential and the limitations of AI and ensure that its use is aligned with fiduciary duties, regulatory expectations, and robust risk management.

This intensive 5-day programme provides a practical, governance-focused introduction to AI in pension funds, with a strong emphasis on compliance, risk, and data ethics.

Through case studies, simulations, and structured exercises, delegates will learn how to challenge AI proposals, oversee AI use by providers, and design proportionate controls and assurance mechanisms.

Participants will leave with a realistic roadmap for integrating AI into pension fund governance and risk frameworks in a safe, transparent, and value-adding way

Who should attend?

Chairs of trustees and pension boards responsible for scheme governance and strategic direction. Trustees and board members who need a structured understanding of AI and its implications for governance and risk. CFOs, CIOs, CROs, HR Directors, and COOs accountable for sponsoring employer risk, governance, and technology strategy. Chief Investment Officers, portfolio managers, and investment committee members using or evaluating AI-enabled tools. Risk, compliance, and internal audit professionals integrating AI-related risks into their frameworks and reviews. Heads of data, analytics, and innovation working on AI pilots or programmes related to pensions and investments. Data protection and privacy leads who must align AI use with data protection and ethical expectations

Prerequisites

None

Course Overview

AI Fundamentals and the Pension Fund Context

- Delegates will build a clear, jargon-free understanding of AI, including key concepts such as machine learning, large language models, and automation.
- Participants will explore real and realistic use cases for AI in pension administration, investment, risk, and member engagement.
- They will learn to distinguish between genuine AI capability and marketing hype, and focus on problems that AI can realistically help to solve.

Governance, Fiduciary Duty, and AI Accountability

- Participants will examine how AI intersects with fiduciary duties, governance codes, and regulatory expectations for pension funds.
- Delegates will explore principles for responsible AI use, including accountability, human oversight, transparency, and proportionality.
- They will learn how to define roles, responsibilities, and decision rights for AI across boards, committees, executives, and providers.

Data Foundations, Privacy, and Model Quality

Finance Courses

- Delegates will review the data foundations needed for effective AI, including data quality, lineage, and governance.
- Participants will consider how data protection, confidentiality, and ethical concerns shape what data can be used and how.
- They will learn practical questions to ask about training data, model performance, bias, and testing before approving or using AI solutions.

AI in Risk Management, Compliance, and Monitoring

- Participants will explore how AI can support risk identification, monitoring, and compliance in areas such as fraud, contributions, benefit payments, and market abuse.
- Delegates will examine how to integrate AI outputs into existing risk and compliance processes without over-reliance on algorithms.
- They will learn how to validate AI-generated alerts, reports, and insights, and set thresholds for escalation and human review.

AI in Investment Analytics and Portfolio Risk

- Delegates will review how AI is being used in investment research, portfolio construction, risk modelling, and performance analysis.
- Participants will discuss opportunities and risks associated with AI-driven signals, scenario analysis, and optimisation tools.
- They will learn how to challenge managers and internal teams on the role of AI in investment decisions, and its alignment with mandate, risk appetite, and ESG objectives.

Operational Resilience, Cybersecurity, and Third-Party AI

- Delegates will examine how AI can both strengthen and weaken operational resilience and cybersecurity in pension operations.
- Participants will explore risks associated with AI supplied by third parties, including administrators, asset managers, and software vendors.
- They will identify controls for contracts, testing, monitoring, and contingency planning when relying on AI-enabled external services.

Reporting, Documentation, and Assurance for AI Use

- Participants will consider what boards, regulators, and auditors need to see to gain comfort over AI use in pensions.
- Delegates will learn how to document AI-related decisions, assumptions, limitations, and controls in a clear and accessible way.
- They will explore how to design dashboards, key indicators, and assurance reports that provide ongoing visibility of AI activity and outcomes.
- Strategy, Road mapping, and Building Organisational Capability
- Delegates will bring together insights from the programme to shape a coherent, phased approach to AI adoption in their organisations.
- Participants will identify capability gaps in skills, culture, and governance, and consider options for training, partnerships, and experimentation.

Course Materials

Workshop support materials

BPIA: Best Practice Internal Audit

Duration:

Course Objectives

Changes in the regulatory and corporate governance environment have significantly increased the expectations that many stakeholders place on the audit function. Best practice internal Audit guides stakeholders through the required standards for performing an audit.

This course will provide participants with up-to-date skills and tools to accomplish the audit in an efficient, flexible and result-based manner in order to support the organization's strategic objectives, improve its sustainability and leverage its ability to face the future challenges.

Who Should Attend

Decision makers, project leaders, managers, engineers, accountants, auditors

Course Overview

Developing a best practice framework - The Audit Role

- Audit's primary roles, objectives and concerns
- What is best practice?
- The audit charter and terms of reference
- The role of the function – policeman, risk assessor or consultant?
- The impact of corporate governance
- The need to align the function towards risk
- Risk based audit techniques
- The reputation of the function and how to assess it

The Internal Audit functions

- Structure and reporting lines
- Outsourcing and partnering trends
- Perceptions of internal audit – results of benchmarking surveys
- The broader range of skills required – the skills inventory
- Marketing the function
- Costs, number of staff etc – to allow you to compare with best practice

Audit planning

- Strategic and tactical planning
- Best practice model will be explained and shared
- Audit programme development
- Assignment planning and control
- Managing audit requests

- Fieldwork techniques
- Technology – CAATS, audit automation etc

Internal and external relationships and new challenges

- The audit committee relationship
- Evaluating and anticipating requirements
- Audit committee reports
- Satisfying external bodies
- Developing regular Chief Executive meetings
- Fraud and internal audit role
- Coordinating activities with other assurance providers
- How to cover specialist areas
- The new challenges (e.g E-business)
- A copy of Phil's acclaimed paper on coordinating the work of the assurance providers will be made available to all delegates

Innovative audit reporting

- Objectives of reporting
- Reports and the reporting process
- Management expectations
- Audit's response to those needs
- Professional standards

Understanding the problems associated with traditional audit reports

- Have more than 95% of audit recommendations during the last

Finance Courses

- year been fully and successfully implemented?
 - Are your reports less than 6 pages long?
 - Do the reports take less than 2 weeks to finalise?
 - Do your reports include colour, graphics, photos?
 - Do you issue them electronically?
 - Do you only report on the major issues found during the audit with the minor issues being dealt with separately?
 - Were all the recommendations 100% practicable?
 - Are your reports jargon free?
 - Have you asked management formally, during the last 12 months for their assessment of your audit format, quality etc?
 - Have you changed the report format significantly within the past two years?
- Determining a new approach**
- The key requirement of an audit report for the future
 - How to achieve best practice standards
 - Criteria for effective reports and reporting
 - How to ensure reports are taken seriously
 - How to significantly enhance the percentage of recommendations implemented
 - How to reduce the time between completion of fieldwork and final report to less than 2 weeks
 - How to develop the 6 page report
 - Forming and expressing the audit opinion
 - Highlighting the things that matter
 - The use of praise
- The best practice reports**
- The executive summary
 - The main report
 - Essential “do’s” and “don’ts”
 - Words and phrases to avoid
 - How to sell a new approach to management
 - How to ensure success and measure the benefits

A best practice report template will be made available**Learning Goals**

At the end of the course, delegates should be able to:

- Develop a best practice audit frame work within the company
- Plan an audit using the model
- Analyse a typical report
- Recognize fraud and express the internal auditor’s responsibility upon detection based on the best practice approach

Course Materials

Notes, handouts and exercise materials

BCP: *Budgeting and Corporate Planning*

Duration:1 Week

Course Objective

Effective budgeting is crucial to boost your company value. However, many companies do not realise and understand how to prepare an integrated company budgeting, so it can be fully used as strategic tool as well as helping in planning, coordinating, and controlling process

Who Should Attend

Chief Executives, Managers, Operations Managers, HR Managers, Marketing Managers and all functional executives

Prerequisite Courses

None

Course Overview

- Integrated corporate planning
- Budget preparation
- Strategy and budgeting
- Types of budget and their preparation
- Sales budgeting
- Production budgeting
- Investment budgeting
- Cash budgeting
- Budgetary control
- Variance analysis
- Human side of budgeting
- Scenario budgeting
- Flexibility
- Group discussion

Learning Goal

Participants should gain knowledge of:

- The need, function, and benefit of strategic budgeting and control
- Budget and control processes
- Budgeting as competitive advantage
- Budgeting as a strategic tool

Course Materials

Course notes

BPM: *Budgeting and Performance Management*

Duration:1 Week

Course Objectives

This course is designed to introduce delegates to the practical issues application of budgeting from the setting of budgets to the monitoring of budgets and performance measurement in an organisation. Delegates will also be introduced to the ideas of non-financial performance measurement and the balanced scorecard. Examples of case studies will be use to introduce key budgeting techniques and the inevitable negotiating rounds of the budget cycle

Who Should Attend

Chief Executives, Managers, Operations Managers, HR Managers, Marketing Managers and all functional executives

Prerequisite Courses

None

Course Overview

- Classify the role of budgeting in the context of the business planning process
- Identify the main methods and types of budgeting
- Differentiate the problems and practical difficulties of budgeting
- Different Budgeting techniques such as incremental and zero based budgeting and their respective advantages and disadvantages
- Rationale for the emergence of non-financial KPIs and the balanced scorecard
- Difficulties and conflicts inherent in devising any performance management system including key behavioural implications that need to be considered
- Reporting, monitoring and tracking of performance measures

Course Materials

Notes, handouts and exercise materials

BPMI: Business Process Management, Improvement, Modelling & Analysis Overview

Duration: 1 Week

Course Objectives

The Art of Business Process Management, Improvement, Modelling & Analysis is the latest approach to Continuous Process Improvement (CPI). It is an essential component of the most successful companies. Whether local, regional, national or multi-national, the best practices followed by these firms are covered in this very interactive and "hands-on" workshop. In this workshop the participants will acquire the knowledge and skills to analyse and accurately model business processes at the enterprise level as well as the detailed workflow level. Participants will learn the global standards for process mapping, current-state, future state, etc. They are easy to understand and can be applied to all aspects of business process innovation. These methods facilitate rigorous analysis, creative thinking and the development of better process which lead to improved business at every level including financially.

Who should attend?

Operations. Planning. Engineering. Business and Systems Analysts. Business Process Redesign Specialists. Project Leaders & Team Members. Quality Specialists. Process Owner.

Course Overview

- Understanding Processes & Process Improvement. An introduction to processes
- Types of processes. Identifying and naming processes. Defining process scope.
- How to analyse the components of a process. Mapping and Modelling processes
- Continuous Process Improvement (CPI) Readiness · Importance of process owners, company's vision, goals, mission, & values. Process Improvement Simulation.
- Process Management Roles Process Owner Skills Assessment.
- Tools for Process Improvement, Process Flow Concept & Example.
- Process Worksheets Activity & Debriefing. Customer Requirements Example.
- Validation Activity & Debriefing. Supplier Communications Overview.
- Supplier Communication Activity & Debriefing Process Worksheet Updates
- CPI In Practice. Process User Feedback Activity & Debriefing. Personal Action Plan.
- Training Matrix Exercise, Process Problem Log, & Process Audit Exercise.
- Process Measurement Overview. Measurement Steps 1 - 2. Measurement Steps 3 – 6.
- Work Group Measurement Plans & exercise, Common Issues with Measurement.
- Common Problem-Solving Pitfalls. APCIMAIR™ Model Overview. Identify process problems
- Problem Solving Tools. 12 Problem Solving Tools. Teams formed to address process problems
- Completely define the problem; debrief. Teams apply Model & Tools
- Check in: Problem Solving Evaluation & Status. Continuation Exercise using worksheet and tools
- CPI plan presentations. Continuation of Exercise using worksheet and tools Report Outs from teams. Update plans for processes worked Process Owner Confidence Rating
- Review, discussion of perceived benefits and difficulties anticipated.

Learning Goals

By the end of this course you will be able to:

Objectively obtain the right information to build process models. Effectively apply best-practice process modelling techniques. Be able to analyse process performance. Confidently contribute to process improvement initiatives. Present process improvements to ensure stakeholder buy-in. Implement process improvements to achieve breakthrough results. Capture and map the details of an existing process using a model. Build an integrated model of a defined process showing its levels of detail. Identify business process improvement opportunities using a model.

CDPPM: Cybersecurity and Data Protection in Pension Management

Duration: 1 Week

Course Objectives

Pension management is increasingly digital, interconnected, and data driven. Schemes depend on complex ecosystems of administrators, asset managers, payroll providers, and technology platforms that process highly sensitive personal and financial information.

This creates a rich target environment for cybercriminals, fraudsters, and insider threats, as well as increasing regulatory scrutiny of cybersecurity and data protection. Trustees, boards, and senior executives are expected to demonstrate robust cyber governance, effective data protection controls, and clear accountability for member data throughout the value chain.

This intensive 5-day programme equips participants with practical tools and frameworks to understand, govern, and improve cybersecurity and data protection in pension management.

Through scenario-based exercises, incident simulations, and case studies, delegates will learn how to manage cyber risk, comply with data protection obligations, and respond effectively when things go wrong.

Who should attend?

Chairs of trustees and pension boards with overall responsibility for member interests and scheme governance. Trustees and board members who need greater confidence in overseeing cyber risk and data protection. Senior managers in finance, HR, and corporate risk functions supporting pension operations and oversight. Risk and compliance professionals focusing on cyber, privacy, and operational resilience. Pension administration managers and operations leaders responsible for day-to-day processing and member data. Regulatory, supervisory, and policy staff who want deeper insight into practical cyber and data protection challenges in pensions.

Course Overview

Cyber Risk Landscape in Pension Management

- Delegates will explore how global cyber threats, fraud trends, and criminal techniques are evolving and how these impact pension schemes and their providers.
- They will review recent pension-related cyber incidents and near misses to identify common vulnerabilities and lessons learned.
- Participants will learn how to translate technical cyber risks into clear board-level discussions about member harm, financial loss, and reputational impact.

Data Protection, Privacy, and Regulatory Expectations

- Participants will examine key data protection principles and how they apply to pension data, including member records, contributions, and benefits.
- They will explore regulatory expectations around lawful processing, data minimisation, retention, and international data transfers.
- Delegates will learn how to evidence compliance through records of processing, DPIAs, and clear accountability for data across multiple organisations.

Controls, Architecture, and Third-Party Risk

- Delegates will map critical systems, interfaces, and data flows used in pension administration, investment operations, and member communications.
- Participants will explore layered controls, including access management, encryption, monitoring, and secure development practices.
- They will learn how to embed third-party risk management into procurement, contracts, due diligence, and ongoing oversight of key providers.

Incident Response, Business Continuity, and Crisis Communication

- Participants will work through realistic cyber incident and data breach scenarios in a pension context.

Finance Courses

- Delegates will learn how to activate and coordinate incident response, legal and regulatory notifications, and communication with members and sponsors.
- They will identify gaps in existing plans and develop practical action points to strengthen resilience and recovery capabilities.

Governance, Culture, and Continuous Improvement

- Delegates will examine how governance frameworks, roles, and reporting lines shape cyber and data protection outcomes.
- Participants will explore the role of culture, training, and awareness in reducing human error and insider risk.
- They will develop a cyber and data protection improvement roadmap with clear priorities, owners, and timelines.

Member Channels, Fraud Prevention, and Social Engineering

- Delegates will review how members interact with schemes through portals, contact centres, apps, and correspondence.
- Participants will examine common fraud typologies, including identity theft, phishing, and social engineering aimed at members and staff.
- They will identify practical controls to secure member journeys, verify identity, and reduce the risk of fraudulent transfers or benefit changes.

Metrics, Reporting, and Board Assurance

- Participants will explore which metrics and indicators best support board oversight of cyber and data protection.
- Delegates will learn how to design dashboards and reporting packs that highlight trends, incidents, testing results, and key gaps without overwhelming decision-makers.
- They will practice framing assurance questions for management and providers that move beyond technical jargon to focus on outcomes and accountability.

Strategy, Road mapping, and Collaboration Across the Ecosystem

- Delegates will bring together learning from across the programme to shape a coherent cyber and data protection strategy for their schemes.
- Participants will consider how to align internal teams, providers, and sponsors around shared goals, priorities, and timelines.

Course Materials

Course notes, handouts

CGPI: *Corporate Governance in the Pension Industry*

Duration: 1 Week

Course Objectives

Pension schemes are long-term promises built on trust, sound governance, and prudent decision-making.

Regulators, sponsors, and members are placing increasing expectations on boards and governing bodies to demonstrate effective oversight, strong controls, and clear accountability.

At the same time, pension organisations face a complex environment of market volatility, demographic change, regulatory reform, climate risk, and technology disruption.

Traditional governance approaches based on informal practices, legacy structures, and minimal documentation are no longer sufficient to meet modern standards or protect member outcomes.

This intensive 5-day programme equips participants with the principles, frameworks, and practical tools required to strengthen corporate governance across the pension industry.

Through case studies, simulations, and structured exercises, delegates will learn how to design and operate governance arrangements that are effective, proportionate, and aligned with regulatory expectations.

Participants will leave with a realistic governance improvement roadmap tailored to their schemes, organisations, and regulatory context.

Who should attend?

Chairs of trustees and pension boards responsible for scheme governance and strategic direction. Risk, audit, and governance committee members overseeing internal control and assurance frameworks. Senior managers in finance, HR, risk, and corporate affairs who support pension governance and decision-making. Operations and client relationship leaders responsible for delivering services under governance and service agreements. Legal, actuarial, investment, and governance advisers supporting boards and sponsors on governance matters.

Course Overview

Corporate Governance Principles and the Pension Industry Context

- Delegates will review core corporate governance principles and how they have evolved in financial services and pensions.
- Participants will examine how ownership structures, regulatory regimes, and stakeholder expectations shape governance in different types of pension entities.
- They will learn to identify key governance risks and opportunities specific to the pension industry.

Roles, Responsibilities, and Accountability Frameworks

- Participants will clarify the respective roles of boards, trustees, management, committees, and advisers in pension governance.
- Delegates will explore accountability maps, statements of responsibility, and governance charters as practical tools.
- They will learn how to avoid gaps and overlaps in responsibilities that can undermine effective governance.

Board and Committee Structures, Delegations, and Decision-Making

- Delegates will examine different board and committee structures used across the pension industry and assess their strengths and weaknesses.
- Participants will explore how to design charters, delegations, and annual calendars that align with strategy, risk, and regulatory requirements.
- They will learn techniques for improving the quality, speed, and documentation of board and committee decisions.

Governance of Strategy, Risk, and Member Outcomes

- Participants will explore how boards can provide effective oversight of strategy, business models, and long-term sustainability.

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- Delegates will consider how risk, capital, funding, and operational resilience are integrated into governance discussions.
- They will learn how to keep member outcomes at the centre of governance, including value for money and fairness considerations.

Information, Reporting, and Assurance for Boards

- Delegates will examine what good board and committee information looks like in a pension context.
- Participants will explore how to improve board packs, dashboards, and management information so that they support effective challenge and oversight.
- They will learn how to use assurance maps, internal audit, and external reviews to provide independent comfort over key risks and controls.

Culture, Conduct, and Conflicts of Interest

- Participants will review how organisational culture, leadership behaviours, and incentives shape governance outcomes.
- Delegates will examine the management of conflicts of interest, related-party transactions, and stewardship obligations.
- They will learn practical approaches to promoting ethical decision-making, speaking up, and member-centric conduct.

Regulatory Developments, Codes, and Best Practice Benchmarks

- Delegates will explore current and emerging regulatory developments, governance codes, and industry guidance relevant to pensions.
- Participants will benchmark their own governance arrangements against good practice examples from pension funds and other financial institutions.
- They will learn how to respond to regulatory feedback, thematic reviews, and governance assessments in a constructive way.

Governance Reviews, Improvement Plans, and Board Effectiveness

- Participants will bring together programme insights to design and plan governance reviews and board effectiveness assessments.
- Delegates will identify practical actions to improve governance structures, processes, and behaviours in their own organisations

Course Materials

Course notes, handouts

CMF: *Capital Market Finance*

Duration:1 Week

Course Objective

This course gives an understanding into capital market finance, with a look into short and long term debt instruments, the key players and considerations in fixed income securities. This course sheds light on how markets operate, the motivations and risks for short sellers and the economics of securities lending.

Who Should Attend

Regulatory/Compliance staff, Finance Directors.

Prerequisite Courses

None

Course Overview

- Fixed Income Securities
 - What is debt and types of debt
 - Fixed income securities – Long term bonds
 - Overview of short-term debt Instruments
 - Issuance of fixed income securities
 - Key players
 - Key considerations – Interest rates, Maturity, Bond Pricing and yields, etc.
 - Risk Analysis – Political, Selection, Economic, Issuers Risk
 - Security Arrangements/Role of Trustees – Secured and unsecured debt, Trust Deeds and Covenants.
 - Portfolio Investment Strategies – Active and Passive strategies.
- Market Making, Short Selling & Securities Lending
 - How markets operate
 - Regulatory requirements
 - Market Participants
 - The role of a market maker in providing liquidity
 - Trading platforms
 - Motivations for short selling
 - Risk for short sellers – recall risk and crowded exits
 - Managing the risk
 - Identifying candidates for short selling
 - Economics of securities lending – Benefits to borrower and lender, Margin requirements, cash and non-cash collateral
 - Risk Management.

Course Materials

Course notes, handouts

DIFSR: *Detecting and Investigating Financial Statement Fraud*

Duration:1 Week

Course Objective

Using case studies and interactive exercises, this course will be your roadmap through the major concerns facing organisation today.

Who Should Attend

Financial Auditors, Regulators, Financial analysts.

Prerequisite Courses

None

Course Overview

- Financial statement fraud versus asset misappropriation fraud
- Overview of financial statement
- Prevention, detection, investigation and resolution
- Who commits financial fraud and why
- Creating an ethical culture
- Common financial statement fraud scheme
- Fraud Risk Assessments
- Red flags for financial statement fraud
- Preventive and detective controls and techniques
- How to create an effective anti-fraud environment
- Case Studies

Learning Goal

Participants should be able to:

- Understand common financial statement fraud schemes that are employed.
- Understand the red flags, which may indicate the presence of financial statement fraud.
- Learn the investigative techniques and skills utilised in the investigation of financial fraud.
- Gain a better understanding of major financial statement fraud schemes.

Course Materials

Course notes, handouts

ES: ENTREPRENEURIAL SKILLS

Duration: 1 Week

Course Objective

In the 21st Century global economy, the prosperity of both individuals and nations will depend up on the ability to innovate in all kinds of economic activity. Entrepreneurial skills will be vital to achieve successful innovation. There is a fundamental difference between invention (i.e. the identification of new ways of doing things) and innovation (i.e. the successful operationalizing and monetization of those new ways). This training course will provide the basis for individuals to identify and evaluate opportunities and, most importantly to follow them through into fulfilment and successful businesses.

Who Should Attend

CEOs looking for new opportunity “Intrapreneurs”, leaders who understand the need for a future vision and Start-up enthusiasts, Senior managers in strategic business planning roles.

Prerequisite Courses

None

Course Overview

Why this Matters Now and for this Century; Where are the Opportunities?

- Why this topic matters – historical context and the next 50 years
- The importance of the entrepreneurial “mindset”
- The importance of the technology “envelope”

Identifying and Evaluating the Opportunity (Portfolio Analysis)

- Critical “hurdle” rates for entrepreneurs and investors
- Creating the “pitch” for funding
- Scaling the opportunity

Planning the Delivery - Fishbone

- How can the service or product be produced most effectively?
- Getting the resources – money, people, materials
- Producing the business plan – the “Fishbone” approach
- Target setting and defining milestones
- Making the plan a reality

Acting as a “Business Angel” - Evaluating a Case Study

- What are investors looking for?
- How do “angels” evaluate opportunities?
- What is the ecosystem for business innovation?

D Pulling it together – the Five Whys

- Why is the opportunity there?
- Why do you think you can exploit it?

Learning Goal

- Be alert to opportunities in their domain
- Assemble the data to evaluate the opportunity
- Gain support from the necessary stakeholders through effective selling of idea
- Organize the delivery mechanism
- Maintain focus on delivering the vision and growing the business

ESAMP: Ethical Standards and Anti-Fraud Measures in Pension Management

Duration: 1 Week

Course Objective

Pension fund management operates in an environment of heightened scrutiny, where trustees, fund managers, and regulators face unprecedented accountability for safeguarding retirement assets worth trillions globally.

Recent high-profile fraud cases, regulatory investigations, and governance failures have exposed systemic vulnerabilities in how pension schemes detect, prevent, and respond to fraudulent conduct.

Traditional compliance frameworks, periodic audits, and retrospective investigations are no longer sufficient to protect beneficiaries' retirement security in this context.

Through forensic case studies, fraud scenario simulations, and governance exercises, delegates will learn how to identify fraud risk indicators, design robust internal control environments, build whistleblower protection systems, and lead ethical cultures that prevent rather than merely detect fraudulent conduct.

Who Should Attend

Pension Trustees and Board Chairs accountable for governance oversight and fiduciary duty compliance. Non-executive Directors and Independent Trustees responsible for risk oversight and ethical governance. Fund Managers and Asset Consultants advising on investment strategy, manager selection, and performance monitoring. Chief Risk Officers and Compliance Directors designing and implementing fraud detection and prevention frameworks. Internal Audit Managers and Governance Specialists conducting control testing and fraud risk assessments. Pension Regulators and Supervisors enforcing compliance standards and investigating governance failures. General Counsel and Legal Advisors managing regulatory relationships, enforcement responses, and litigation risk. Chief Operating Officers and Scheme Administrators overseeing member services, benefits processing, and operational controls. Technology and Cybersecurity Leaders protecting digital assets and member data from cyber-enabled fraud.

Prerequisite Courses

None

Course Overview

Fraud Landscape and Regulatory Context in Pension Management

- Delegates will understand the major fraud typologies affecting pension schemes globally, including misappropriation of assets, false valuations, benefit fraud, cyber theft, and investment fraud schemes.
- Participants will examine real case studies of pension fraud failures, including regulatory enforcement actions, trustee liability cases, and governance breakdowns that led to material beneficiary losses.
- They will learn how to build an integrated fraud risk profile that connects regulatory expectations, industry vulnerabilities, and scheme-specific exposures to prioritise prevention resources.

Fiduciary Duty and Ethical Governance Frameworks

- Participants will explore the legal foundations of fiduciary duty across different jurisdictions, including duty of loyalty, duty of care, duty of impartiality, and duty to act in beneficiaries' best interests.
- Delegates will review principles-based ethical governance frameworks that integrate transparency, accountability, proportionality, and fairness into investment decisions, manager selection, and operational oversight.

- They will learn how to balance fiduciary obligations with fraud prevention responsibilities, including when to escalate concerns, invoke independent investigations, and engage with regulators or law enforcement.

Fraud Risk Assessment and Red Flag Identification

- Delegates will understand structured fraud risk assessment methodologies, including fraud triangle analysis (opportunity, pressure, rationalisation), control environment evaluation, and inherent risk mapping.
- Participants will practice identifying red flags across investment activities, contribution processing, benefit payments, vendor relationships, and external manager oversight that indicate potential fraudulent conduct.
- They will learn how to design risk-based testing programmes, data analytics protocols, and exception reporting systems that detect anomalies requiring further investigation.

Emerging Fraud Threats: Technology, Cybersecurity, and Digital Assets

- Participants will examine contemporary fraud schemes leveraging cyber intrusion, phishing attacks, business email compromise, and unauthorised electronic fund transfers targeting pension fund assets.
- Delegates will explore fraud risks associated with cryptocurrency investments, digital custody solutions, blockchain transactions, and AI-generated financial documentation that can obscure fraudulent valuations or fictitious holdings.
- They will learn how to integrate cybersecurity controls, digital forensics capabilities, and technology-aware governance protocols into existing anti-fraud frameworks to address 2025 threat landscapes.

Building Ethical Cultures and Whistleblower Protection Systems

- Participants will understand why fraud prevention depends on organisational culture as much as control systems, examining how collusion, rationalisation, and ethical drift enable fraudulent conduct.
- Delegates will learn practical tools for assessing organisational culture, including ethics surveys, behavioural indicators, tone-from-the-top demonstration, and leadership accountability mechanisms that reinforce integrity.
- They will design effective whistleblower protection frameworks, including anonymous reporting channels, non-retaliation policies, independent investigation protocols, and follow-up transparency that encourages early fraud disclosure without career penalties.

Internal Controls, Segregation of Duties, and Continuous Monitoring

- Delegates will examine essential internal control frameworks tailored to pension fund operations, including authorisation limits, dual custody requirements, maker-checker processes, and independent reconciliation protocols.
- Participants will practice designing segregation of duties matrices that prevent single-person control over critical functions while maintaining operational efficiency and appropriate delegation.
- They will learn how to implement continuous monitoring systems using data analytics, transaction surveillance, and automated alerts that detect control violations, duplicate payments, or unusual patterns requiring investigation.

Fraud Investigation, Response, and Remediation

- Participants will understand the fiduciary's role in fraud investigation governance, including when to engage forensic specialists, how to preserve evidence, and managing legal privilege considerations.
- Delegates will examine response protocols when fraud is detected, including immediate containment actions, regulatory notification obligations, beneficiary communication strategies, and asset recovery processes.
- They will learn how to conduct root cause analysis following fraud incidents, implement remedial actions that address control weaknesses, and demonstrate to regulators and stakeholders that governance gaps have been closed.

Stakeholder Communication, Regulatory Reporting, and Post-Course Accountability

- Participants will understand regulatory reporting requirements when fraud is suspected or confirmed, including mandatory disclosures to pension supervisors, law enforcement cooperation, and external audit coordination.
- Delegates will practice structuring clear, credible communications to boards, beneficiaries, regulators, and media that balance transparency with legal exposure management and reputational protection.
- They will explore post-course accountability mechanisms demonstrating learning transfer to actual behaviour change, including quarterly self-assessment protocols, peer review forums, control effectiveness metrics, whistleblower reporting trends, and independent verification of improved fraud prevention capabilities over 90-day and 12-month periods.

Course Materials

Notes, handouts and case studies materials

FIA: *Forensic and Investigative Auditing*

Duration:1 Week

Course Objectives

Using case studies and interactive exercises, this course will be your road map through the major fraud concerns facing organisations today. You will cover investigative principles, forensic auditing and rules of evidence and sentencing guideline

Who Should Attend

Financial Auditors, Operational Auditors, I S Auditors, and Information Security professionals

Prerequisite Courses

FMIA: Fundamentals of Modern Internal Auditing

Course Overview

- Audit Involvement in Fraud cases
- Financial Analysis as a fraud Detection Tool
- Forensic Auditing
- Responsibilities of the Audit Committee and Non-Executive Directors
- What distinguishes Export Evidence
- The Criminal and Civil Procedures
- What is the evidence of Opinion
- Sentencing Guidelines
- Investigative Principles
- Uncovering Hidden Assets
- Corporate Outlaws: Profiles in Fraud
- Working with Other Experts
- Working as an Expert Witness
- The Nature of Forensic Accountancy

Learning Goal

After completing the course, delegates should understand:

- How to develop evidence to support fraud allegations
- The responsibilities of the auditors are when fraud is discovered
- Contemporary fraud issues
- Audit's role in protecting the organisation from this pervasive and complicated crime

Course Materials

Notes, handouts and case studies materials

FMIA: *Fundamentals of Modern Internal Auditing*

Duration:1 Week

Course Objective
To provide delegates with modern day internal audit techniques
Who Should Attend
Auditors, Inspectors, Examiners, and Accounting Officers
Prerequisite Courses
None

Course Overview

- The Role of Internal Auditing
- The Making of a Professional Auditor
- Ethical Responsibilities of Internal Auditors
- Internal Auditing Standards
- Modern Internal Auditing
- Documenting and Analysing Internal Controls
- Developing and Evaluating Audit Evidence
- Risk Assessment in Auditing
- Planning and Preliminary Fieldwork
- Devising Audit Strategies
- Characteristics and Criteria of Audit Programs
- Fieldwork Techniques and Applications
- Effective Communications
- Systems Based Audit [SBA]
- Computer Audit
- Management Expectations
- Using Technology to Enhance Effectiveness

Learning Goal

After attending this seminar should understand / be able to apply:

- The concepts of traditional and operational auditing
- Proven tools and techniques for performing effective audits
- A solid background in the basics of documenting and evaluating internal controls and fieldwork techniques
- The critical elements of modern internal auditing
- Assessment of risk
- Designing, flexibility into the audit program
- Audit results to solve business problems

Course Materials

Course notes, handouts

FMPPE: *Financial Modelling and Petroleum Project Economics*

Duration:1 Week

Course Objective

The Financial Modelling and Petroleum Economics course addresses critical needs within the petroleum industry, including complex financial landscapes, optimizing investments, navigating uncertainty, and strategic decision-making. By investing in workforce development.

The course delves into financial modelling fundamentals, economic evaluation methods, cash flow analysis, risk assessment, and portfolio management within the petroleum sector.

It is designed for professionals across various functions within the petroleum industry, including financial analysts, project managers, investment managers, strategic planners, petroleum engineers, and decision-makers, the course caters to those keen on deepening their financial modelling and economic analysis expertise.

Who Should Attend

Project Managers, Financial Analysts, Investment Managers, Petroleum Engineers, Strategic Planners, Senior Executives and Directors

Prerequisite Courses

None

Course Overview

Introduction to Financial Modelling and Petroleum Economics

- Overview of financial modelling fundamentals
- Introduction to the petroleum industry: exploration, production, refining, and marketing
- Importance of economic evaluation in petroleum projects

Petroleum Industry Fundamentals and Economic Evaluation Methods

- Understanding the global petroleum market dynamics
- Overview of economic evaluation methods: NPV, IRR, PBP, and ROI
- Case studies on economic evaluation in petroleum projects

Cash Flow Analysis and Forecasting Techniques

- Techniques for cash flow analysis and forecasting in petroleum projects

- Scenario analysis and sensitivity analysis
- Practical exercises using industry-standard financial modelling software

Risk Analysis, Sensitivity Analysis, and Investment Decision Making

- Risk analysis techniques in petroleum economics
- Sensitivity analysis and stress testing
- Investment decision making: assessing risks vs. rewards

Project Economics and Portfolio Management in the Petroleum Sector

- Project economics: evaluating project profitability and viability
- Portfolio management strategies in the petroleum sector
- Case studies and group discussions on portfolio optimization

Learning Goal

At the end of the course, the participants will gain:

- Enhanced Financial Modelling Skills
- A deeper Understanding of Economic Principles
- Improved Decision Making
- Optimized Investments
- Increased Efficiency and Productivity
- Strategic Advantage
- Enhanced Career Opportunities
- Long-term Sustainability

Course Materials

Course notes, handouts

FMR: *Financial Markets Regulation*

Duration: 1 Week

Course Objectives

The challenge of fully understanding the range and scope of financial market regulation become harder as the alternative investment industry enters a period of major regulatory transition. This half-day course sheds light on the redress markets imbalances, prevent excessive exposures and repair process dislocations within the alternative investment markets.

Who Should Attend

- Regulatory/compliance staff seeking an update to realign current thinking and strategies
- Operations personnel assessing current regulatory developments
- Hedge fund staff seeking a clearer view of changing obligations
- Solution providers wishing to enhance products and services

Prerequisite Courses

None

Course Overview

- UK Regulation
 - The current FSA regulatory framework
 - Toward 2012: The Bank of England & CPMA
- The EU AIFM Directive
 - Key drivers
 - Assessing the impact e.g. costs
 - Hedge fund (incl. UCITS) and private equity perspectives
- The Hedge Fund Space
 - Current regulatory landscape and trends
 - Assessing the UCITS proposition
 - Towards hedge fund Mk II
- Private Equity (PE) in the UK
 - Origins and objectives
 - Current FSA statutory powers
 - Public-to-private rule changes
- The VCT Market
 - Contributors to anticipated growth
- Middle East (ME) Markets
 - ME Investors and global hedge fund exposure
 - Analysis global interest to the ME
- Conflicts of Interest (IOSCO)
 - PE funds and investors: alignment issues and mitigation approaches

Learning Goal

At the end of the course, delegates should have:

- Understanding of key themes within the regulation discussion
- Clarity regarding the impact of current and future directives (e.g. AIFM, UCITS, MiFID, Basel)

Course Materials

Course notes, handouts

FNFM: *Finance for non-financial managers*

Duration:1 Week

Course Objective

Take the fear out of finance. Understand business and organisational finance so that you can increase the profitability of the organisation

Who Should Attend

Managers who would like to understand the financial implication of their day-to-day decisions. This course is suitable for managers with little or no financial knowledge

Prerequisite Courses

None

Course Overview

- The Transaction cycle: understand how money flows in business
- Business objectives: use financial data to achieve business targets
- The profit and loss account statement and its contents
- The balance sheet statement and its contents
- The cash flow statement and its contents
- Cost Control and Reduction
- Break even analysis
- Capital investment techniques
- Measuring profitability
- Measuring liquidity
- Measuring efficiency

Learning Goal

On completing the course delegates should be able to:

- Interpret key financial statements
- Identify warning signals so as to avoid financial difficulties
- Understand key performance indicators
- Appraise capital project with confidence

Course Materials

Course notes, handouts

FPGSF: *Fundamentals and Practice of Green and Sustainable Finance*

Duration:1 Week

Course Objective

Managing climate-related risks and supporting the transition to a low-carbon world are our most significant global challenges. In order to tackle this collective challenge, finance professionals globally need to develop their knowledge of green and sustainable Finance. This global, benchmark training will help individuals to develop their understanding of, and apply, green and sustainable finance principles and practice in their roles and within their institutions

Who Should Attend

The training is aimed at financial services professionals globally who wish to develop and demonstrate their knowledge and expertise of green and sustainable finance. Broad financial services sector coverage, including bankers, insurers, investment managers, central bankers and regulators, risk managers, analysts and consultants

Prerequisite Courses

None

Course Overview

An Introduction to Green and Sustainable Finance, and Finance in Our Changing World

- Definitions of green and sustainable finance
- Design of a sustainable financial system
- Green and sustainable industry sectors, products, and services
- Challenges and opportunities for green and sustainable finance
- The UN Sustainable Development Goals
- Indicators of the global development of the green and sustainable finance sector
- Characteristics of approaches to green and sustainable finance
- The climate system and anthropogenic climate change
- Impacts of climate change on society
- Climate science underpinning the need for green finance
- The United Nations Framework Convention on Climate Change (UNFCCC)
- Climate change and the finance sector
- The nature of 'stranded assets' and the 'carbon bubble', and the challenges these present
- Green, sustainable, and circular economies
- The role of the finance sector and finance professional in supporting the transition to a sustainable, low-carbon economy

Building a Sustainable Financial System, and Monitoring Flows of Finance and Environmental Performance

- 'Light green' and 'deep green' strategies
- Identifying and avoiding 'greenwashing'
- The primary actors involved in building a sustainable financial system
- Key policy and regulatory frameworks supporting green and sustainable finance
- The role of intergovernmental bodies, governments, and other organisations in supporting green and sustainable finance
- Key industry initiatives on green and sustainable finance
- Embedding sustainability in organizational strategies and the importance of organisational culture in driving sustainability

Finance Courses

- The importance and challenges of monitoring, measuring, and reporting the flow of investment to support the transition to a sustainable, low-carbon world
- Different methods in which green and sustainable investment impacts and outcomes may be monitored and verified
- The importance of independent, external review in green and sustainable finance
- The use of advanced data analysis in the development of green and sustainable finance

Risk Management, and Retail, Commercial and Corporate Banking

- The nature and importance of key climate-related and environmental risks
- Different types of climate-related risk (physical, transition and liability) and their impact on the finance sector
- Stranded asset risk, and its potential impact on financial institutions and financial stability
- Approaches to identifying, disclosing, managing, and pricing climate-related risks, and the use of scenario analysis
- The role of banking in the financial system
- UN Principles for Responsible Banking
- Retail banking products and services
- Wholesale and investment banking products and services
- Case studies of innovative green and sustainable banking products
- Green Loan Principles
- Examples and case studies of innovative green and sustainable banking products and service

Green Bonds and Asset-Backed Securities: Central and Development Banks, Equity Markets and Investment Funds, and Insurance

- Debt capital markets
- Green bonds, Green Bond Principles, Green Bond Indices
- Green sukuk and asset-backed securities
- The role of central and development banks
- Funding the transition to a low-carbon world – a social purpose for banking and finance
- The role of equity markets in the financial system
- Equity products, including private equity, venture capital, angel investing and Yieldcos.
- Funds and collective investment schemes
- UN Principles for Responsible Investment
- Portfolio decarbonisation as a holistic approach to green and sustainable finance
- Personal insurance, including green home insurance and green motor insurance
- Commercial and corporate insurance, including commercial property, renewable energy, energy efficiency and carbon credit insurance
- Climate risk insurance, including sovereign catastrophe risk pooling and index insurance
- UN Principles for Sustainable Insurance

Green and Sustainable FinTech, and Mainstreaming Green and Sustainable Finance

- What is FinTech?
- Opportunities FinTech might offer for green and sustainable finance
- Applying FinTech tools and techniques
- Corporate banking and capital markets
- Policy initiatives to support FinTech in green and sustainable finance
- Costs and challenges of FinTech
- Funding the transition to a low-carbon world – a social purpose for banking and finance
- Embedding green finance principles and practice in organizations and supply chains

Finance Courses

- Mainstreaming green finance and assessing progress towards the mainstream
- Examples of mainstreaming from around the world
- Role of the Green and Sustainable Finance Professional
- Reflecting on professional practice and personal development planning

Learning Goal

On completion of this module, the learner will be able to:

- explain what is meant by 'green' and 'sustainable' finance, the key factors that underpin the science of climate change, and the ways in which the finance sector can support the transition to a sustainable, low- carbon economy
- explain the role of a range of key players and policy and regulatory frameworks in building and supporting a sustainable financial system, and the importance of monitoring, measuring and reporting the flow of investment to support the transition to a sustainable, low-carbon world
- examine the nature and importance of key climate- related and environmental risks, the role of financial services in the financial system, and how different types of financial services activity, products and services can improve the quality and functioning of the natural environment and natural systems
- Describe the role of retail, commercial, and wholesale banking, and the role of central and development banks, in supporting the development of green and sustainable finance and the transition to a low-carbon economy
- Explain the role of financial technology in supporting the growth of green and sustainable finance, and the steps that regulators, policymakers, institutions, organizations and Green and Sustainable Finance Professionals can take to support the mainstreaming of green and sustainable finance

Course Materials

Course notes, handouts

FPM: *Finance for project managers*

Duration:1 Week

Course Objectives: To provide delegates to appreciate the financial implications of your decisions. Improve your financial control over projects to ensure completion within budget. The course also teaches the use of advanced features of Excel for data analysis, organisation, and summarisation
Who Should Attend Managers and staff who wish to understand the financial issues, and considerations involved in the preparation and monitoring of projects
Prerequisite Courses ITMOE delegates should already be familiar with and be able to use Excel to create simple spreadsheets

Course Overview

- The need for financial planning
- Basic concepts
- Prudence and consistency
- Revenue Vs Capital
- Cost and revenue
- Depreciation
- Cost factors –the common pitfalls
- Discounts- assessing the impact
- Compiling the project cost budget
- Compiling the actual with budget
- Costs to compete
- Controlling project changes
- Updating the financial plan
- Financial Control purchases and income
- Use Excel to:-
 - create graphs to represent data
 - understand advance editing procedures of graphs
 - create pivot tables to summarise data effectively
 - produce trend lines
 - build data tables to display a variable range
- Link Excel to other applications

Learning Goal

After completing the course, delegates should be able to:

- Evaluate financial data with confidence
- Allowing easy interpretations
- Budget successfully for every project
- Make effective managerial decisions supported by Excel
- Achieve your targets through Goal Seeking
- Organise your data through grouping and outlining
- Analyse large worksheets using pivot tables

Course Materials

Course notes, handouts

FSAV: *Financial Statement Analysis and Valuation*

Duration:1 Week

Course Objective

This course will introduce corporate, business unit and operational strategy compared with strategic vs business planning. The course will illustrate types and purpose of financial reports and instruments and provide the delegates with an understanding of the importance of strategic analysis for understanding life cycle context of financial statements.

Who Should Attend

Executives, Directors, Financial Analyst, Regulators.

Prerequisite Courses

None

Course Overview

- Accounting Analysis
 - Tangible Non-Current Fixed Assets
 - Intangibles/Goodwill
 - Investments
 - Working Capital
 - Liabilities
 - Capital
 - Income Statement
 - Statement of Cash Flow
- Financial Analysis
 - Ratio Analysis
 - Cashflow Analysis
 - Liquidity Analysis
- Prospective Analysis
 - Financial Statement Forecasting
 - An introduction to Valuation

Course Materials

Course notes, handouts

FVRD: Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data.

Duration: 1 weeks

Course Objectives

The pensions and long-term savings landscape is being reshaped by regulatory reform, market volatility, demographic pressure, and climate-related financial risk.

Trustees, board members, and senior executives must now evidence strong governance, clear value for money, and decisions grounded in reliable data and transparent reporting.

Annual cycles, backward-looking reports, and siloed committee structures are no longer sufficient to satisfy regulatory expectations or deliver good member outcomes.

This intensive 5-day programme equips participants with practical tools, frameworks, and confidence to elevate pension governance in the face of a new regulatory landscape and climate reality.

Through real-world case studies, scenario-based exercises, and boardroom simulations, delegates will learn how to integrate value, risk, and data into a coherent governance story that stands up to scrutiny from regulators, auditors, advisers, and members.

Participants will leave with a clear governance improvement agenda and a practical 90-day implementation roadmap aligned to their scheme strategy and fiduciary duties

Who Should Attend

Chairs of trustees and pension boards responsible for scheme governance and strategic direction. Member-nominated, employer-nominated, and independent trustees seeking deeper insight into value, risk, and data. Pension committee members in corporate or public sector settings involved in oversight of schemes and providers. Senior managers in finance, HR, and corporate risk functions who support pension governance and board decision-making. Risk, actuarial, and finance professionals responsible for funding, ALM, and integrated risk management across schemes. ESG and sustainability leads supporting trustees on climate, stewardship, and responsible investment policies. Regulatory, policy, and supervisory staff who wish to deepen their understanding of practical governance challenges in schemes. Legal, actuarial, investment, and governance advisers who support trustee boards and corporate sponsors

Prerequisite Courses

None

Course Overview

New Pension Governance Landscape and Climate Reality

- Delegates will understand the macro forces reshaping pension governance, including regulatory reform, demographic change, market volatility, and stakeholder scrutiny.
- Participants will explore how climate risk manifests as financial risk through transition, physical, and liability channels, and why regulators now expect robust governance of these risks.
- They will learn how to build and interpret a simple governance radar that connects regulatory signals, market developments, and climate science to practical board agendas.

Value for Money, Member Outcomes, and Fiduciary Duty

- Participants will examine evolving expectations around value for money, member outcomes, and fair treatment across different cohorts.
- Delegates will explore how fees, performance, service quality, communications, and ESG factors combine into a clear, evidence-based value story.

Finance Courses

- They will learn how to use simple scorecards and value frameworks to support proportionate challenge of providers and internal teams.

Integrated Risk, Funding, and Investment Oversight

- Delegates will learn how to view funding, investment, covenant, and operational risks in an integrated way rather than as separate silos.
- Participants will explore practical tools for risk appetite, risk registers, and board risk dashboards that focus attention on the most material exposures, including climate-related risks.
- They will practice framing risk discussions so that boards move from long lists of concerns to clear, prioritised actions.

Climate Scenarios, Stress Testing, and Stewardship

- Participants will explore climate scenarios and stress tests as governance tools, not just technical exercises carried out by advisers.
- Delegates will learn how to interpret scenario outputs, ask the right challenge questions, and link results to funding, investment, and stewardship decisions.
- They will discuss how to integrate climate considerations into statements of investment principles, stewardship policies, and manager mandates.

Governance Structures, Culture, and Implementation

- Participants will explore how governance structures, terms of reference, delegations, and board calendars support or hinder effective oversight.
- Delegates will examine the role of culture, diversity, and behavioural dynamics in shaping how decisions are made and recorded in the boardroom.
- They will learn practical techniques for improving board effectiveness, including meeting design, pre-reading, and minute-taking that evidence good governance and prudent stewardship.
- Participants will develop a practical governance improvement and implementation plan that links course insights to their own schemes and responsibilities

Course Materials

Notes, handouts, exercise materials

ID: *Introduction to Derivatives.*

Duration:1 weeks

Course Objectives

Understanding contracts, exchange and clearing house, looking at the margin process, UCITS III, valuing derivatives, hedging, asset allocation and speculation

Who Should Attend

Finance and accounting, Human Resources, Sales and Marketing, Risk Managers, Administrators

Prerequisite Courses

None

Course Overview

- Looking at contracts
- Valuing contracts
- Risk assessment
- UCITS III, powers and risk management
- Swaps and CFD's
- Accounting for Portfolios
- Index futures contracts
- Fixed income futures contracts
- Options
- The role of the exchange
- The role of the clearing house
- The role of clearing brokers
- Valuing derivatives
- Hedging
- Asset allocation
- Strategies

Course Materials

Notes, handouts, exercise materials

IFRS: *International Financial Reporting Standard*

Duration:1 Week

Course Objective

This course is designed to provide an understanding of the international standards that are currently in place with the use of financial statements. The course will cover the core IFRSs as well as the new IFRSs that have been issued and effective from 2013 onwards.

Who Should Attend

Financial Analysts, Accountants, Financial Regulators, Portfolio Managers, Securities Analysts, Credit/Investment Analysts, Auditors.

Prerequisite Courses

None

Course Overview

- Global move towards IFRS
- Conceptual framework and foundation of IFRS
- Financial statement elements: assets, liabilities, equity, income and expenses
- Accounting Policies, change in accounting estimates
- Provisions, Contingent Liabilities & Assets
- IFRS 1: First time Adoption
- IFRS 2: Share-based Payments
- IFRS 3: Business Combinations
- IFRS 5: Assets Held for Sale
- IFRS 7 & 9: Financial Instruments
- IFRS 8: Operating Segments
- IFRS 10: Consolidated Financial Statements
- IFRS 11: Joint Arrangements
- IFRS 12: Disclosure of Interests in Other Entities
- IFRS 13: Fair Value Measurement

Course Materials

Course notes, handouts

MBFRMG: Mini- MBA: Finance, Risk Management & Corporate Governance

Duration: 1 Week

Course Objective

This course offers insights into the world of corporate finance, risk, and governance. This course offers an overview of the interaction between management and all other stakeholders. This course not only presents the key financial tools generally used, but also explains the broader context of how and where they are applied to obtain meaningful answers. It provides a conceptual backdrop both for the financial/economic dimensions of strategic business management and for understanding the nature of financial statements, analysing data, planning and controlling. The course is targeted at providing a university-quality 'MBA' overview of finance, risk management, and corporate governance. Participants are expected to be high-potential learners seeking the next level of learning.

Who Should Attend

Delegates who work in the following areas may gain the most: Accounting, Operations, Technical, Administration, Procurement, Planning, Sales & Marketing, Research & Development.

Course Overview

What is Finance & Working Capital – liquidity or bankruptcy?

- Finance is a numbers game. Yet finance is more than the numbers
- The three major components of finance. Working capital (WC) vs. Current ratio
- The critical ratios to compute. What should they be & why?

Case study – calculating working capital under varying circumstances

Capital Structure – what it is & why it is important

- Equity capital – calculating it costs/required rate of return
 - Debt capital – what is it really. Debt capital – calculating it costs/required rate of return
 - Weighted Cost of Capital (WACC) – why it is so important. Calculating your WACC
 - Leverage: two-edged sword - defined
- Case study – the impact of leverage under 3 scenarios

CAPEX - Analysis of Investment Decisions with What-if Risks

- Cash Flows and the Time Value of Money. The capital project evaluation process

- Net present value (NPV) & Internal Rate of Return (IRR) as preferred methods
- Profitability Index (PI) & Modified Internal Rate of Return (MIRR) as reasonable alternatives
- Dealing with Risk and Changing Circumstances – how do we explain?
- Cost of Capital and Return Standards. Benchmarking Discount & Hurdle rates

Case study - develop & analyse a capital budget

Risk management as an integral part of Corporate Governance

- Understanding uncertainty and risk/opportunity. Identifying strategic financial risks
- Identifying operational risk. Identifying functional financial risks
- Assessing financial risks in each perspective. Finding our corporate risk profile
- Quantitative and qualitative risks. Performance measures – the need for FRM/ERM
- Other risk issues to be concerned with: Joint ventures, alliances, product liability, etc

Case study – analyse a full risk model

Corporate governance

- What is Corporate Governance?
Corporate Governance environment
- Relevance of Corporate Governance
- Perspectives on Corporate Governance.
- Corporate Governance models.
Structure & practices
- Emerging trends in Corporate Governance. Principal-Agent theory and applications
- Independence in fact versus appearance
Case study – corporate governance choices

Course Materials

This program will help you learn how to:

- Better appreciate the finance/ /governance approach
- Integrate business plans and strategic intent
- Improve productivity during the decision-making process
- Understand the relationships between the financial statements
- Understand how to use financial statements to evaluate the financial performance of an organization
- Leverage the budgeting process, including performance evaluation
- Understand cost behaviour and its impact on management decisions
- Communicate and to question financial information effectively

MER: *Monitoring and Evaluation for Results*

Duration: 1 Week or 2 Weeks

Course Objectives

The programme aims to stress the importance of the evaluation process in the analysis or interpretation of the collected data which delves deeper into the relationships between the results of the project and how this can be used for the benefit of the future projects.

The objective is to develop an understanding of when and how to use recognised tools and techniques for monitoring and evaluation.

To develop a monitoring and evaluation report. To develop awareness of how to manage monitoring and evaluations stakeholders. To learn the steps necessary to carry out a project monitoring and evaluation.

Who Should Attend

Project Managers, Project controllers, Project coordinators, Project leaders, Project officers, and those who must provide significant contribution in effective project monitoring and evaluation.

Prerequisite Courses

There are no prerequisites, however it is expected that the delegate manages and/or involve with people.

Course Overview

- Project Management Overview
- What is Monitoring and Evaluation
- Fundamentals of Monitoring and Evaluation
- The Concept of Effective M&E
- Setting Project Objectives & Targets that facilitates effective M&E
- Project M&E Methods and Tools
- Logical Framework approach and its role in Monitoring and Evaluation
- Designing Monitoring and Evaluation methods and data collection
- Practice on Data collection Technique
- Preparation of Monitoring and Evaluation activities and field works.
- Data Processing, Analysing Communicating results of monitoring and evaluation activities
- Use current market-leading statistical Data Analysis tools
- Improve data collection skills and design of Analysis tools
- Plan and track the benefits of projects
- Analysis risk and priority
- Methods of evaluation including environmental and impact assessments
- Implement strategic analysis and align projects with strategic objectives

Learning Goal

At the end of the course, delegates will be able to:

- Improve the operation and management of the M&E function.
- Understand the crux and concepts of effective project monitoring and evaluation
- Understand Strategies and Techniques for monitoring and evaluating projects
- Preparing Monitoring and evaluation systems and plans
- Contribute to the achievement of desired development goals
- Implement the monitoring and evaluation systems and plans

Course Materials

Handouts, materials

PEF: *Private Equity Fund*

Duration: 1 Week

Course Objectives

Asset strippers or corporate saviours? Whatever the perception, the private Equity (PE) sector plays a significant part in the functioning of the global capital markets. This course provides a comprehensive insight to PE shareholder objectives. Topics explored include deal appraisal and execution, regulation, and the participants that target returns from the turnaround of distressed corporate entities

Who Should Attend

- Business Development candidates entering the private equity space
- Financial Technologists needing a deeper business understanding
- Private equity staff needing a wider perspective on their business
- Those new to private equity

Prerequisite Courses

None

Course Overview

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Defining Private Equity <ul style="list-style-type: none"> -Concepts and objectives -Corporate models and incentives -Current landscape (UK, US and Global) ■ Deal Entry to Exit Strategy <ul style="list-style-type: none"> -Public/private perspectives (inclu.De-lists) -Common entry criteria -Attribute of an exit strategy ■ Deal Origination and Structuring <ul style="list-style-type: none"> -Intermediation (M&A, etc.) -Deal flow -Funding structures and sourcing ■ Deal Execution <ul style="list-style-type: none"> -Due diligence -Success (failure) criteria ■ Implementation Deal Objectives <ul style="list-style-type: none"> -Analytical process and reporting -Management / financial restructuring -Assessing products and services | <ul style="list-style-type: none"> ■ Defining Entry / Exit <ul style="list-style-type: none"> -Understanding key metrics (e.g. EBITDA) -Exit options (e.g. IPO, Sell-on) and planning ■ Private equity participants <ul style="list-style-type: none"> -Shareholder profiles and objectives -Investment Bank -M&A intermediaries -Private equity firms ■ Regulation <ul style="list-style-type: none"> -Risk management -Current directives and emerging themes ■ Reviewing Private Equity Operations <ul style="list-style-type: none"> -Technology evaluation criteria -Deal workflow -Current Challenges ■ The Future <ul style="list-style-type: none"> -Regulatory demands -Deal flow projections -The global perspective |
|---|--|

Learning Goal

At the end of the course, delegates should have:

- Conversancy in the language and business of private equity
- A solid understanding of private equity concepts and the objectives
- Clarity on the private equity business (equity/exit cycle) + workflow

Course Materials

Course notes, handouts

PFMA: Pension Fund Management And Administration

Duration: 1 Week

Course Objectives

The pension world is a fast-moving place that cannot be ignored.

The requirements and duties of everyone involved with work-related pension schemes are growing in complexity; consequently, the pressure on auditors and accountants is at an all-time high. Our tailored training shall address the practical elements of treating this as well as providing more informed procedural guidance on accounting and auditing obstacles.

Who Should Attend

Pension scheme administrators, Pension accounting staff, Pension reporting staff, Pension investment consultants, Pension fund managers, Trustees, Finance staff, Actuarial staff, Asset/Liability consultants, DC scheme designers, Pension product developers, Asset allocators/investment strategists, Insurance company staff, Regulators, Pension governance specialists, Pension risk specialists.

Course Overview

Pensions Administration

- Introductions. Why have Pensions, Pensions Framework
- Occupational schemes
- Trustees, Risks
- Pensions Act case study
- Tax, Retirement, New members

Pensions Administration

- Scheme Rules, Trigger events
- Advantages and disadvantages of Defined Benefit and Defined Contribution schemes
- AVC, Additional options in retirement
- Pension scheme management
- Trustee meetings & Governance
- Delegated functions, Use of advisors and service providers
- Using actuaries

Pension fund investment strategies

Corporate_Governance

Benefits of Attending

- Develop a 360-degree angle on pension scheme regulation
- Take an in-depth look at pension scheme investments including alternative investments and auditing troubles
- Investigate the pensions SORP and its main requirements
- Plan the key stages of a change process, using appropriate tools
- The Employers Covenant and Clearance
- Have a range of analytical tools at hand to help identify the cause of problems
- Initiate a strategic planning process
- Develop sustainable policies on records and improve their management
- Corporate Governance

PFS: Pension Fund Strategies

Duration: 1 Week

Course Objectives

This course has been designed taken into consideration falling interest rates and stagnant stock markets and the dramatic impact they are having on pension schemes' ability to fund future liabilities. Ensuring sufficient resources for retirement today encompasses a complex set of decisions involving assumptions on asset returns, interest rates, inflation rates, longevity, and future salary growth. With inflation rising in many economies, pension funds are increasingly looking to invest in real assets like infrastructure and real estate to hedge against the threat of rising prices. This negative backdrop is being competed out against an environment where the corporate governance responsibilities of institutional investors and pension funds are being questioned and challenged.

This comprehensive Pension Fund Strategies programme addresses many of the current pension issues from both the asset and liability perspectives to give you a holistic appreciation of the complex issues involved.

Who Should Attend?

Pension schemes administrators, Pension accounting staff, Pension reporting staff, Pension fund managers, Regulators, Pension governance specialists, Trustees, Actuarial staff, Pension risk specialists, etc.

Course Overview

- The fundamentals of Pension Funds. The controversy surrounding Pension Funds – a Global Perspective
- Pension Fund Basics
- The different types of Pension Scheme
- Investing in the Age of Volatility
- Pension Fund Asset-Liability Management Pension Fund Liabilities
- Pension Funding Policies
- Asset- Liability Management Tools
- Asset-Liability Modelling
- Pension Fund Investment Strategies Strategic Asset allocation and Portfolio Optimisation- Setting objectives
- Tactical Asset Allocation and Benchmark Timing
- Dynamic approaches to Pension fund management
- Actuarial considerations, scheme design and the annuity market role And responsibilities of the actuary
- Actuarial calculations and Assumptions
- Scheme design considerations – DC plans
- Annuities
- Infrastructure Investing for pension funds
- Pension risk management
- Longevity risk hedging and transfer
- Pension scheme reporting
- Pension governance and organisation structure

Learning Goal

By the end of the course, you will understand the complex world of Pension Investment Strategy across a number of areas including:

- Understanding the global pensions crisis
- The challenge to the cult of the equity
- The role and purpose of pension funds
- The different types of pension scheme
- Measuring and modelling a pension liability
- Impact of liabilities on investment strategy
- Pension funding policies
- Asset/Liability management tools
- Pension fund investment strategies
- Dynamic approaches
- Benchmark timing and tactical asset allocation
- Actuarial calculations and assumptions
- The annuity markets
- Pension risk management, pension reporting and governance

Dynamic presentations support each of the topics together with interactive sessions of discussion. Attendees will have the opportunity to practice these skills.

Course Materials

Case studies, small group work, exercises and feedback will be used to facilitate learning.

PFSGR: Pension Fund Strategies, Governance, Regulation & Investment

Duration: 1 Week

Course Objectives

Pension funds sit at the intersection of long-term promises to members, complex financial markets, and evolving regulatory expectations.

Boards and executives must balance funding, investment, risk, and operational realities while keeping member outcomes at the centre of decision-making.

At the same time, regulatory change, demographic pressure, climate risk, and technological disruption are reshaping what good strategy and governance look like in the pension industry.

Traditional approaches that separate strategy, governance, regulation, and investment into silos can lead to fragmented decision-making and missed risks.

This intensive 5-day programme provides an integrated view of pension fund strategy, governance, regulation, and investment.

Through case studies, simulations, and structured exercises, delegates will learn how to design and oversee coherent strategies that align funding, investment, risk, and member value.

Participants will leave with a practical roadmap for strengthening their fund's strategic positioning, governance arrangements, and investment decision-making framework.

Who Should Attend?

Trustees and board members seeking a clearer understanding of how strategy, regulation, and investment fit together. Risk and investment committee members overseeing funding, investment, and risk decisions. Senior managers in finance, HR, risk, and corporate affairs who support pension strategy and governance. Chief Investment Officers, portfolio managers, and investment committee members working with or within pension funds. Risk management professionals responsible for market, credit, liquidity, and operational risk across the fund. Client relationship and solutions leaders working with institutional pension clients on strategy and investment design. Regulatory and supervisory staff who want deeper insight into how pension funds design and execute strategies. Legal, actuarial, investment, and governance advisers supporting boards and sponsors on strategic and investment matters.

Course Overview

Global Pension Landscape and Strategic Positioning

- Delegates will explore key trends shaping pension funds, including longevity, labour markets, interest rates, inflation, and climate risk.
- Participants will examine different pension models and strategic archetypes and consider where their own schemes or funds sit on this landscape.
- They will learn how to frame and communicate a clear strategic purpose and value proposition for their fund.

Governance Frameworks and Fiduciary Decision-Making

- Participants will review governance frameworks, fiduciary duties, and decision-making structures relevant to pension funds.
- Delegates will explore how boards, committees, and management teams share responsibilities for strategy, risk, and investment oversight.
- They will learn practical techniques for improving board effectiveness, challenge, and documentation of key decisions.

Regulation, Compliance, and Supervisory Expectations

- Delegates will examine regulatory regimes and guidance that shape pension fund strategy, governance, and investment behaviour.

- Participants will explore how to interpret regulatory signals, thematic reviews, and enforcement trends in a strategic way.
- They will learn how to embed compliance considerations into strategic planning rather than treating them as afterthoughts.

Funding Strategy, Liabilities, and Risk-Based Approaches

- Participants will consider how funding strategies are developed, including the role of actuarial valuations, covenant assessments, and risk appetite.
- Delegates will explore risk-based approaches to setting and reviewing funding plans under different economic and regulatory scenarios.
- They will learn how to link funding strategy to investment strategy, de-risking pathways, and member communication.

Investment Strategy Design and Portfolio Construction

- Delegates will review the components of investment strategy, including strategic asset allocation, portfolio construction, and risk budgeting.
- Participants will examine approaches to diversification, illiquids, hedging, and dynamic de-risking in different types of pension funds.
- They will learn how to assess whether current investment strategies remain fit for purpose given objectives, constraints, and regulations.

Implementation, Manager Oversight, and Operational Governance

- Participants will explore how strategies are implemented through mandates, manager selection, and investment operations.
- Delegates will learn how to set clear expectations for managers and service providers, including mandates, benchmarks, and reporting requirements.
- They will consider operational governance, including controls, data quality, and operational resilience in investment processes.

Member Outcomes, Value for Money, and Stakeholder Communication

- Delegates will examine how strategy and investment decisions translate into outcomes for different member cohorts.
- Participants will explore value for money frameworks and how to assess fees, performance, and service quality in a holistic way.
- They will learn practical approaches to communicating complex strategic and investment issues in clear, member-friendly language.

Strategic Road mapping, Monitoring, and Change Leadership

- Delegates will consider how to sequence initiatives, secure stakeholder buy-in and align internal and external partners.
- They will leave with a personal Strategy and Governance Action Plan that links programme learning to their own role and responsibilities

Course Materials

Workshop Support Materials

PIS: Pension Investment Strategies

Duration: 1 Week

Course Objectives

This program on Pension Investment Strategies is designed to provide participants with a comprehensive understanding of how to effectively manage and invest pension funds. The training covers various investment options, risk management strategies, regulatory requirements, and portfolio management techniques to optimize pension fund performance while ensuring compliance and sustainability.

Who Should Attend?

Pension Fund Managers, Financial Analysts, Investment Advisors, Trustees and Board Members of Pension Funds, Compliance Officers in Financial Institutions, Portfolio and Risk Managers, and Corporate Executives responsible for managing pension schemes.

Course Overview

Module 1: Introduction to Pension Investment Strategies

- The role of pension funds in retirement planning
- Overview of investment objectives and constraints
- Key stakeholders and their responsibilities

Module 2: Asset Allocation and Portfolio Diversification

- Fundamentals of asset allocation
- Diversification strategies across asset classes
- The role of bonds, equities, and alternative investments
- Case study: Successful pension fund portfolio management

Module 3: Risk Management in Pension Funds

- Identifying and assessing investment risks (market, credit, liquidity)
- Techniques for managing and mitigating risks
- The importance of asset-liability matching
- Case study: Managing pension fund investment risks

Module 4: Regulatory Framework and Governance

- Overview of global and local pension fund regulations
- Compliance requirements and fiduciary duties

- Best practices in governance and oversight
- Case study: Regulatory breaches and their impact on pension funds

Module 5: Sustainable and Responsible Investing (ESG)

- Introduction to ESG principles in pension investment
- Integrating sustainability factors into investment decisions
- Benefits and challenges of responsible investing
- Case study: Impact of ESG strategies on pension fund performance

Module 6: Advanced Pension Fund Strategies

- Liability-driven investment (LDI) strategies
- Use of derivatives in pension fund management
- Private equity and real estate investments in pension portfolios
- Innovations in pension fund investment strategies

Module 7: Pension Fund Performance Monitoring

- Measuring investment performance
- Benchmarking and performance analysis
- Adjusting strategies based on market conditions
- Tools for ongoing portfolio management

Learning Goal

By the end of the course, you will understand the complex world of Pension Investment Strategy across a number of areas including:

- **Enhanced Knowledge:** Participants will acquire in-depth knowledge of pension investment strategies and how to manage pension funds effectively.
- **Practical Skills:** Develop hands-on skills in portfolio management, asset allocation, and risk mitigation.
- **Regulatory Awareness:** Gain a clear understanding of regulatory frameworks and how to ensure compliance.
- **Strategic Thinking:** Learn how to align pension fund investments with long-term goals and obligations.
- **Networking:** Opportunities to connect with industry peers and experts.

Course Materials

Case studies, small group work, exercises and feedback will be used to facilitate learning.

PRPC: Pension Retirement Planning and Calculations

Duration: 1 Week

Course Objectives

The objective of this course is to develop knowledge and understanding of and ability to analyse pension and retirement planning issues. The course is for pensions administrators and is designed to demonstrate competence in the manual calculation of benefits of occupational pension schemes.

Who Should Attend?

Pension schemes administrators, Pension accounting staff, Pension reporting staff, Pension fund managers, Regulators, Pension governance specialists, Trustees, etc.

Course Overview

- Understand the political, economic, and social environmental factors which provide the context for pensions planning
- Understand the relevant aspects of pensions law and regulation to pensions planning
- Understand the structure, characteristics, and application of Defined Benefit (DB) schemes to an individual's pension planning
- Analyse the range of Defined Contribution (DC) scheme options as they apply to an individual's pension planning
- Analyse the options and factors to consider for drawing pension benefits
- Explain the structure, relevance, and application of State schemes to an individual's pension planning
- Evaluate the aims and objectives of retirement planning, including the relevant investment theories
- Calculate and Quote DB & DC Pension Scheme Death Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Leavers Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Retirement Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Death Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Leavers Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Retirement Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Transfers in and Transfers Out for Members

Dynamic presentations support each of the topics together with interactive sessions of discussion. Attendees will have the opportunity to practice these skills.

Course Materials

Case studies, small group work, exercises and feedback will be used to facilitate learning.

PSGT: Pension Scheme Guidance and Trusteeship

Duration: 1 Week

Course Objectives

The course includes four core modules that cover essential knowledge and understanding, seven application modules that cover various member events and one member interaction module that applies all relevant matters from the core and application modules. This course is also for trustees, or those interested in trusteeship, based on the Pensions Regulator's indicative syllabus. It provides formal recognition of a trustee's knowledge and understanding.

Who Should Attend?

Pension schemes administrators, Pension reporting staff, Pension fund managers, Regulators, Pension governance specialists, Trustees, etc.

Course Overview

Core knowledge modules

- (1) Information, Advice and Guidance on Pension Benefits
- (2) Options available from Different Pension Schemes
- (3) Financial considerations when making Pension Benefit Decisions
- (4) Lifestyle factors that impact on Pension Benefit Decisions

Application modules

- (5) Joining an Occupational Pension Scheme
- (6) Leaving an Occupational Pension Scheme
- (7) Transferring Pension Benefits
- (8) Divorce and Pension Benefits
- (9) Pension Scheme Death Benefits
- (10) Pension Scheme Retirement Benefits
- (11) Annuities and Pension Benefits

Member interaction module

- (12) Communicating with Pension Scheme Members Seeking Guidance

- **Law and pensions overview**
- **Investment and funding issues for defined contribution and defined benefit pensions**
- **Scheme management issues for defined contribution and defined benefit pensions**

Dynamic presentations support each of the topics together with interactive sessions of discussion. Attendees will have the opportunity to practice these skills.

Course Materials

Case studies, small group work, exercises and feedback will be used to facilitate learning.

RBA: Risk-Based Internal Audit

Duration: 1 Week

Course Objectives

Changes in the regulatory and corporate governance environment have significantly increased the expectations that many stakeholders place on the internal audit function. Risk – Based internal Audit guides internal auditors through the required standards for performing the internal audit.

This course will provide participants with up-to-date skills and tools to accomplish the audit in an efficient, flexible and result-based manner in order to support the organization’s strategic objectives, improve its sustainability and leverage its ability to face future challenges.

Who Should Attend

Internal Audit Directors, Audit Managers and Senior Internal Auditors. Management responsible for establishing or controlling Internal Audit functions.

Course Overview

Introduction and objectives

Risk based audit

- Definitions
- Trends (from the BRM Internal audit best practice database)
- The transition from systems based to risk based assurance
- The different approaches to audit
- Audit’s primary roles, objectives and concerns
- What is best practice?
- The steps needed to embrace a risk based approach

Understanding Risk

- Approaches to risk management
- Surprises and Risk
- Risk and your organisations culture
- Risk averse and Risk embracing cultures and the impact on assurance
- Risk as the pulse of the organisation- and how Internal Audit needs to take this pulse
- Integrating Risk with Strategy – the Audit role

Refocusing the audit role to embrace risk

- The changing scope of modern internal audit
- Options for involvement in risk management
- The auditor as facilitator
- Assessing actual versus perceived controls

- Monitoring the effectiveness of the risk management programs in your organisations
- Monitoring action plans
- Translating key risks from business risk process into the basis of the audit programme

Corporate governance and the assurance providers

- The Corporate Governance challenges
- The tensions created for management
- The opportunities for internal Audit
- The converging role of the assurance providers
- The need to coordinate activities across assurance providers

Risk based audit in action -

- The skills required
- The challenges resulting
- CRSA involvement
- The need to broaden the skills base
- How to achieve a blend of experience, technical skills and innovation

Measuring success and adding value

- What do management think of you?
- Have they embraced the wider role for IA?
- How have they responded to changes already introduced?

Finance Courses

- What challenges have they posed?
- The reputation of your team and how to assess it
- Risk based audit key performance indicators

Marketing a risk-based approach

- The need to measure value added
- How to sell the benefits
- Who you need to sell the approach to

Audit planning

- Risk based audit planning
- The factors you need to consider
- Determining the level of assurance required
- Getting management input
- Translating key risks from the business risk process into the basis of the audit programme
- Audit challenges resulting
- Determining the universe, audit priorities and developing the audit plan
- Best practice audit risk planning model
- Which risks are not easily auditable?
- How should these topics be dealt with?

Undertaking a Risk based audit (interactive)

- Brainstorm the issues
- Build picture of the risks

- Consider threats and opportunities
- Plan the assignment
- Determine types of test and techniques to use
- What use could be made of CAAT's
- Determine the threats to success

Risk Based Audit Reporting

- Objectives of reporting
- Reports and the reporting process
- What makes a good report?
- What management expects
- Audit's response to those expectations
- Professional standards

Why traditional reports need to change

- The psychological dilemma
- Risk reporting – the route to securing action
- How to link objectives, risk and audit findings
- Risk as a vehicle for promoting fundamental change
- Determining a new approach
- Audit opinions
- Best practice format
- Essential "do's" and "don'ts"
- The best practice main report
- Words and phrases to avoid

Learning Goals

At the end of the course, delegates should be able to:

- Define the scope and function of internal audit within the company
- Describe the internal audit planning guidelines and develop a risk based audit plan
- Apply techniques for risk identification, controls identification and control testing
- Recognize fraud and express the internal auditor's responsibility upon detection

Course Materials

Notes, handouts and exercise materials

RBABP: Risk-Based Audit Best Practice

Duration:1 Week

Course Objectives

To provide delegates with the necessary skill to conduct an internal audit

Who Should Attend

Decision makers, project leaders, managers, engineers, accountants, auditors

Prerequisite Courses

None

Course Overview

- Developing a best practice framework
- The Audit Role
- The Internal Audit function
- Audit planning
- Internal and external relationships and new challenges
- Innovative audit reporting
- The need for reports with impact
- Understanding the problems associated with traditional audit reports
- 10 best practice questions -how does your organisation measure up
- Determining a new approach
- Percentage of recommendations
- The best practice report
- Essential “do’s” and “don’ts”

Course Materials

Notes, handouts and exercise materials

RBS: *Risk-Based Supervision*

Duration:1 Week

Course Objectives

Risk-Based Supervision (RBS) is a proactive and structured supervisory approach aimed at identifying, assessing, and mitigating risks within financial institutions, insurance firms, pension funds, and other regulated entities. Instead of adopting a one-size-fits-all model, RBS focuses on the risk profiles of institutions and allocates supervisory resources based on the risk levels identified. This method promotes efficiency, protects stakeholders, and ensures regulatory compliance.

Who Should Attend

Regulatory bodies and financial supervisors, Compliance officers and auditors, Risk managers in financial institutions, insurance companies, and pension funds, Senior management of regulated entities, Internal control officers, Government agencies involved in financial overights.

Prerequisite Courses

None

Course Overview

Introduction to Risk-Based Supervision

- Definition and scope of RBS.
- RBS vs. traditional supervisory approaches.
- Regulatory frameworks supporting RBS (e.g., Basel, IOSCO, IOPS).

Understanding Risk in Financial Institutions

- Key risks in banking, insurance, and pensions.
- Systemic risks vs. institution-specific risks.

Risk Identification and Measurement

- Tools and techniques for risk assessment.
- Quantitative vs. qualitative risk factors.

Developing Risk Profiles

- Creating and assessing risk matrices.
- Aligning risk profiles with institutional objectives.

Supervisory Strategies Based on Risk

- Designing customized supervisory plans based on risk assessments.
- Priority setting for high-risk vs. low-risk institutions.

Implementation of RBS Framework

- Case studies from different sectors (banking, insurance, pensions).
- Monitoring and revising risk profiles over time.

International Best Practices in RBS

- Global examples of successful RBS implementation.
- Challenges and solutions in adopting RBS across different jurisdictions.

Future of Risk-Based Supervision

- Technological trends and the impact of AI and machine learning on RBS.
- Innovations in risk measurement and data analytics.

Learning Goals

Participants will:

- **Enhanced Supervision Efficiency:** Participants will learn how to allocate supervisory resources more efficiently.
- **Proactive Risk Mitigation:** Understand how to identify risks early, allowing for preventive actions rather than reactive ones.
- **Tailored Supervision Approaches:** The ability to create custom supervisory strategies based on institution-specific risks.
- **Improved Stakeholder Protection:** More robust systems to ensure that depositors, policyholders, and pensioners are safeguarded.
- **Regulatory Compliance:** Assurance that institutions operate within set regulatory standards and avoid penalties.

Course Materials

Notes, handouts and exercise materials

RM: Risk Management

Duration: 1 Week

Course Objectives

Risk Management is a critical discipline for any business or organization, helping to identify, assess, and mitigate risks that could negatively impact objectives. This course covers the principles and best practices of risk management, enabling participants to understand how to implement a comprehensive risk management framework that aligns with their organization’s goals.

Who Should Attend

Project Managers: Looking to ensure project success by managing risks effectively.
 Risk Officers: Seeking to enhance their risk management capabilities.
 C-level Executives and Decision-makers: Who want to align risk management with corporate strategy
 Finance and Compliance Professionals: Ensuring alignment with regulatory requirements and financial risk mitigation.
 Business Analysts: Involved in identifying and analyzing business risks.

Prerequisite Courses

None

Course Overview

Introduction to Risk Management:

- Definitions and importance of risk management
- Key concepts: risk appetite, risk tolerance, risk threshold
- Overview of Risk Management Standards (ISO 31000, COSO ERM)

Types of Risks:

- Strategic, operational, financial, market, legal, and regulatory risks
- Identifying emerging risks in modern business environments (e.g., digital, cybersecurity)

Risk Identification:

- Methods of risk identification: SWOT analysis, PESTLE analysis, brainstorming
- Techniques for identifying risks at the organizational, process, and project levels

Risk Assessment and Analysis:

- Qualitative and quantitative risk assessment methods
- Risk probability and impact assessment
- Risk matrices and heat maps for visualizing risk exposure

Risk Response Strategies:

- Avoidance, mitigation, transfer, and acceptance of risks

- Developing risk mitigation plans and contingencies

- Decision-making under uncertainty

Risk Monitoring and Control:

- Tools for continuous risk monitoring (e.g., KPIs, dashboards)
- Risk audits, reporting, and communication strategies
- Feedback loops and updating risk management plans

Regulatory and Compliance Risks:

- Understanding industry regulations and legal risks
- Regulatory frameworks and their impact on risk management
- Case studies on risk management failures and lessons learned

Enterprise Risk Management (ERM):

- Building a risk management culture across the organization
- Integration of risk management into strategic decision-making
- ERM frameworks and their application

Tools and Software for Risk Management:

- Overview of risk management tools (e.g., Monte Carlo simulation, decision trees)
- Technology and software platforms for risk tracking and analysis

Case Studies & Risk Management Simulations:

- Real-world examples from industries such as finance, oil and gas, and manufacturing

- Simulation exercises for practising risk management techniques

Learning Goals

Participants will:

- Be equipped with a robust understanding of how to anticipate, identify, and manage risks.
- Develop strategic thinking and decision-making skills related to risk mitigation.
- Enhance their ability to protect their organization from unforeseen risks and potential losses.
- Learn how to use industry-standard tools and frameworks to assess risk.
- Build leadership and analytical skills by applying risk management processes.

Additional Aspects to Include

Pre-Training Needs Assessment:

- A questionnaire or assessment to understand participants' current risk management capabilities.

Post-Training Evaluation:

- Feedback collection to measure the effectiveness of the program and areas of improvement.
- Certification upon successful completion of the training.

Follow-up Resources:

- Access to additional reading materials, case studies, and risk management tools post-training.
- Optional follow-up sessions for participants who wish to further discuss risk management strategies.

Course Materials

Notes, handouts and exercise materials

SFGB: Sustainable Finance – Green Bonds

Duration:1 Week

Course Objectives

Green bonds are one of the recent most prominent innovations in sustainable finance and hence this interactive and practice-oriented course covers the basics of Sustainable Finance while exploring several opportunities to dig deeper. The course is designed for groups and individuals from the public and private sectors and civil society interested in learning about how sustainable finance can make our economies more sustainable. Within the wider field of sustainable finance, green bond markets have gained substantial attention and experienced significant growth in issuance volumes over the past few years. The dynamic growth in sustainable finance is, however, limited by a general lack of understanding of what sustainable investing is and the benefits it can achieve in comparison to traditional investments. Providing relevant stakeholders with better information and expertise on the topic can enhance the chances of bringing sustainable finance into the mainstream

Who Should Attend

This course is relevant to wide range of professionals and managers from all backgrounds. Individual from public and private sectors, Government officials involved in developing policy frameworks for sustainable development and in particular sustainable finance

Prerequisite Courses

None

Course Overview

Green Bond Introduction

- Current finance landscape
- What is sustainable finance
- Green bond definitions, types, and benefits
- Evolution of the sustainable debt market
- Green bonds contribution to the global goals
- Key challenges for sustainable finance
- Market stakeholders and their roles
- Green bonds principles and the existing standards
- Classification systems, Taxonomy for green assets and projects
- Green bonds policy landscape
- Sustainable finance: Policy and Regulation
- Impact Reporting and Communication

Process for Issuing a Bond Labelled Green

- Pre-issuance – green bond framework and supporting mechanisms
- Issuance – book building, primary and secondary markets
- Post-issuance – allocation of proceeds, reporting and audit

Green Bond Market Development

- Status quo of the green bond market – global and regional
- Sovereign bonds – market evolution, benefits and impacts
- Transition bonds

Learning Goals

Upon completion of this course, the participants will be able to:

- Understand the Green bond market history, its development, and the differences between different existing labels
- Appreciate the main principles overarching the issuance of green bonds
- Explain the requirements for a green bond issuance (from inception to maturity)
- Understand the content and characteristics of a green bond framework
- Have knowledge of the parties involved in the green bond issuance process, their roles, and responsibilities
- Understand the Green bond labelling schemes, including CBI standard
- Analyse the Market dynamics
- Understand the Role of regulation and key policy developments around the world.
- Explain the principles that guide the market participants in green debts markets
- Identify eligibility criteria for projects to be financed through green bond instruments under the green bond principles.

Course Materials

Notes, handouts and exercise materials

SICM: *Sukuk and Islamic Capital Markets*

Duration:1 Week

Course Objective

This course is designed to provide participant with an in-depth understanding of the Islamic capital market, its structure and growth. It will discuss the various structures of Islamic Sukuk, looking at their market rating and the legal and Shari’ah issues involved. It will also address issues involved in converting conventional bonds into Islamic securities and the raising Islamic investment funds and their structures. The course is designed to show participants how the Islamic market is continuing to develop and opening up new structures.

Who Should Attend

Financial Analysts, Accountants, Financial Regulators, Portfolio Managers, Securities Analysts, Credit/Investment Analysts, Auditors.

Prerequisite Courses

None

Course Overview

- Overview of Islamic Capital Markets
- Structures of Islamic Finance
- Classical Finance Contracts in Shari’ah
- Case Studies
- Financing Elements in Sharing Finance Contracts
- Structured Hybrid Islamic Financing Products
- Basic Shari’ah and Legal issues and documents involved
- Who issues Islamic securities
- Current Trends in Sukuk (Islamic Bonds)
- Case studies: Temporary Mudarabah Bonds
- Sukuk Structures
- Financial assets versus Real assets
- Are Islamic Sukuk only a veil
- Key issues related to Sukuk
- Current and Future development in Islamic financial product
- Swaps of conventional issues into Sukuk
- Case studies
- Islamic Investment Funds
- Stocks Hedging
- Currency Hedging
- Types of Sukuks
 - Fixed Income
 - Variable Income

Learning Goal

Participants should be able to:

- Understand of the dynamics of Islamic finance.
- Understand Islamic securities, their nature and why and how they are introduced.
- Engage very well with the core regulatory issues.
- Know, who issues Islamic bonds and the market demand for them.

Course Materials

Course notes, handouts

SPMCEB: Strategic Planning, Management Control and Effective Budgeting

Duration: 1 week

Course Objective

Developing Strategies, Risk Analysis, Negotiating, Budgeting and Cost Control are the essential skills for those who are dedicated to maximizing their performance and value-added contribution. As the business environment becomes ever more uncertain and turbulent, the requirement for professional leadership and management throughout organizations is at a premium. Hence, these skills learned in this course provides a structured and coherent framework for addressing the challenges which professionals face in respect of both their day-to-day and longer-term responsibilities.

Who Should Attend

Managers, Accountants, Budgeting Staff, Administrators etc.

Course Overview

Strategy, Risks, Negotiation & Leadership Strategy

- Introduction to strategy - background, historical developments, major theories
- Strategic Management – a practical approach for every leader
- A consistent methodology for strategy development
- The relationships between vision, mission and strategy
- The steps involved in developing a strategy

Strategic Analysis, Strategic Choices Strategic Implementation, Evaluation and Control Strategic Risk

- The meaning and nature of risk
- Identifying the risks in each strategy. Prioritising risks
- Contingency planning. Risk mitigation strategies

Leadership

- The strategic role and nature of effective leadership
- Charisma and how to earn it and use it effectively
- The role of the modern leader and how leadership has changed
- Innovative Leadership skills

- Maximising the performance of each team member

Effective Budgeting & Operational Cost Control

Introduction: Building a Common Financial Language

- The key role of budgeting and cost control in contemporary organisations
- The 21st century business imperative: delivering value added (but to whom?)
- Financial vs. Managerial accounting (for decision making)
- Understand your processes: integrating financial and non-financial aspects

The Budgeting Process

- The key features of budgeting
- Advantages and concerns with budgeting
- Accountability and centres of responsibility
- Zero-based budgeting. Budgeting and cost control

Cost Analysis

- Different costs for different purposes. Fixed vs. Variable costs
- The Cost-Volume-Profit analysis model
- Contribution Margin analysis

Traditional vs. Advanced Techniques in Cost-Control

- Under-costing and over-costing: the consequences for profitability
- Indirect (OH) vs. Direct costs:
- Traditional Cost Allocations systems vs. Activity-Based Costing (ABC)
- Linking resources, activities and management
- Variance analysis

Learning Goal

- Develop an appreciation & understanding of each of the elements of the course.
- Understand how skills interact creating a systemic approach to mastering the essential tasks of any leader.
- Develop the skills and applications needed to master and integrate each individual element
- Utilise the elements in achieving individual, team and high organisational results
- Identify priorities for continued professional development

Finance Courses

UMTB: *Understanding the Mechanics and Terminology of Bonds***Duration:1 weeks****Course Objectives**

A full understanding of the mechanics and terminology of bonds. A full explanation of how and why bonds are issued. A full explanation of how and why bonds are purchased. Identification of the main risks associated with bond markets

Who Should Attend

Capital market regulators, stockbrokers, institutional Government officials

Prerequisite Courses

None

Course Overview

- Bond Markets Terminology & Structures:
The cash flow structure of bonds, Interest calculations and day count
- Conventions:
Fixed coupon securities, FRNs, Zero coupons, Collateralized issues, Public offerings, Medium term notes, Private placements.
- The Issuance Process:
Bond market conditions, Why issuers seek long term funding, Investor's & Issuer's objectives, Selecting bond structure, Issue size, Role of the manager, Fees, Maturity, Timing, How swaps are used with new issues, All in price on a fixed and floating basis.
- Why investors buy bonds:
Different types of investor, Different risk/reward needs, Credit, interest rate, foreign exchange risks, how investors identify value, Relative value/spreads, Liquidity.
- Combining swaps & bonds:
Generic asset swap structures, Par/par structures, High coupon bonds, Low coupon bonds, Up-front payments, Accrued interest
- Bonds and risk:
Introduction to, Credit risk, Interest rate risk, FX risk, Problems with liquidity & valuation.
- Non-vanilla bonds:
Introduction to how different risk profiles can be added to bonds using swaps

Course Materials

Notes, handouts and exercise material

Finance Courses

URFM: Understanding Risk in Financial Markets**Duration: 1 Week****Course Objectives**

Enhance your understanding of the many different aspects of risk and risk management that exist in today's markets. This course focuses on systemic and unsystemic aspects and examines both the qualitative and quantitative views on analysing risk and common approaches to its mitigation.

Who Should Attend

- Those familiar with financial markets, but new to risk management
- Technologists focusing on risk management solutions
- Front-Mid Office staff seeking greater awareness of risk

Prerequisite Courses**None****Course Overview**

- Defining Risk
 - The current landscape: scope and toxicity
 - Key risk categories
 - Systemic and systematic risk
 - Horrors and heroes: case risk
- Regulation and compliance
 - Banking supervision
 - Alternative investments
 - European themes
 - The global perspective
- Managing Risk
 - Government objectives
 - Establishing industry-wide practices
 - The fund manager's perspective
- Quality and Quantify
 - Cross-markets dependencies and patterns
 - Charting risk premiums
 - Buy and sell-side indicators
- Reporting
 - Obtaining requisite transparency
 - Identifying the sectors/asset classes laden with limit breaking risk
- Managing Liquidity
 - Determining a liquidity map of the industry
 - Threats to liquidity
 - Regulatory support for liquidity
- Systemic Risk
 - Identifying the weaknesses-the next blow-ups?
 - Determining 'street-level' indicators
- The Future of Risk
 - Summarising credit markets
 - Challenges for regulators
 - The new investors profiles
 - Market participants and new objectives

Learning Goal

At the end of the course, delegates should have:

- Understand the various risk categories associated with financial markets
- Conversancy with risk mitigation principles and approaches
- Clarity regarding key regulatory themes

Course Materials

Course notes, handouts

Information Technology Courses

AAI: Application of Artificial Intelligence (AI) for the Oil & Gas Industry**Duration: 1 Week****Course Objective**

This training program explores the application of Artificial Intelligence (AI) in the oil and gas industry. It highlights how AI technologies, such as machine learning, predictive analytics, and automation, are transforming exploration, drilling, production, and supply chain operations. The program aims to equip participants with the knowledge and skills to harness AI to optimize efficiency, improve decision-making, reduce operational costs, and enhance safety in the oil and gas sector.

Who Should Attend

Executives and decision-makers in the oil and gas industry, Engineers involved in exploration, drilling, and production. IT professionals working in oil and gas companies, Procurement and supply chain managers, Risk management and compliance officers, R&D teams focusing on technological innovation in the sector.

Prerequisite Courses**None****Course Overview****Introduction to AI and Machine Learning**

- Overview of AI technologies (Machine Learning, Neural Networks, Predictive Analytics)
- Historical context and evolution of AI in industrial settings

AI Applications in Oil Exploration and Drilling

- Seismic data analysis for exploration
- Drilling optimization using AI algorithms
- Predictive models for equipment maintenance

AI in Production and Asset Management

- AI-driven optimization of production facilities
- Predictive maintenance for field equipment
- Digital twin technology for real-time asset monitoring

AI in Oil and Gas Supply Chain

- Enhancing supply chain management using AI
- Forecasting and demand planning with AI
- AI-based inventory and logistics optimization

AI in Safety and Environmental Monitoring

- AI in hazard detection and prevention
- Monitoring and reducing emissions using AI
- AI for regulatory compliance and sustainability tracking

AI in Risk Management and Compliance

- Identifying operational risks using AI
- Regulatory compliance automation with AI
- Leveraging AI to enhance decision-making under uncertainty

Future Trends in AI for Oil & Gas

- Autonomous systems in exploration and production
- AI-powered innovation in renewable energy integration
- Ethical AI and responsible AI deployment in the industry

Information Technology Courses**Learning Goal**

Participants should have the following outcomes:

- **Enhanced Decision-Making:** Participants will learn how AI can help optimize decisions in exploration, production, logistics, and risk management.
- **Increased Efficiency:** Discover how AI-driven automation can streamline operations, reduce downtime, and boost productivity.
- **Cost Reduction:** Learn how AI can help minimize equipment failures, predict maintenance needs, and manage supply chain complexities to reduce costs.
- **Improved Safety:** AI-driven safety protocols and predictive analytics can help identify risks and prevent accidents.
- **Future-Proof Skills:** Gain knowledge of cutting-edge AI applications, positioning participants at the forefront of innovation in the industry.

Additional Modules (Optional)

- **AI Software Tools and Platforms for Oil & Gas:** Hands-on training with AI platforms such as IBM Watson, Google AI, and Microsoft Azure AI.
- **AI Project Implementation:** Steps for integrating AI into existing oil and gas projects and operations.
- **Regulatory and Ethical Implications of AI in the Oil & Gas Industry:** Navigating the legal and ethical challenges of deploying AI solutions.

Course Materials

Course notes, handouts

Information Technology Courses

AEFE: *Advanced Excel for Business Executives***Duration:1 Week****Course Objective**

This course is designed to make delegates gain mastery of the most advance tools provided on the Excel platform. Delegates will be able to build interactive financial and quantitative models for bespoke business solutions. The use of result driven case study, taught in the context of actual business problem, will make delegates join the tiny echelon of elites who can do virtually anything with Microsoft Excel

Who Should Attend

Managers, business/marketing executives, financial/management accountants and financial analyst

Prerequisite Courses

Basic Excel skill

Course Overview

- Mastering advance features of the latest versions of Microsoft Excel
- Creating and manipulating the new Excel dynamic tables
- Implementing complex business rules using function-driven routine validations
- Using sophisticated functions to solve real world business problem
- Using advance Excel skills to publish a inclusive web site from a work-book
- Eradicate errors using Excel's advanced formula auditing outfit
- Construct intuitive user interfaces using forms controls
- Understanding the vertical and horizontal look-ups (V & H LOOK-UP)
- Execute what-if analysis to model and evaluate business scenarios
- Recording macros and then executing them from remote button control
- Understanding and using all of Excel's security features
- Generating and using dynamic and table-based range names
- Designing advanced Pivot Tables and Pivot Charts
- Creating hyperlink among Microsoft Excel, power point and other Microsoft office programs

Learning Goal

After completing this course, delegates should be able to:

- Create Sophisticated worksheets for presentation to top level management
- Apply Excel to solve financial problems by developing models for tailored use
- Create simple computer program on the Excel platform to model business and financial process
- Develop a network of hyperlink for a comprehensive Microsoft office integration
- Display a comprehensive know-how of the most sophisticated spread sheet application in world

Course Materials

Course notes, case study and exercise materials

Information Technology Courses

CNS: *Computer Networking and Security***Duration:1 Week****Course Objective**

This course provides comprehensive opportunity to master networks and networking. This training can help you take your career to the next level. Attend the instructor led class and understand practically how networks are put together and how the elements talk to each other management of the internet are also included in the syllabus

Who Should Attend

Anyone who is computer literate and needs a fundamental understands of networking technology and data communications. It also closes the gap for those who need to understand the fundamental of networking operations. Technical staff that want to sharpen their network and troubleshooting skills

Prerequisite Courses**None****Course Overview**

- Apply core network fundamental concepts, technology and solutions
- Setup networks using important media
- Deploy Local Area Networks (LAN)
- Implement enhance network security using industry standard solutions and practices
- Analyse, evaluate and select top network technology
- TCP/IP Fundamentals
- Web servers and services
- Remote Access and Long Distance Communications
- Configure websites and databases to a web server
- Wireless Networking

Course Materials

Course notes, case study and exercise materials

Information Technology Courses

CDCPA: *Computer Disaster Contingency Planning & Auditing***Duration:1 Week****Course Objective**

Disaster can strike unexpectedly and disrupt the activities of an organisation where the entity has become dependent on computer systems for critical applications. Therefore, there is a need for an effective contingency planning for computer disaster prevention, recovery and business resumption

Who Should Attend

Auditors, Computer Executives, Internal Control officers, and security department managers who form part of the contingency planning or review team

Prerequisite Courses**None****Course Overview**

- The Concept of Going-concern and Business Continuity
- Disaster Contingency Planning Objectives
- Disaster Risk, Vulnerability and Impact Analysis
- Business Continuity as a Key Management Responsibility
- How Disasters Expose the Internal Control System
- Contingency Planning Strategies
- Developing Disaster and Recovery Scenarios
- Documenting the Disaster Contingency Plan
- Testing the Disaster Contingency Provisions
- Developing Audit Plan and Program Steps
- Auditing the Contingency Plan and Provisions
- Developing Management Reports

Learning Goal

This seminar has been designed to enable delegates to:

- Develop contingency consciousness
- Acquire knowledge necessary to support a contingency planning process
- Learn contingency planning methods
- Advise management
- Challenge existing contingency plans for effectiveness
- Analyse disaster risks and audit plans for reasonableness and efficacy

Course Materials

Course notes, case study and exercise materials

Information Technology Courses

GSC: Governance Security and Compliance**Duration:1 Week****Course Objective**

Learn how to implement Governance Security and Compliance (GSC) in Office 365 within the context of the Microsoft four step process. This course is appropriate to anyone interested in any aspect of Governance Security and Compliance.

Who Should Attend

- Technical Business Decision Makers. Office 365 IT Professionals
- Anyone who has a business interest in how to Implement Governance Security and Compliance for their organisation in Office 365

Prerequisite Courses**None****Course Overview**

- There is an introduction to the commitments made by Microsoft across all their products to empower customers to meet these compliance requirements
- An Introduction to the Office 365 Security and Compliance Centre
- Office 365 Data Governance. SharePoint Information Management Policies
- Configuring Supervision Policies. Microsoft/Office 365 Cloud App Security
- Microsoft Threat Intelligence Centre. Multi-Factor Authentication in Office 365
- Authorisation. Security & Compliance Centre Permissions
- Office 365 Groups and Teams Guest Access. Roles and Permissions in Microsoft Teams
- Manage Who Can Create Office 365 Groups and Microsoft Teams
- Security & Compliance Centre eDiscovery Holds
- Retention Policies. Office 365 Label Record Management
- Exchange Archive Mailboxes and Retention Policies
- Office 365 Data Loss Prevention
- Office 365 Encryption. Office 365 Advanced Threat Protection (ATP)
- SharePoint and OneDrive Conditional Access
- Microsoft Security Incident Management Process
- Search for eDiscovery Activities in the Office 365 Audit Log
- Create a Holds in eDiscovery Cases Report.
- Advanced Threat Protection (ATP) Reports. Office 365 Management API
- Microsoft Compliance Manager

Course Materials

Course notes, handout and case studies.

Information Technology Courses

IFSBU: *Internet Facilities and Security for Business Users***Duration:1 Week****Course Objective**

This course provides comprehensive training on how the internet works, how to use it beneficially for business (both inside the organisation with external customers/partners), Delegates learn to use the various internet services for themselves on PCs. Essential security and the management of the internet are also included in the syllabus

Who Should Attend

Business and systems analysts, systems designers, database analysts and designers

Prerequisite Courses

ITMOE IT Skills and Microsoft Office for Executives

This course can be combined with ITMOE (IT Skills and Microsoft Office for Executives) to make a 2 week training programme.

Course Overview

- What is the Internet?
- Domain names, registration, tracing
- Internet, Extranet and Intranet explained
- What are the various protocols?
- Using the World Wide Web for business applications
- Security and encryption for sensitive transactions and data
- Electronic Mail (Email) across the internet
- Email server types: SMTP, IMAP, POP
- Dealing with spam
- What are spyware, adware, viruses, Trojans and other malicious threats?
- Securing against these threats on the client and server
- Using newsgroups, world wide web, and file transfer protocol effectively
- Using search engines
- Conferencing and real time communications over the internet
- Using voice and video
- More on security -firewalls, proxy servers, PPK encryption
- Setting up your own internet presence
- Configuring your email and web servers
- Basics of creating your own web pages
- Web site design tools
- E-commerce facilities

Learning Goal

Upon completion of this course, delegates should be able to:

- Use the internet effectively from a PC
- Install and configure software to use email, newsgroups, world wide web, and file transfer protocol
- Install and configure anti-virus, anti-spyware/adware, and firewall software
- Assess security risks and know how to respond to them
- Create simple web pages and configure their own internet host

Course Materials

Course notes, case study / exercise materials

Information Technology Courses

MIT: *Managing Information Technology***Duration:1 Week****Course Objectives**

Information technology is widely regarded as major organisational resources that spell the difference between survival and extinction in many industries. This course is designed to provide a grounding of the key issues affecting businesses today

Who Should Attend

Management or organisational strategists wishing to obtain grounding in the management and planning of IT as a corporate resource

Prerequisite Courses**None****Course Overview**

- Introduction
- Information Management, Computer Fundamentals, Networked systems and networking technology
- People and Organisations, Systems & Models, Management & Decision Making
- Hardware Fundamentals, Software Fundamentals, File & Database Processing, Microcomputer Systems, Telecommunication
- Transaction Processing, Decision Support Systems, Expert Systems and Artificial Intelligence, Office Automation
- The emergence of Object Oriented design and software. Differences between procedural and object oriented systems
- The user interface, client/server architecture and application, "thin" client versus "thick" client, complexities in software architecture and software development
- Using the World Wide Web for business
- Understanding the significance of different operating platforms
- Disaster recovery requirements and planning
- Physical, software and application security requirements and implementation
- Requirements Analysis. System Design, System Acquisition, Implementation and Maintenance, End User Computing and Development
- The Chief Information Officer, Planning and MIS Strategic Planning, Project Selection, Budgeting
- Moving forward with legacy systems
- Considerations and risks involved in upgrading software and in migrating to a new system

Learning Goal

Upon completion delegates should be able to:

- Demonstrate a basic knowledge of modern computer hardware, software and networking technology
- Understand the various architectures and technologies currently in use
- Assess risks involved with their present installations and systems
- Appreciate how client/server and world wide web systems can benefit their businesses

Course Materials

Course Notes

Petroleum Courses

BDCO: Upstream and Downstream: Business Development & Commercial Operations**Duration: 1 week****Course Objectives:**

Business of oil & gas is contractually and technically complex, involving enormous capital along with some risks and uncertainties. It is often significantly influenced by geopolitical events. In this training course you will study the basics of oil & gas exploration, production, and the oil and gas recovery economics to fully understand the business and the essential contracting terms.

Who Should Attend

Business Development managers seeking new opportunities, negotiators and contracting professionals as well as Joint Venture officers

Prerequisite Courses**None****Course Overview****Introduction to Legal, Fiscal and Contractual Basics**

Crude Oil & Gas

- The Oil Industry Streams
- Demand Drivers for Crude Oil
- Drilling Contracts – Contract Alternatives

Introduction to Contracts

- Kinds of Oil and Gas Interests
- Key Stages of Petroleum Projects in View of Contracts

Roles, Responsibilities and Fiscal Tools

- Dissection of Petroleum Contracts

Strategies and Solutions

- Fiscal Strategies and Solutions

Negotiations Skills

Art and Science of Negotiations Skills

Learning Goal

- Gain broad perspective of what are the essential factors in oil and gas business
- Enhance your understanding of the fundamentals of oil & gas law, and the commercial contracts
- Evaluate the technical, commercial, and financial aspects of oil & gas contracts and their impact on the profitability
- Confidently discuss the technical terms, concepts with your peers and clients
- Master the negotiations skills, lead and influence business agreements towards successful contracts

Course Materials

Handouts, Materials

Petroleum Courses

BERE: Basin Evaluation and Reservoir Engineering**Duration: 1 week****Course Objectives:**

Basin analysis demands an integrated approach from explorationist. The objective of the course is to provide the theory, methods, and practice for participants to develop and optimize their own individual basin evaluation and modelling.

Who Should Attend

Geoscientists who require a practical familiarity with the application of a variety of state-of-the-art conventional and unconventional tools of hydrocarbon evaluation to sedimentary basins.

Prerequisite Courses**None****Course Overview**

- Introduction to the Petroleum System and Petroleum System Critical
- Geo-Mechanical fundamentals of basin formation
- Burial history curve
- Tectonic subsidence analysis
- Geo-Thermic: steady state and rifting
- Organic geochemistry: quantity, quality, and maturity
- Migration pathways
- Reservoir-traps-seals and analogs
- Critical points
- Basin classification
- Quantifying uncertainty, minimizing risk, and making decisions
- Synthesis

Learning Goal

- Ability to systematically assess the evolution of a basin's petroleum system critical through space and time through a non-linear parallel approach integrating geology, geophysics, and geochemistry
-
- Determination of the thermal history of a basin and its importance upon source maturity dynamics

Petroleum Courses

CE: Cost Estimation Course**Duration: 1 Week****Course Objectives:**

This course is designed to equip participants with the methodologies and tools, skills and attitudes to develop cost estimations in relation to various activities within E & P business, including management, design and construction projects. Participants will learn 'what to do', 'how to do it' and 'why'.

Who Should Attend

This course is developed for economists and engineers specifically personnel involved with project and proposal estimation as well as operations, scheduling and planning.

Prerequisite Courses**None****Course Overview**

- Introduction to Cost Estimation
- Cost Estimation and COCOMO
- Projects and Project Life Cycle
- Budgets
- Sizing and Work Breakdown Structure
- Project Documentation and Scope Issues
- Cost Concepts (COSYSMO) and Bayesian approximations
- Project Technical Planning
- Estimating
- Project Cost Control, Managing Change, Contracts and Tenders for Estimation
- Procurement – Total Cost of Ownership
- Probabilistics Analysis and Evaluations
- Decision Analysis and Value Based Engineering
- Enablers and Barriers for Process Improvement
- Risk Estimation and Project Management including cost estimation guidance
- Economic Principles for Estimation
- Earned Value Analysis
- Business Models and Modelling

Learning Outcomes

By the end of this course participants will be able to -

- Introduction to and building awareness of cost estimating
- Understanding what comprises Projects and Project Life Cycle
- Understanding of Budgets
- Complete Work Breakdown Structures
- Understand the nature of Project Documentation and Scope Issues
- Complete and participate in Project Technical
- Be able to participate and be fully involved in all aspects of Estimating

Course Materials

The training course will consist of tutor led presentations/discussion, case studies, practical exercises and DVD viewing and review, where applicable.

Petroleum Courses

CFER: Cash Flow Estimation and Associated Risks in the Oil and Gas Industry**Duration: 1 Week****Course Objectives:**

It was recently estimated that the annual global exploration and production expenditure that the industry requires was in excess of \$400 billion. Profit margins, however, are under real pressure from many factors, including the higher costs of developing new reserves, less oil found per foot drilled, rising inflationary costs of doing business, oversupply of crude, crude oil price volatility, competition for oil company investments, competition for acreage/concessions, competition for funds, and overall business risk and uncertainty. It is therefore crucial to carry out prudent economic evaluation of any capital investments before resources are committed. And for every capital project will typically have cash receipts and cash disbursements into or out of the treasury, respectively. Thus, 'cash flow is king' seems to be message for businesses today and in particular with respect to their capital investment decisions. This course therefore aims to provide participants with a thorough understanding of the techniques used by entities engaged in oil and gas exploration and production activities in the estimation of cash flow and associated risks.

Who Should Attend

Finance Managers, Executives in the Oil & Gas Industry, etc

Prerequisite Courses

None

Course Overview

- Profit planning
- Basic principles of economics
- Uncertainty and risk
- The concept of interest
- Cash flow diagram
- The time value of money
- Funds flow and compounding/discounting
- Before tax cash flow models
- Product pricing
- Capital expenditures, Operating expenditures
- Types of cost estimates, Variations in actual project costs
- Severance and ad valorem taxes
- Cash flow estimation bias, Cash flow analysis and inflation
- The cost of capital, The cash flow spreadsheet, After tax cash flow model
- Depreciation, Amortisation and depletion
- Intangible drilling costs, Spreadsheet application
- Capital budgeting techniques, Investment selection decision making

Learning Outcomes

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

- Identify relevant information in cash flow estimation
- Understand the financial arithmetic underlying compound interest and discounting
- Handle inflation in cash flow estimation
- Understand ways of calculating and interpreting estimates that include uncertainty
- Appreciate the levels at which risk can be viewed
- Appreciate the main risk-handling techniques and their application to capital budgeting problems

Course Materials

Course notes

Petroleum Courses

COPPPM: Crude oil and Petroleum Products Price Mechanism**Duration:1 Week****Course Objectives**

This highly interactive and intensive crude oil & petroleum products and pricing mechanism course will provide the attendees with a comprehensive understanding and knowledge base of the international physical oil trading business from the perspective of both the trader and the supply analyst

Who Should Attend

Oil Company personnel, Analysts, Management Accountants, Marketers and operators

Prerequisites

None

Course Overview

- Overview of world petroleum products markets
- Petroleum product supply and demand, Issues and projections for the future
- Underling pricing mechanism, Fixed and Floating prices, Contango & backwardation
- Petroleum product markets, The regional markets
- Forward paper contracts
- Long term oil markets: participants, market liquidity, contractual issues, using long term derivatives
- Purpose of hedging. Hedging instruments. Hedging strategies
- Pure future and options. The futures market: speculation and arbitrage
- Petroleum products purchases and sales contract negation and documentation
- Operations and logistics
- Ship nomination and documentation. Inspection and book-outs. Shipping operations
- Terminals trans-shipments and storage
- Back office operations including wharfage, demurrage, scheduling
- Shipping contracts negotiation
- Petroleum products carriers and factors in carrier types selection
- Security issues in shipment (security of the products and terrorists concerns)
- Safety issues in product shipping
- Petroleum Products Trading Terminology
- The who, what, and why of product hedging
- Hedging venues – futures, options and derivatives
- Regulated exchanges, types or price risk- absolute risk, credit & performance risk
- Margin requirements, Contract settlement, volatility
- Forward curve – contango and backwardation, crack spreads
- Futures codes, Designing a risk management program
- How to use a few simple hedging techniques
- Charter parties, Laytime and Demurrage
- Charter party, types of clauses, concepts of laytime, Demurrage, vessels freight rates
- Arbitration, litigation, vessels vetting and performance
- Marine custody transfer, petroleum measurement and loss control
- Oil measurement, quantification of oil volumes, methods of loss evaluation
- Reduction of exposure, Recovery oil loss, Inspection/survey of marine petroleum cargoes
- Operations and safety issues
- Strategic Planning and Economics

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

CSRR: CORPORATE SOCIAL RESPONSIBILITY (CSR) & COMMUNITY RELATIONS IN THE OIL AND GAS INDUSTRY**Duration: 1 week****Course Objectives**

Corporate Social Responsibility & Community Relations in the oil and Gas Industry is designed to provide delegates with a comprehensive overview of the key concepts and ideas regarding (CSR).

Who Should Attend

Corporate Affairs managers and officers, CSR managers and officers, Corporate strategists, Community Relations managers and officers, HR, Administration and Environmental managers, Project managers.

Prerequisites**None****Course Overview****THE SIGNIFICANCE AND RELEVANCE OF CORPORATE SOCIAL RESPONSIBILITY**

- What is the scope of CSR?
- Who is involved? - CSR stakeholders
- What are the risks of ignoring corporate social responsibilities?
- Is CSR "Just Good Public Relations"?

SUSTAINABILITY IN PURCHASING

- Managing a responsible Supply Chain
- The Ethical Trading Initiative Base Code
- Combating child labour in manufacturing

COMMUNITY RELATIONS AND ENVIRONMENTAL SUSTAINABILITY

- Working effectively with host communities
- Managing sensitive issues including payments and relocation
- Building successful community projects
- Assessing social and environmental risk

CSR STANDARDS AND REPORTING

- Sustainability Reporting frameworks
- The Global Reporting Initiative
- UN Global Compact
- International Labour Organisation instruments

CSR PERSPECTIVES

- The politics of CSR
- Creating shared value
- Ethical consumerism
- "Greenwashing"
- Future requirements for corporate responsibility

Learning Goal

In particular, successful delegates of this programme will be able to: Describe how Corporate Social Responsibility is important in the public and private sectors, Develop and improve their community relations activities, Interpret the impact of CSR on the reputation of the organisation, Plan, initiate or improve CSR programmes, Report on their sustainability programmes

Petroleum Courses

DCCOG: *Demurrage and Claim Calculation for Oil & Gas Industry***Duration:1 Week****Course Objectives:**

This course aims to provide participants with a comprehensive understanding and knowledge base of shipping and demurrage. Participants are given details of a spot fixture, a copy of the charter party and a statement of facts relating to the voyage performed. They asked to calculate the amount laytime used, the amount of demurrage due, if any.

Who Should Attend

Planners, Managers Traders etc

Prerequisite Courses

None

Course Overview

- Introduction and Context
- Key terms, legal framework, laytime, freight rates
- Elements of a Voyage Charter Party, choice of law, time Bars, Arbitration and Dispute Resolution
- Legal framework for charter parties
- Owners and characters obligation under different forms of charter
- Defining Laytime
- Types and commencement of laytime, Interruptions and exceptions, completion Averaging and reversing laytime
- Calculating Laytime, Tankers, Dry cargo, Step by step guide, multiple charters, practical examples
- Demurrage, Detention and Despatch
- Contract law, damages for detention, stoppage and termination of demurrage, deadfreight, liability
- What is it, how is it incurred, who pays, how is it calculated?
- What does and does not count as used laytime
- Practical problems
- Documentation and dealing with potential discrepancies
- Calculating Demurrage
- Basic Calculations, time bar clauses, termination, practical examples
- Insurance
- Case studies on Maritime law

Course Materials

Course notes

Petroleum Courses

DOOGI: *Decommissioning of Offshore Oil and Gas Installations***Duration:1 Week****Course Objectives:**

This course aims to provide participants with the knowledge and skills associated with decommissioning, as well as what needs to be in place for effective and efficient decommissioning operation in their maturing provinces.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Historical background to decommissioning
- International law and decommissioning
- Decommissioning in oil and gas contracts
- Accounting for decommissioning
- Decommissioning and international accounting standards (IAS 37)
- US Statement of Financial Accounting Standard (SFAS 143)
- Financing decommissioning
- Decommissioning security
- Decommissioning accountability
- Decommissioning disputes

Learning Goal

Participants should be able to:

- Develop understanding of the current technical, social and environmental issues associated with decommissioning.
- Know the current international fiscal and accounting treatment of decommissioning costs.
- Engage in a thorough analysis of decommissioning issues in oil and gas contracts with a view to avoiding future pitfalls.
- Design a decommissioning policy for their organisations.

Course Materials

Course notes

Petroleum Courses

EAFM: *Economic analysis and financial modelling in the petroleum industry***Duration:1 Week****Course Objectives:**

In an industry where single project decisions involve billions of dollars and decades of commitment, robust economic analysis and financial modelling are fundamental to success.

Petroleum professionals must evaluate exploration prospects, development options, and production strategies under profound uncertainty about commodity prices, reservoir performance, and regulatory environments.

This intensive 5-day programme equips participants with the quantitative tools and analytical frameworks essential for rigorous project evaluation and investment decision-making.

Through case analysis, hands-on modelling exercises, and practical workshops, delegates master financial techniques specific to petroleum economics.

Participants learn to build decision-grade economic models, conduct sensitivity and risk analysis, and communicate financial recommendations to executives and boards effectively.

Who Should Attend

Reservoir Engineers and Petroleum Engineers requiring economic evaluation skills. Production Engineers evaluating optimization investments and enhanced recovery projects. Commercial Analysts and Advisors supporting investment decisions Strategic Planning Professionals conducting portfolio analysis. Financial Analysts and Controllers in upstream, midstream, or downstream operations. Planning and Economics Professionals building corporate forecasts. Project Managers requiring business case development skills. Asset Managers optimizing field development and production strategies. Engineers transitioning into commercial or business development roles. Professionals preparing for management positions requiring financial acumen.

Prerequisite Courses**None****Course Overview**

- Historical background to decommissioning
- International law and decommissioning
- Decommissioning in oil and gas contracts
- Accounting for decommissioning
- Decommissioning and international accounting standards (IAS 37)
- US Statement of Financial Accounting Standard (SFAS 143)
- Financing decommissioning
- Decommissioning security
- Decommissioning accountability
- Decommissioning disputes

Petroleum Project Economics Fundamentals

- Delegates will master the unique characteristics of petroleum economics including long project timelines, high capital intensity, reservoir uncertainty, and price volatility.
- Participants will understand revenue drivers, cost structures, and value creation mechanisms across exploration, appraisal, development, and production phases.

Petroleum Courses**Discounted Cash Flow Analysis and Investment Metrics**

- Participants will apply NPV, IRR, payback period, and profitability index to evaluate petroleum projects.
- Delegates will understand discounting principles, appropriate discount rates for petroleum investments, and the interpretation and limitations of each metric.

Building Petroleum Project Financial Models

- Delegates will construct integrated financial models incorporating production profiles, capital expenditure schedules, operating cost estimates, and abandonment costs.
- Participants will learn Excel best practices, model structure, and documentation standards for decision-grade financial analysis.

Petroleum Fiscal Regimes and Government Take

- Participants will analyse different fiscal systems including concession/royalty-tax regimes, production sharing contracts, and service contracts.
- Delegates will calculate government take, contractor entitlements, and how fiscal terms impact project economics and investment decisions.

Risk, Uncertainty, and Decision Analysis

- Delegates will apply probabilistic methods including Monte Carlo simulation to model geological, technical, and commercial uncertainties.
- Participants will conduct sensitivity analysis, tornado charts, and spider plots.

Production Forecasting and Decline Curve Analysis

- Participants will develop production profiles using decline curve analysis, type curves, and material balance methods.
- Delegates will understand how production forecasting uncertainty impacts project economics and the relationship between reserves and economic value.

Capital and Operating Cost Estimation

- Delegates will estimate capital costs using factored estimates, capacity-based models, and benchmarking.
- They will understand cost escalation, contingency, and the difference between budgets and economic estimates.

Portfolio Optimization and Capital Allocation

- Participants will apply portfolio theory to petroleum investments including project ranking, capital rationing, and resource allocation.
- Delegates will balance risk and return, evaluate portfolio diversification, and make trade-offs between exploration, development, and production investments

Course Materials

Course notes

Petroleum Courses

EPSC: *Economic aspects of Production Sharing Contracts***Duration:1 Week****Course Objectives**

The course gives an introduction to the upstream economic aspects of Production Sharing Contracts (PSC's)

Who Should Attend

Those personnel working in the upstream industry not familiar with Production Sharing Contracts and requiring either a working or practical knowledge of the financial mechanics and economic aspects of the contracts. It is suitable for delegates from all technical and commercial disciplines

Prerequisite Courses**None****Course Overview**

- Learn about the history, evolution and structure of PSC's
- Investigate cost recovery
- Understand profit sharing
- Learn about bonuses and bonus calculations
- Examine sliding scale fiscal mechanisms
- Identify taxation liability and allowances
- Study ring fence calculations and examples
- Analyse and discuss the economics of PSC's
- Construct a production sharing contract spreadsheet model, derive relevant economic metrics and draw conclusions to aid decision-making

Course Materials

Course notes

Petroleum Courses

EPRMS: Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry**Duration: 1 week****Course Objectives**

This training seminar will take delegates through a real-life Oil & Gas project as a case-study, working with the case-study to develop and evaluate using industry best-practice tools. This method will provide a real insight into the challenges, and strengths that a positive Risk Management process can provide in such an uncertain industry.

Who Should Attend

This training seminar is suitable to a wide range of professionals but will greatly benefit anyone working on, interfacing with, or providing governance with respect to oil and gas projects:

Prerequisite Courses**None****Course Overview****Fundamental Project Risk Management Concepts**

- What is risk?
- What is different about project risk in the Oil and Gas Industry?
- The dual nature of risk: - threats and opportunities

Responsibilities and Identifying Risks

- Key risk management roles and responsibilities
- Good practices adopted in oil and gas organisations
- Alternative techniques based on team dynamic
- Categorisation and the use of Risk Breakdown Structure (RBS)

Risk Analysis Techniques

- Alternative Risk Analysis assessment formats & recommended practices in the oil & gas industry
- Organisational / Business impact versus Safety / Environmental impact
- Tools and techniques for risk analysis
 - Sensitivity and Expected monetary value analysis

Planning Risk Responses and Implementing Risk Responses

- Risk prioritisation
- Risk response strategies
- Action plan formulation

Learning Goals**At the end of this training seminar, participants will:**

- Develop key risk management competencies such as developing an appropriate risk process for an organisation in the oil & gas Industry
- Understand the key roles, responsibilities and activities associated with project risk management
- Understand the crucial challenges and lessons learned associated with oil and gas project risk management

Course Materials

Course notes

Petroleum Courses

ETHRM: Energy Trading, Hedging and Risk Management**Duration: 1 Week****Course Objectives**

You will review the key market drivers for the Global Oil markets; the derivative markets that can help manage the volatility in the markets, and gain insight and practical guidance on how to manage yourself as a trader in the markets with the help of our experienced training team. You will learn practical application of market price analysis techniques and how to apply them in scenarios for the improvement of supply chain management, trading, and improving margins as an exported and importer. All of this practical skill tested during the course in virtual trading games and exercises.

Who Should Attend

Management, traders, shipping and supply chain management personnel, finance, risk management, contract negotiators, terminal operators, international market analysts and forecasting personnel, etc.

Prerequisites Courses**None****Course Overview**

Global Energy Markets

- Market outlook balance 2015/2016 supply demand drivers
- Review of energy price behaviour
- Forward curve analysis
- Using different derivative instruments key crude oil and gas pricing indexes and arbitrages
- Types of strategies and approaches
- Strategy case studies: ICE Brent vs ICE WTI, Brent vs Dubai Oman crude
- Key risk parameters

Review of derivative markets and contract

- Clearing of trades
- Financing of hedging positions
- Swaps
- Futures
- Options

Hedging to Protect revenues

- Strategy Workshop: End User, Producer, Utility, Physical trader scenario, Options & Risk management Approaches
- Using energy options: hedging

- Review of option types
- Understanding option payoffs, risk management, market risk management in energy markets, managing the trading Emotions
- Communication skills
- Market conspiracy - you versus the market
- Oil price tactical analysis for hedging and trading
- Trading ranges
- Analysing Spread Charts
- Trading Methodologies & Approaches Analysis techniques of Physical Oil Data PLATTS
- Hedging simulation game - Group Exercise
- Delegates will operate an integrated oil company, operating storage, hedging price risk, and an operating refinery, reacting to live news feed.
- Trading in live with market - applying analytics in short term market. Beat the Platts pricing window

Course Materials

Course Notes, Case studies etc.

Petroleum Courses

FMOGI: *Financial Modelling in the Oil and Gas Industry***Duration:1 Week****Course Objective**

This Oil & Gas training course on "*A Practical Approach in Oil and Gas Financial Modelling*" is aimed to senior and middle managers to enhance the understanding of appropriate use of Excel. It is critical in a growing and yet competitive environment to have the ability to use Excel to its fullest. This is designed to provide in-depth knowledge of using Excel in financial modelling. Upon completing this training course, the participants will have the requisite tools to utilize Excel effectively and be better equipped to challenge decisions and also learn how to deal with several important issues related to financial modelling, performance measurements, setting targets and to be able to explain the effects on the overall results of the company.

In addition, working in the upstream or downstream and the career progression is being restricted by outdated knowledge of modelling techniques, measuring performance, and limitations, then this will help you move your career forward

Who Should Attend

This training course is a suitable wide range of professionals but will significantly benefit: Decision Makers and Performance Monitoring Specialists, Budgeting and Financial Modelling Specialists, Accountant and Analysts, Financial Analysis Specialists, Junior Managers in Data Analyst.

Prerequisite Courses**None****Course Overview****Introduction to the Excel****Environment with Oil and Gas**

- A Quick-start Tutorial for Excel
- Describing Data Sets Using Statistics
- Representing Data sets Graphically
- Understanding the Concept of Normal Distribution
- Trend Analysis Using Excel
- Time Series Analysis

Statistical Analysis (Applied to the Oil and Gas Industry) Using Excel

- Use of Excel Functions for Statistical Analysis
- Descriptive Statistics: Mean, Median, Standard Deviation, Skewness and Kurtosis
- Use of Scatter Diagrams, Frequency and Histogram Distribution
- Regression Techniques to Calculate the Cost of Equity Financing
- Analysis of Equity Returns of Oil and Gas Industry and Companies

Oil Product Spreads

- Examining the Relationship between Energy Products
- Differences between Data Sets
- Correlation Analysis
- Confidence Intervals
- Analysis of Variance (ANOVA)

Investment Appraisal Using Excel

- Investment Appraisal using NPV, IRR, and Payback as Applied to the Oil and Gas Industry
- Use of Excel Functions for Investment Appraisal: IRR, PV and NPV
- Modified Internal Rate of Return (MIRR)
- Use of Scenario Analysis and Stress Testing
- Predicting Financial Distress

Financial Analysis in the Up and Down Stream Oil and Gas Industry

- Introduction to Financial Statements

Petroleum Courses

- Ratio Analysis Applied to the Oil and Gas Industry
- Ratios as a System – *Pyramids of Ratios*
- Financial Modelling
- Cash Flow Forecasts Using Excel

Learning Goal

By the end of the training, participants will be able to:

- Improve the quality of the quantitative analysis of corporate presentations
- Apply financial modelling in the oil and gas industry
- Effectively assess the appropriate discount rate
- Use the model investment appraisal techniques
- Use business statistics to enhance operations and target setting for the organization

Course Materials

Course notes, handouts

Petroleum Courses

FOGI: *Fundamentals of the Oil and Gas Industry***Duration:1 Week****Course objectives**

This course comprehensively covers the oil and gas supply chains from exploration through field development, valuation and risk production, transportation, processing and refining, marketing, contracts, trading, retailing, logistics, emerging markets and competition with alternative energies

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite courses

None

Course Overview

- Descriptions of the distinct oil and gas supply chains
- Origin and distribution of oil and gas
- Upstream production, reserves and price trends
- Petroleum product consumption trends
- Supply, demand licensing and bidding
- Seismic and drilling technologies
- Applying exploration and production technologies
- Sub-surface and above-ground risks and opportunities
- Economic evaluation of field developments
- Project planning and managing field developments
- Upstream fiscal terms, contractual and project finance
- Costs, timing, efficiency and benchmarking the industry
- Natural gas: pipelines, storage, LNG and GTL
- Global gas trading, gas-to-power, co-generation and CHP
- Gas supply contracts, distribution networks and liberalised markets
- Range of crude oil compositions and evolving product barrel
- Basic processes of refining and product outputs
- Refinery management and optimisation operations
- Refinery economics, gross product worth, net profit margins
- Petrochemical industries - trends and forecasts
- Syncrudes and heavy oil technologies and economics
- Physical oil markets and crude pricing
- The major oil and gas markets and trade movements
- Oil trading and supply operations
- Price exposure: the need to hedge
- Product marketing and distribution logistics
- Evolution of C-stores and unmanned forecourts
- Renewable and alternative energies: threats or opportunities?

Learning Goal

Participants will gain a fundamental understanding of:

- Oil and Gas Exploration Methods
- Oil and Gas Supply Chain
- Supply to Petrochemicals
- Petroleum Economics
- Continuous Improvement Techniques.
- Health, Safety and Environmental Considerations

Course Materials

Course notes

Petroleum Courses

FOGP: Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools**Duration: 1 Week****Course Objectives:**

The industry is highly capital-intensive, and so strong returns are critical to attracting low-cost debt and equity capital. In fact, while many of the integrated companies have the cash flow and financial wherewithal to fund capital spending internally, they frequently rely on external debt and new equity capital, particularly to finance larger acquisitions and mergers. The industry has also experienced rapidly growing needs for capital because of a number of different forces that have driven many changes to the financing of the oil and gas industry for sometime now. Thus, the combination of the capital-intensive nature of the industry and the large and varied risks has resulted in financing innovations of a high order. This course, therefore, aims to provide participants with the knowledge and skills, which finance managers use deploy in financing of oil and gas operation and capital investment decisions.

Who Should Attend

Finance Managers in the Oil & Gas Industry, etc

Prerequisite Courses

None

Course Overview

- Traditional sources of finance
- Factors complicating oil and gas operations in the finance world
- Evolution of new financing methods for the oil and gas industry
- Finance organisation in international headquarters
- Management of central funds
- Raising of new funds
- Financing of a subsidiary
- Financing of exploration activities
- Financing approach to development and exploitation
- Financing oil and gas production
- Tankers and drilling rigs finance
- Approaches to financing pipelines and processing plants
- Financing liquefied natural gas systems
- Taxation and the oil and gas industry
- Insurance of oil and gas operations
- Stock markets

Learning Goals

Upon completion of this course, the participants should be able to:

- Develop competencies for selecting appropriate sources of financing oil and gas operations and investment.
- Understand strategies for identifying dependable sources of funds, at the lowest cost, for financing oil and gas operations and investment.
- Develop practical skills on the amounts and types of investment in current assets that an oil and gas entity should keep to remain liquid and profitable.
- Develop practical skills on the amounts and types of financing from current liabilities should keep to remain liquid and profitable

Course Materials

Course notes

Petroleum Courses

FOPC: *Fundamentals of Petrochemical Industry***Duration:1 Week****Course Objectives**

To gain understanding of feed-stocks and processing; supply chain to end user; continuous improvement techniques; Health, Safety and Environmental considerations

Who Should Attend

Petrochemical personnel, analysts, management accountants, marketers and operators

Prerequisites

None

Course Overview

The course will consider the following:

- Petrochemical feed-stocks
- Feed-stocks and processing
- Primary Petrochemicals
- Processing chain
- Supply chain to end user
- End use markets
- Health, Safety and Environmental
- Continuous improvement Techniques
- Health and safety considerations
- Petrochemical critical factors

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

FORE: *Fundamentals of Reservoir Engineering***Duration:1 Week****Course Objectives**

To develop subsurface skills for integrated analysis of rocks, pore and fluids and to solve problems associated with identifying and exploiting reserves. To understand various methods applied to predict reservoir performance and enhance recovery. To understand the role of petroleum economics in evaluating reservoir development project

Who Should Attend

Petroleum engineers, Geologists, Geophysicists, Maths & Science graduates, Operation Personnel and Technicians, recently graduated Reservoir Engineers

Prerequisites**None****Course Overview**

- To identify reservoir types, classification and properties etc
- To understand the critical properties of reservoir rocks, fluids and PVT relationships
- To explain the fundamentals of fluid flow in porous media
- Understand how reservoirs are characterised by fluid and drive mechanisms
- The basis for reservoir fluid distribution
- Reservoir drive mechanisms for both Oil and Gas reserves
- Reservoir simulation techniques
- Oil recovery methods
- Oil and gas well performance and transient test analysis
- Ways to calculate oil and gas in place and hydrocarbons recovery
- Forecasting production decline
- To get a general feel for petroleum economics in reservoir development & risk analysis

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

FOSCM: *Fundamentals of Supply Chain Management***Duration:1 Week****Course objectives**

This course covers the basics of purchasing and supply chain management for the oil and gas industry, including international sourcing of equipment and materials, managing suppliers, procurement strategy and running tenders.

Who Should Attend

Any personnel involved purchasing in the oil and gas industry, including supply chain managers, purchasing managers and project managers.

Prerequisite courses**None****Course Overview**

- Definitions of Supply Chain
- Benefits of Supply Chain Management approaches
- Trends in Supply Chain Management
- International sourcing – risks and benefits
- Risk Management
- Cultural issues in international Business
- Sourcing of materials
- Procurement Processes and best practises
- Managing Suppliers
- Key Performance Measures
- International Contract Law including Incoterms
- Negotiating with suppliers and customers
- Customer requirements of supply chains
- Green Supply Chains and Corporate Social Responsibility
- Managing third party logistics suppliers
- Stock level control processes
- Sales, Operations and Procurement Planning
- Forecasting, lead times and budgeting
- Ethics and standards
- Action planning and change management

Learning Goal

Participants should be able to:

- Define the key elements of their supply chains
- Asses the principle risks and risk management processes for their supply chain
- Be able to plan, forecast and budget their future supply chain requirements
- Set appropriate Key Performance Measures for their supply chain
- Develop supply management and development processes for key suppliers.
- Utilise best practices in sourcing and procuring suppliers
- Audit their supply chain for conformance to requirements
- Develop individual action plans for implementing learning

Course Materials

Course notes, exercises and case studies

Petroleum Courses

FPCNR: Forecasting the Prices of Crude Oil, Natural Gas and Refined Products**Duration:1 Week****Course Objective**

Due to the strategic nature of Crude oil in the global economy, governments, businesses, investors, financial institutions, regulators, and the public spend a lot of time to find out the direction of the Oil prices. Forecasting the exact direction of Oil prices has become a herculean task and hence, the lack of a widely accepted consensus on the best way to forecast Oil prices. This course will highlight most of the commonly used techniques in forecasting the prices of Crude Oil, Natural Gas and Refined Products. It is also expected that, aside from the standard techniques such as linear regression and econometrics, alternative methods such as structural models and computer-drive analytics will be explored.

The movement in global Oil price is influenced by so many variables and therefore the course will also explore the use of Technical Analysis (TA) as a technique that measures sentiment to predict the direction of Oil prices. Technical Analysis also known as charting is widely used by the financial market traders and is gradually gaining acceptability of the academicians due to its relationship with behavioural finance.

Who Should Attend

Financial analysts, Government and regulatory officials with responsibility to energy sector, Risk Managers, Energy traders, Consultants in the commodity sector, etc.

Prerequisite Courses**None****Course Overview**

- Measuring Anxiety/Uncertainty of Equity and Commodity Markets
- The Crude-Oil Markets: Level and Slope of Crude-Oil Futures Markets; Impact of Economic, Financial and Geopolitical Events on Implied Instability in the Crude-Oil Market
- Effect of Seasonality on Global Petroleum and Gas Markets
- The Refining Spread and Retail Gasoline Prices
- The Domestic Petroleum and Gas Market: The effect of seasonality
- The Futures Contract
- Financial Markets' "Message from Markets"; Interpret bond-market moves in concurrence with those in equity markets.
- Empirical Regularities of Global Fixed Income Markets
- Understanding the fundamentals of bond valuation
- Eurodollar Futures and Interest Rate Swaps
- Duration and Convexity; Hedging interest rate exposure
- Interest-Rate Volatility
- Basic Statistical Concepts: Average and Volatility; Stationarity of time variables
- Regression Analysis
- Using Solver to Solve Constrained Optimization Problems
- Fundamentals of Forwards and Futures Contracts: Definition, Payoff Diagram, Pricing by Arbitrage
- Forward/Futures Prices and Forecast Prices
- Commodity Swaps
- The Key Difference between Real-Asset Valuation and Expected Value
- Black-Scholes Formula
- Option "Sensitivities" (the "Greeks"); Delta and Gamma
- Real Options in Energy Markets: Power Plants as a Strip of Spark Spread Options; Oil Fields as the Valuation of an Extraction Option

Petroleum Courses

- Historical Volatility; The Term Structure of Volatility (TSOV)
- Estimating Volatility from Market Prices of Options in Energy Markets
- Characterizing the Volatility "Surface" Across Time and Strike
- The "Market Price of Risk": Estimating a Risk Premium in Finance and Applying it to Energy Prices.
- How Can Use Regression Analysis to Fortify Our Understanding of Financial Markets' Perspective on Forecast Prices?
- Where Can We Observe Forecast Prices?
- What is the Difference between Futures Prices and Forecast Prices?
- What is the Capital Asset Pricing Model (CAPM) and How Can We Use it to Forecast Oil Prices?
- Applying a Jump-Diffusion Model to Oil Futures Options
- Using the Market Price of Risk to Implement Risk-Management from a Corporate Perspective
- Categorizing derivative products: option collars, average options, spread options, swing options, weather derivatives, commodity-linked bonds; "Swing" Options; Weather Derivatives.
- Structuring and valuing option collars
- Technical Vs Fundamental Analysis
- Technical Analysis Vs Random Walk Theory
- Brief on Dow Theory
- Trend and Trendlines, Volumes, Supports and Resistance Levels
- Chart Patterns
- Technical Indicators such as Moving Averages, RSI, Stochastics,
- Fibonacci Retracement

Learning Goal

Upon completion of this course, the participants will to:

- Use financial models to analyse and forecast energy prices; extrapolate forward prices beyond the liquidity tenor.
- Understand the risk of and return from futures and options contracts on energy commodities.
- Manage and optimise their organisations' energy risk exposure.
- Estimate expected returns and calculate volatility in energy prices.
- Obtain a comprehensive knowledge of the financial-economics techniques used to forecast prices.
- Apply option valuation techniques to the energy markets.
- Utilise real options theory to value energy assets; use information from futures/options prices to make optimal production decisions: Optimal timing for extraction, optimal rate at which to extract oil (gas) from a field; value oil fields, pipelines and storage facilities, power plants.

Course Materials

Course notes, handouts

Petroleum Courses

HSER: *Health, safety, and environmental regulations in the Oil & Gas industry***Duration:1 Week****Course Objectives**

The oil and gas industry operates in one of the most stringent regulatory environments globally with HSE performance directly impacting operational continuity, reputation, and license to operate.

Regulatory non-compliance can result in production shutdowns, significant financial penalties, criminal prosecution, and irreparable reputational damage affecting future project approvals and investor confidence.

This intensive 5-day programme equips participants with comprehensive understanding of HSE regulatory frameworks governing oil and gas operations across jurisdictions.

Through regulatory case analysis, compliance workshops, and practical exercises, delegates master the requirements and implementation strategies for major HSE regulations.

Participants learn to navigate complex regulatory landscapes, implement effective compliance management systems, and build cultures where HSE excellence becomes competitive advantage rather than compliance burden

Who Should Attend

HSE Managers, Advisors, and Coordinators responsible for regulatory compliance. Process Safety Engineers and Major Hazard Risk Specialists. Operations Managers and Superintendents accountable for HSE performance. Drilling Supervisors and Well Engineers managing well control and drilling safety. Facility Managers overseeing onshore and offshore installations. Project Managers integrating HSE requirements into project delivery. Construction Managers ensuring contractor HSE compliance. General Managers and Country Managers with ultimate regulatory accountability. Legal and Compliance Officers supporting HSE regulatory matters. Technical professionals transitioning into HSE roles.

Prerequisite Courses**None****Course Overview****HSE Regulatory Landscape and Frameworks**

- Delegates will understand the hierarchy of HSE regulations from international conventions through national legislation to industry standards and company requirements.
- Participants will analyse how regulations vary across major jurisdictions including US, UK, Norway, Middle East, and Asia-Pacific.
- They will learn regulatory enforcement approaches, inspection regimes, and penalty frameworks.

Process Safety Management and Major Accident Hazard Prevention

- Participants will master process safety principles including inherent safety, layers of protection, and safety integrity levels.
- Delegates will conduct hazard identification using HAZID, HAZOP, and bow-tie analysis.

Petroleum Courses

- They will develop Safety Cases, Major Accident Prevention Policies, and demonstrate ALARP.
- The module addresses process safety indicators, performance measurement, and learning from incidents.

Environmental Regulations and Compliance

- Delegates will navigate environmental impact assessment requirements, permitting processes, and environmental management system implementation.
- Participants will address air emissions regulations including flaring, venting, and fugitive emissions.
- They will manage produced water discharge, drilling waste disposal, and chemical use approvals.
- The module covers spill prevention, preparedness and response planning.

Occupational Health and Safety Requirements

- Participants will implement occupational health programmes addressing noise, vibration, chemical exposures, and occupational disease prevention.
- Delegates will develop safety management systems including permit-to-work, simultaneous operations, and contractor safety management.
- They will address fall protection, lifting operations, and electrical safety requirements. The module covers incident investigation, root cause analysis, and corrective action management.

Offshore Safety and Well Control Regulations

- Delegates will understand offshore installation safety requirements including safety case development, verification schemes, and duty holder responsibilities.
- Participants will address well integrity management, blowout prevention, and well control regulations post-Macondo.
- They will learn temporary refuge, evacuation and escape requirements.
- The module covers Safety and Environmental Management Systems including US BSEE SEMS and UK Safety Case regimes.

Emergency Response and Crisis Management

- Participants will develop emergency response plans meeting regulatory requirements for oil spill response, well control, and major accident response.
- Delegates will understand spill response equipment requirements, dispersant approval processes, and wildlife protection obligations.
- They will address emergency notification requirements, regulatory coordination during incidents, and post-incident regulatory investigations.

Regulatory Inspections, Audits, and Enforcement

- Delegates will prepare for regulatory inspections including documentation requirements, inspector access rights, and response protocols.
- Participants will manage non-compliance findings, improvement notices, and prohibition orders.
- They will understand enforcement escalation from warnings through administrative penalties to criminal prosecution.
- The module addresses appeals processes and engaging with regulators constructively.

Building Compliance Culture and Management Systems

- Participants will integrate HSE compliance into operational decision-making and business processes.
- Delegates will develop management systems meeting ISO 45001, ISO 14001, and industry standards.
- They will address HSE competence assurance, training requirements, and contractor HSE management.
- The module covers HSE performance monitoring, reporting to regulators, and continuous improvement.

Course Materials

Workshop Support Materials

Petroleum Courses

IEP: Introduction to Exploration and Production**Duration:1 Week****Course Objectives**

New and administrative personnel in the Oil and Gas business, often have insufficient understanding of the upstream part of the business. This course provides a full overview of the exploration for hydrocarbons, field development and operations, processing, storage and transportation of the product. Oil and Gas history, project economics and political issues are also covered

Who Should Attend

Technical personnel, accounting & administrative personnel in the oil and gas industry, Investment bankers, Service Industry personnel etc

Prerequisite Courses**None****Course Overview**

- History of the Oil and Gas business
- Major players in the industry
- Activities in Exploration and Production
- Global energy resources, issues, PR and environment
- Project phases and life cycles
- Hydrocarbon basins/plays
- Origins of hydrocarbons
- Global geology, cycles, climates, structures and traps
- Exploration tools and methods
- Reservoirs, initial conditions, fluid properties
- Basic drilling technology
- Well technology, horizontal wells, artificial lift
- Surface facilities design
- Oil and Gas processing
- Field operations
- Basic project economics and financial performance indicators

Learning Goal

Participants should gain knowledge of:

- History of the oil industry including current issues
- Geological concepts
- Global distribution of hydrocarbons
- Methods and tools used for hydrocarbon exploration including drilling
- Static and dynamic models of reservoirs
- How to assess amounts of hydrocarbons in place and uncertainties
- Field appraisal and development, surface engineering and field operations
- Project - life cycle - economics
- Environmental issues

Course Materials

The training course will consist of lectures, case studies, practical exercises and DVD's where applicable

Petroleum Courses

ILEDE: *Innovative Leadership in Energy: Driving Efficiency and Growth***Duration: 1 Week****Course Objectives**

The energy sector faces a dual imperative: maintaining operational excellence while driving innovation that delivers efficiency gains and positions organizations for sustainable growth.

Traditional leadership approaches optimized for stable environments prove inadequate when navigating technological disruption, digital transformation, and evolving business models reshaping the industry.

This intensive 5-day programme equips energy leaders with frameworks and capabilities to foster innovation cultures while driving measurable efficiency improvements and profitable growth.

Through innovation case studies, efficiency optimization workshops, and growth strategy exercises, delegates master techniques for leading innovative initiatives that deliver tangible business results.

Participants learn to balance operational discipline with innovation agility, implement efficiency programmes that fund growth investments, and build organizations where innovation becomes systematic rather than serendipitous.

Who Should Attend?

Operations Directors and Asset Managers driving efficiency and performance improvement. Plant Managers and Facility Managers implementing excellent operational programmes. Digital Transformation Managers implementing Industry 4.0 and smart operations. IT Directors integrating digital technologies into operations and business processes. Engineering Directors and Technical Directors driving technical innovation. Supply Chain Directors implementing procurement and logistics innovation. HR Directors building innovation capabilities and transforming organizational culture. General Managers and Business Unit Leaders accountable for efficiency and growth targets. High-potential leaders preparing for senior executive roles requiring innovative leadership.

Course Overview**Innovation Strategy and Portfolio Management in Energy**

- Delegates will develop innovation strategies aligned with organizational objectives balancing incremental improvements with breakthrough innovations.
- Participants will manage innovation portfolios applying stage-gate processes, real options thinking, and portfolio optimization.
- They will understand innovation archetypes including process innovation, product innovation, business model innovation, and technology platform innovation.
- The module addresses how to allocate resources across sustaining operations, incremental improvements, and transformational innovations.

Operational Excellence and Efficiency Optimization

- Participants will apply lean management principles to energy operations eliminating waste in maintenance, production, and support processes.
- Delegates will implement Six Sigma methodologies for quality improvement and defect reduction.
- They will conduct value stream mapping identifying bottlenecks and optimization opportunities.

Petroleum Courses

- The module addresses total productive maintenance, reliability centered maintenance, and asset performance optimization.
- Participants will learn how efficiency gains fund innovation investments, creating virtuous cycles.

Digital Transformation and Industry 4.0 Applications

- Delegates will implement digital technologies driving efficiency including IoT sensors, predictive analytics, and artificial intelligence for operations optimization.
- Participants will apply digital twins for asset performance management and scenario testing. They will understand automation opportunities reducing manual intervention and human error.
- The module covers blockchain for supply chain transparency, drones for inspection, and augmented reality for maintenance.
- Delegates will develop digital transformation roadmaps prioritizing initiatives by value and feasibility.

Innovation Process and Idea Management

- Participants will establish systematic innovation processes from opportunity identification through commercialization.
- Delegates will implement idea management systems capturing employee innovations and customer insights.
- They will conduct design thinking workshops generating creative solutions to operational and commercial challenges.
- The module addresses rapid prototyping, minimum viable products, and pilot programmes testing innovations before full-scale deployment.
- Participants will learn to kill unsuccessful innovations quickly minimizing sunk costs.

Building Innovation Culture and Organizational Capabilities

- Delegates will diagnose cultural barriers to innovation including risk aversion, perfectionism, and not-invented-here syndrome prevalent in energy organizations.
- Participants will implement innovation metrics, incentives, and recognition programmes rewarding innovation behaviours.
- They will develop innovation capabilities through training, cross-functional collaboration, and external partnerships with technology providers and startups.
- The module addresses how to protect core operations while creating innovation sandboxes where experimentation can flourish.

Growth Strategy and Business Model Innovation

- Participants will identify growth opportunities beyond traditional operations including new geographies, customer segments, and value propositions. Delegates will explore business model innovation including as-a-service models, platform strategies, and ecosystem participation.
- They will evaluate inorganic growth through acquisitions, partnerships, and venturing.
- The module addresses growth financing, investment cases, and demonstrating returns from growth initiatives to boards and investors.

Leading Change and Overcoming Resistance

- Delegates will manage organizational resistance to innovation and efficiency initiatives that threaten established ways of working.
- Participants will apply change management frameworks building coalitions, communicating compelling cases for change, and celebrating early wins.
- They will address middle management resistance, union concerns, and regulatory barriers to innovation.
- The module covers how to maintain operational performance during transformation avoiding the implementation dip.

Petroleum Courses

Measuring Innovation Performance and Demonstrating Impact

- Participants will develop innovation performance metrics beyond input measures to outcome metrics including efficiency gains, cost reductions, and revenue growth.
- Delegates will track innovation pipeline health, cycle times from idea to implementation, and scaling success rates.
- They will calculate return on innovation investment demonstrating business value to executives and boards.
- The module addresses balanced scorecards integrating innovation with operational and financial performance.

Course Materials

Handouts, materials

Petroleum Courses

ILOGCN: *International Law for the Oil and Gas Contracting and Negotiation***Duration: 1 Week****Course Objectives**

The main objective of the seminar is to enhance the participant's ability to function as part of a negotiating team in the roles of either negotiator, legal or commercial adviser, and draftsman.

This course will make increase awareness of such inter-linkages, some of which are not always obvious.

Who Should Attend

Professionals involved in managing international investments in oil and gas ventures including, lawyers, analysts, procurement managers, corporate development managers, negotiators and economists working in New Venture Groups, exploration and production, governmental relations executives, officials in state petroleum companies and all relevant ministries.

Prerequisites Courses**None****Course Overview**

- The Oil and Gas Industry: Overview and Trends - Policy, Legal and Contractual Framework Design of Petroleum Allocation systems
- The Design of Petroleum Allocation systems
- The practice of promotion and licensing
- The impact of domestic law, policy and the national institutions on the licensing process
- Issues in negotiations, technical, fiscal and contractual
- ABC's of Petroleum Contracts: License-Concession Agreements, joint venture, and production sharing.
- Principles for Responsible Contracts - How to Negotiate the 'Right' Petroleum Contract
- State Participation and State-Owned Enterprises Roles, Benefits and Challenges
- Local Content Initiatives: Enhancing the Subnational Benefits of the Oil, Gas and Mining Sectors
- Model Clauses
- Farm Outs
- Joint Operating Agreements (JOA)
- Stability in International Contracts for Hydrocarbons
- Exploration
- Renegotiation of Petroleum Agreements
- Issues in the exploration and development of transboundary oil and gas resources
- Instruments and institutions for energy arbitration
- Recent and relevant cases of arbitration on the energy industry
- The role of mediation and other ADR mechanisms for the energy industry
- Resolving tax-related energy investment disputes

Benefits of attending

Delegates will gain a comprehensive grounding in the best practice for modern petroleum licensing, contracting, negotiation, international law issues and dispute resolution. This program provides an opportunity to better understand the commercial and legal issues surrounding oil and gas transactions, structures and agreements successfully to implement oil and gas transactions and projects.

Course Materials

Course Notes, Case studies etc.

Petroleum Courses

IOGBA: International Oil and Gas Business Analysis**Duration: 1 Week****Course Objectives**

This course comprehensively covers the understanding of new oil and gas industry trends, market dynamics, Business Continuity, climate/environmental changes, perspective of health and safety, Energy transition and opportunities in the oil and gas industry.

Who Should Attend?

Professionals involved in managing investments in oil and gas industry, lawyer, analysts, managers, corporate development managers, etc.

Course Overview

- Understanding new oil and Gas Industry trends
- Market Dynamics in the oil and gas Industry
- Business continuity
- Climate Change and sustainability
- Perspective of health and safety in the oil and gas industry
- Energy transition
- Opportunities in the oil and gas industry

Learning Goal

This course has been designed to enable participants to

- Understand the oil and gas trends in the world today.
- Analyse Market Demand and supply in the oil and gas Industry
- Investigating the Business continuity of the international oil and gas in post pandemic era
- Climate change and sustainability
- Understanding the Perception of health and safety of the stakeholders in the oil and gas industry
- Develop an understanding of the Energy transition or transformation and opportunities for the energy industry
- Understanding the various opportunities in the oil and gas industry

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

Petroleum Courses

IOGBM: *International Oil & Gas Business Management***Duration: 1 Week****Course Objectives**

This program focuses on providing an in-depth understanding of the global oil and gas industry, its operations, economic drivers, and challenges. Participants will gain insights into the strategic, financial, and regulatory aspects that impact decision-making and management within the international oil and gas sector. The course covers upstream, midstream, and downstream business operations, equipping participants with the necessary skills to navigate the complexities of global oil and gas markets.

Who Should Attend?

Mid to senior-level managers in oil and gas companies, professionals from other industries looking to transition into the oil and gas sector, government officials involved in energy policy-making, financial analysts and consultants specializing in the energy sector, project managers and engineers in oil and gas-related fields.

Course Overview**Module 1: Overview of the Global Oil & Gas Industry**

- History and evolution of the oil and gas sector.
- Major players and value chain (upstream, midstream, downstream).
- Global supply and demand trends.

Module 2: International Energy Markets and Trade

- Global oil and gas pricing mechanisms.
- OPEC, geopolitics, and their influence on the industry.
- International trade policies, agreements, and their impact on oil and gas.

Module 3: Strategic Management in Oil & Gas

- Business models and strategies in the oil and gas industry.
- Financial performance metrics and key performance indicators (KPIs).
- Portfolio management and investment decision-making.

Module 4: Project Management in International Oil & Gas Operations

- Managing complex projects across borders.
- Risk assessment and mitigation strategies.
- Case studies on successful international oil and gas projects.

Module 5: Regulatory and Environmental Frameworks

- Global regulatory landscape.
- Environmental compliance, sustainability, and corporate social responsibility (CSR).
- Managing stakeholder expectations and community relations.

Module 6: Technology and Innovation in Oil & Gas

- Role of digital transformation in operational efficiency.
- Emerging technologies (AI, blockchain, IoT) and their impact on the sector.
- Best practices for implementing technological innovations.

Module 7: Leadership and Decision-Making in Oil & Gas

- Leadership styles and strategies in a dynamic industry.
- Scenario planning and decision-making frameworks.
- Ethical considerations and governance in oil and gas management.

Petroleum Courses**Learning Goal**

Participants will:

- Gain a holistic understanding of the international oil and gas industry, including market dynamics, regulatory frameworks, and emerging trends.
- Develop strategic management skills for leading operations in upstream, midstream, and downstream sectors.
- Learn to identify and mitigate risks associated with international oil and gas ventures.
- Improve decision-making by understanding financial metrics and business drivers in the industry.
- Build expertise in managing cross-border oil and gas projects and negotiations.
- Network with peers and industry professionals.

Additional Components

- Pre- and Post-Training Assessments: To measure learning and skills acquisition.
- Certificate of Completion: Recognized by industry associations.
- Networking Opportunities: Both online and in-person events to foster long-term professional connections.

Course Materials

Handouts, materials

Petroleum Courses

IOGPT: Introduction to Oil & Gas Production Technology**Duration:1 Week****Course Objectives**

To familiarise the participants with global oil and gas related statistics; upstream, middle stream and downstream operations; various methods to explore, produce and export oil & gas; various operations of the entire petroleum industry; the basic concept of evaluating oil & gas reserves, including artificial lift and enhancing recovery; the challenges associated with the industry to include offshore operations, horizontal drilling and other safety concern. Also to get a general feel for petroleum economics and risk analysis

Who Should Attend

Non-petroleum engineering, secretarial, administrative and management personnel. Those involved in accounting, purchasing, economics, legal work, finance, human resources, drafting, land and data processing personnel and anyone interested in obtaining a general understanding of the petroleum industry

Prerequisites**None****Course Overview**

- Global distribution of Hydrocarbon resources
- Exploration for oil and gas
- Drilling
- Data gathering and analysis
- Crude Oil and Natural Gas Production
- Crude Oil separation
- Storage, Metering and Related Operations
- Health, Safety & Environmental Corrosion Control
- Crude and Product Transportation
- Oil Refining
- Gas Processing
- Petroleum Economics & Risk Management

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

JCAACC: Joint Venture Agreement and Cash Call Workshop**Duration: 1 Week****Course Objectives**

This Joint Venture Agreement and Cash Call Course provides an overview on the collaboration in joint venture (JV) between International oil and gas companies (IOCs) and national oil companies (NOCs). This age-old arrangement is intended to among other reasons, share both exploration and financial risk among participating companies. Such organisations are referred to as JV partners while the partners choosing to manage the operation on behalf of itself and other partners is called the operator of the JV. From time to time, the operator calls upon the other JV Partners to provide funding for the operations based primarily on each partner's equity and on approved budgets. Such calls for funding are referred to as Cash Call. The administration and accounting for Cash Call remains a major function for JV operators and partner's Accounting and Finance, Administration, Operations and Human resource Department staff, as well as for the crude oil marketing staff.

Who Should Attend?

Accountants, Operational Auditors, Managers, Operators, Project Managers, Joint Venture Operators staff in the oil and gas industry, etc.

Course Overview**Joint Venture Agreements**

- Understanding a Joint Venture (JV) agreements
- Proper understanding of the Joint Operating Agreement
- What a Joint Venture agreement states about accounting
- The Joint Venture Agreement and its management
- JV contract's fiscal policy resulting in Cash Call
- Cash call qualification on basis of equity and Cash Call account reconciliation

Joint Venture Cash Management

- Cash calling, invoicing, and cash management
- Identification and establishment of risks register for cash call processing
- Development of cash call process manuals for members
- How to prepare and process a cash call
- Documentation of cash call data

- Challenges and opportunities in the present cash call process
- The practice of cash call by other countries that have similar Joint Venture Operations
- The impact of other exogenous factors
- Insurance

Billing Arrangements

- How to account for Joint Venture billing statements
- Understanding Joint Venture Billing
- How to prepare and process a Joint Venture billing statement

Joint Venture Cost Allocation

- Key issues in allocating joint venture costs
- How to allocate Joint Venture Costs.
- Identifying the correct costs and method of allocation

Unitization and Recommendation

- How to account for product and cost sharing changes following an equity redetermination

Learning Goal

This course has been designed to enable participants to

- Understand the legal implications of a joint venture agreement
- Understand the cash call process
- Appreciate the challenges of the Exploration and Production in the oil and gas industry

The primary learning objective for this course is met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

Petroleum Courses

LCGFD: *Life Cycle of Gas Field Development***Duration: 1 Week****Course Objectives**

The objective is to explain the various decision gates used throughout the life cycle of the field from gaining access to opportunity through explorations, appraisal, development, early and late production to decommissioning. It investigates the technical, commercial, and fiscal element that need to be considered and integrated at the different project stages of an oil and gas field.

In addition, it explains the opportunities and failures of Field Development Planning related activities and the conflicting priorities. It will also touch on the potential impact of the recent low oil price on the current and future production levels worldwide.

Who Should Attend?

A subsurface, surface, or commercial professional involved in planning or executing upstream project, Gas engineers, managers, etc.

Course Overview**What is Natural Gas**

- Uses of and advantage of Natural Gas
- Types of Natural Gas Reservoirs
- World Proven Reserves of Natural Gas
- World biggest producers of Natural Gas
- Geopolitics of Natural Gas

Life Cycle of Gas Field

- Exploration
- Appraisal
- Development
- Production
- Decommissioning

Exploration Phase

- Seismic Survey on land and offshore

Appraisal

- Drilling of Gas Wells (Appraisal and Development)

Development

- Stage 1 - Identify
- Stage 2 - Assess
- Stage 3 - Select
- Stage 4 - Define
- Stage 5 - Execute

Production

- Phase 1: Flow under natural reservoir pressure
- Phase 2: More oil with water
- Phase 3: Enhance Oil Recovery (EOR)

Decommissioning of Gas Field

- Host Facilities
- Production Systems
- Well Plug and Abandonment

Oil and Gas Economics

- Petroleum Economics
- Sensitivity Analysis
- Fiscal Regimes

Learning Goal

This course has been designed to enable participants to:

- Understand stages of the field life cycle: value, creation, and realisation
- Understand technology, concepts, methods, and terminology used in planning and execution of upstream projects.
- Understand the field development planning process
- Understand the role and elements of risk and uncertainty
- Understand decision making processes and the main decision gates
- Understand why projects fail.

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

Petroleum Courses

LETLS: *Leading in the Energy Transition: Leadership for a Sustainable Future***Duration: 1 Week****Course Objectives**

The energy transition represents the most profound strategic challenge facing the global energy sector in a generation.

Energy leaders must navigate an unprecedented paradox: maintaining profitable hydrocarbon operations that generate current cash flows, while simultaneously building low-carbon businesses that ensure future viability.

This intensive 5-day executive programme is purpose-built for senior energy leaders confronting this transformation.

Delegates will grapple with the unique complexities defining this transition: technological uncertainty, policy volatility, stakeholder activism, business model disruption, and organizational culture resistance.

Who Should Attend?

Asset Managers overseeing transitioning or declining hydrocarbon assets. Operations Directors managing decarbonization of existing facilities. Senior Engineers exploring low-carbon technologies and process modifications. Chief Sustainability Officers and Sustainability Directors. Renewable Energy Project Directors. CCUS, Hydrogen, or Biofuels Programme Leaders. Business Development Directors evaluating energy transition M&A. Commercial Directors navigating evolving market structures and regulatory frameworks. CFOs and Finance Directors assessing transition investments and green finance. HR Directors managing workforce transition and capability development. CEOs and Managing Directors of business units or subsidiaries. Board members with ESG committee responsibilities.

Course Overview**The Energy Transition Strategic Landscape**

- Delegates will analyse megatrends driving transition including climate policy evolution, technology cost curves, investor activism, and consumer preferences.
- Participants will understand varying transition speeds across geographies and sectors. They will conduct competitive mapping of traditional operators, pure-play renewables, utilities, and technology disruptors.

Portfolio Transformation and New Business Models

- Participants will develop strategies for diversification into offshore wind, solar, hydrogen, CCUS, biofuels, and electric vehicle charging. Delegates will evaluate M&A opportunities versus organic development options.
- The module addresses capital allocation models balancing traditional hydrocarbon returns with strategically essential new energy investments.

ESG Integration, Decarbonization, and Sustainable Finance

- Delegates will master Scope 1, 2, 3 emissions accounting, measurement, and reduction strategies.
- Participants will implement TCFD climate risk reporting and scenario analysis.
- They will develop credible net-zero targets with interim milestones balancing ambition with achievability.
- The programme addresses accessing green bonds, sustainability-linked loans, and transition finance while managing ESG ratings.

Innovation, Technology, and Digital Transformation

- Participants will lead R&D investment decisions for low-carbon technologies under fundamental uncertainty.

Petroleum Courses

- The module addresses fostering innovation culture through new governance models, incentives, and partnerships.
- Participants will learn to manage technology commercialization risk and build capabilities in unfamiliar domains.

Stakeholder Engagement and Sustainable Communications

- Delegates will navigate complex stakeholder ecosystems holding fundamentally conflicting expectations.
- Participants will develop strategies for managing climate activism and maintaining social license to operate.
- They will engage policymakers to shape enabling frameworks and communicate authentic transition progress.

Leading Organizational Change and Culture Transformation

- Participants will drive culture transformation from hydrocarbon-centric identity toward diversified energy mindset.
- Delegates will manage workforce transitions including reskilling, attracting clean energy talent, and addressing job losses.
- The module addresses overcoming organizational resistance rooted in legacy success and established business models

Course Materials

Handouts, materials

Petroleum Courses

LMITS: *Logistics Management: International Transport and Shipping***Duration: 1 Week****Course Objectives**

Logistics management has become a crucial part of international commodity trade and shipping businesses. The intricacies of choosing the right mode of transport, the respective contracts and the effective management of each contract and choosing the appropriate risk mitigation mechanism are crucial for successful international trade.

Who Should Attend?

Commodity Traders, Operations Managers, Chartering Managers, Commercial managers, Supervisors dealing with chartering, operations and trading functions and strategic planners.

Course Overview**International Trade and Shipping**

- Logistics management
- Modal interfaces and Logistics in international trade

Tramp trade and Liner Trade**Ocean transport**

- Various segments and their features
- Liquid cargo movement: crude, products, chemicals and other cargoes
- Bulk cargo movement: various cargoes, ships and their peculiarities
- Voyage planning and voyage estimate

Container Trade

- Evolution
- Various containerised services
- RTW and pendulum service
- Hub and spoke concept
- Feeders
- Main lines

- Multimodal transport
- NVOCCs and forwarders and the role they play
- Types of containers and container inventory

Documentation

- Importance of documentation
- The documents – bills of lading, mates' receipt, cargo and freight manifest
- Shipper's declaration
- Documentary credit and related documentation.

Logistics Contract management

- Various contracts in international trade and contract management
- Various entities and their roles

Risk Mitigation

- Cargo insurance
- Hull and machinery cover
- P & I Clubs
- Time charterers liability cover
- Voyage charterers liability cover

Learning Goal

- Develop the skills to effectively manage logistics in international trade
- Appreciate the various interfaces in logistics and shipping
- Understand various segments of the shipping industry and their peculiarities
- A clear understanding of the importance of proper documentation in Logistics including documentary credit and effectively manage the documentation requirements.
- Understand the available risk mitigation mechanisms in logistics.

Course Materials

Course notes and Case studies

Petroleum Courses

LSP: Leadership and Strategic Planning for the Oil & Gas Industry**Duration: 1 Week****Course Objectives**

The oil and gas industry is navigating one of the most complex strategic environments in its history, characterised by price volatility, shifting demand patterns, regulatory pressure, and the global push for decarbonisation.

Leaders are expected to deliver near-term performance while repositioning their portfolios for an uncertain energy future and maintaining a robust licence to operate with governments, communities, and investors.

Traditional planning cycles, siloed decision-making, and incremental leadership approaches are no longer sufficient to compete and grow in this context.

This intensive 5-day programme equips participants with advanced leadership and strategic planning capabilities tailored specifically to the realities of upstream, midstream, downstream, and integrated oil and gas businesses.

Through strategic case studies, scenario-based exercises, and leadership simulations, delegates will learn how to interpret industry signals, design robust strategies, and lead cross-functional teams through execution.

Participants will leave with a clear personal leadership agenda and a practical 90-day implementation roadmap aligned to their organisation's priorities.

Who Should Attend?

General Managers, Asset Managers, and Country Managers accountable for strategic and operational performance. High-potential managers preparing to move into executive and enterprise-wide leadership roles. Strategy Managers and Corporate Planning professionals supporting long-term planning and capital allocation. Business Development and M&A professionals evaluating new ventures, partnerships, and divestments. Operations, Subsurface, Engineering, and Project leaders with increasing strategic and commercial accountability. Investor Relations and Corporate Communications professionals engaging markets and external stakeholders on strategy.

Course Overview**Strategic Context and Industry Intelligence**

- Delegates will understand the macro forces reshaping oil and gas, including demand uncertainty, price volatility, and competing energy technologies.
- Participants will examine OPEC+ dynamics, supply security concerns, sanctions, and regional geopolitical risks and how these influence strategic choices.
- They will learn how to build and interpret an "industry radar" that connects market signals, regulatory shifts, and competitor moves to strategic implications for their own businesses.

Corporate Strategy in the Age of Energy Transition

- Participants will explore how integrated energy companies, independents, and NOCs are redefining their roles in a lower-carbon world.
- Delegates will review different strategic archetypes, including "oil and gas maximisers," "transition accelerators," and "diversified energy platforms," and assess their strengths and limitations.
- They will learn how to position their organisation on the transition curve and define realistic pathways that balance value, risk, and stakeholder expectations.

Strategic Planning, Portfolio Management, and Capital Allocation

- Delegates will understand structured approaches to building and testing corporate and asset-level plans under different price and policy scenarios.

Petroleum Courses

- Participants will practice assessing portfolios using metrics such as NPV, breakeven, carbon intensity, and risk-weighted value.
- They will learn how to prioritise projects, sequence investments, and design capital allocation frameworks that link strategy, risk appetite, and shareholder returns.

Enterprise Risk, Geopolitics, and Scenario Planning

- Participants will examine geopolitical and regulatory risks, including sanctions, local content policies, fiscal regime changes, and ESG-driven capital constraints.
- Delegates will build simple but powerful scenario narratives combining market, policy, and technology uncertainties.
- They will learn how to stress-test strategies and portfolios against multiple futures, identifying no-regret moves and strategic options.

Leadership in Complex, High-Risk Environments

- Delegates will explore leadership mindsets and behaviours required to make high-stakes decisions with incomplete information.
- Participants will practice decision-making under pressure through case-based simulations drawn from real industry events.
- They will learn how to balance safety, ethics, commercial outcomes, and stakeholder trust when navigating difficult choices.

Change Leadership, Culture, and Strategic Alignment

- Participants will understand why many strategic initiatives stall at the execution stage due to misaligned culture, incentives, and governance.
- Delegates will learn practical tools for building alignment across functions, integrating frontline perspectives, and managing resistance to change.
- They will explore how leadership behaviours, communication, and role modelling either accelerate or block strategic transformation.

Strategy Execution, Performance Management, and Governance

- Delegates will learn how to translate strategy into clear objectives, initiatives, and performance indicators at corporate, asset, and functional levels.
- Participants will examine governance mechanisms, including steering committees, stage-gate processes, and performance dialogues that keep strategy on track.
- They will practice designing simple, visible dashboards that support timely decision-making and accountability

Course Materials

Handouts, materials

Petroleum Courses

MTCO: *Managing Tanker Cargo Operations***Duration: 1 Week****Course Objectives**

Managing tanker cargo operations is a critical aspect of the oil and gas industry, requiring specialized knowledge, skills, and expertise to ensure safe, efficient, and compliant transportation of petroleum products. With the increasing complexity and regulatory requirements governing tanker operations, there is a growing demand for training programs that equip professionals with the necessary competencies to navigate this environment effectively. The proposed course aims to bridge this gap by providing participants with comprehensive training in tanker cargo management, covering key areas such as safety protocols, cargo handling techniques, regulatory compliance, and emergency response procedures.

Who Should Attend?

Operations personnel, supervisors, oil marketers, company executives and directors.

Course Overview**Introduction to Tanker Operations**

- Overview of tanker types, sizes, and configurations
- Introduction to cargo types and characteristics
- Basic principles of tanker cargo management and operations

Safety and Risk Management

- Safety protocols and procedures for cargo handling and transportation
- Risk assessment and mitigation strategies
- Emergency response planning and crisis management

Regulatory Compliance

- International regulations and conventions governing tanker operations

- Industry standards and best practices for compliance
- Case studies and lessons learned from past incidents

Cargo Handling Techniques

- Cargo loading and unloading procedures
- Tank cleaning and maintenance practices
- Cargo sampling, testing, and quality control

Operational Optimization

- Strategies for optimizing cargo operations and minimizing downtime
- Performance monitoring and evaluation techniques
- Continuous improvement initiatives and best practices

Learning Goal

At the end of the course the participants will:

- Gain thorough understanding of safety protocols, regulatory requirements, and best practices, reducing the risk of incidents and ensuring compliance with industry standards.
- Learn techniques for optimizing cargo operations, minimizing downtime, and maximizing efficiency, leading to cost savings and increased productivity.
- Develop skills in emergency response planning and crisis management, enabling them to effectively respond to incidents and mitigate risks during cargo operations.
- Enhance their knowledge, skills, and expertise in tanker cargo operations, positioning themselves for career advancement and increased job opportunities within the industry.

Course Materials

Handouts, materials

Petroleum Courses

NAPFO: Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields**Duration: 1 week**

Course Objectives:
Well Inflow/ Outflow NODAL Analysis is an integral part of a production or completion engineer's work scope and is often applied throughout a well's life to maximize value. The objective is to equip the participant with a comprehensive analytic technique, emphasizing real world application through multiple problems from different perspectives.
Who Should Attend
Participants should be in a role that requires that they regularly perform or are required to technically review well inflow/outflow analysis.
Prerequisite Courses
None

Course Overview

- Recognize the application and limitations of traditional well systems analysis
- Identify data requirements for a meaningful analysis
- Accurately model the various components of skin, including perforating

Do you know your Green Field?

- How marginal is your field? Basic definitions and challenges.
- Managing the development risks

Where is the oil and gas reserves?

- Oil and gas distribution and uncertainties
- Determination of potential reserve
- Clustering small fields

How to deal with uncertainties?

- Surface and subsurface integration to save cost
- Role of new technology and data acquisition

Can you add value and lower cost?

- Surface production system integration

Learning Goals

Upon completion, participants will be able to approach a problem recognizing potential solution methods, prepare data for the analysis, identify sources of error, perform an analysis with industry software, and present a holistic recommendation. Topics related to perforating, components of skin, matching transient test data, outflow limitations, selecting artificial lift, liquid loading, and incorporating fluid PVT properties will be covered.

Petroleum Courses

NGPT: *Natural Gas Pricing and Trading***Duration:1 Week****Course Objectives:**

This course aims to provide participants with a comprehensive understanding and knowledge base of the international physical gas trading business from the perspective of both the trader and the supply analyst. The program focuses on contract negotiations, hedging and trading contracts. It will also focus on approaches that work for valuing and relating both physical gas products.

Who Should Attend

Planners, Managers Traders etc

Prerequisite Courses

None

Course Overview

- Global Energy Resources
- Development of Energy Markets
- Natural Gas as a global commodity
- Uses of Natural Gas, What drives demand?
- Global Markets and Pricing
- New markets for Natural Gas, NGLs, NG as a transport fuel
- CNG developments
- Competing fuels, Gas as part of a low carbon future
- Types of Gas Production
- Key components of the value chain
- Conventional value chains
- LNG Value Chain
- Global Gas Market: General
- European Markets, US Markets, and Asian Markets
- Gas to Gas Market Mechanics
- Transporting and Storing Natural Gas
- Gas Market Trading and Contracts
- Contract Negotiations
- Valuing Assets in Natural Gas
- Hedging and trading Gas Contracts
- Arbitrage/Spread trading
- Simulated trading session
- Future for Natural Gas

Course Materials

Course notes

Petroleum Courses

NJVC: *Navigating Joint Ventures and Collaborations in the Oil and Gas Industry***Duration: 1 Week****Course objectives**

This training program is designed to provide a comprehensive understanding of joint ventures (JVs) and collaborations in the oil and gas sector. Given the capital-intensive nature and high risk of this industry, joint ventures play a critical role in mitigating risk, pooling resources, and accessing new markets. The course will cover the key concepts, types of joint ventures, partnership structures, legal considerations, and the strategic benefits of collaborations, as well as the risks and challenges that companies face in these arrangements.

Who Should Attend

Oil and gas professionals involved in corporate strategy, business development, legal, and finance.

Managers, directors, and executives responsible for joint ventures or partnerships.

Legal advisors and compliance officers dealing with joint venture agreements.

Government regulators and policymakers in the energy sector.

New entrants to the oil and gas industry who wish to understand the role of joint ventures.

Prerequisite courses

None

Course Overview**Module 1: Introduction to Joint Ventures in Oil and Gas**

- Definitions and types of JVs (equity, contractual, consortia, etc.)
- Strategic rationale for joint ventures in the industry
- Global trends in oil and gas partnerships

Module 2: Legal and Regulatory Frameworks

- Key legal considerations and documentation (JV agreements, governing laws, dispute resolution)
- Regulatory requirements for JVs in different regions
- Compliance issues in cross-border collaborations

Module 3: Structuring a Joint Venture

- Determining ownership, control, and governance structures
- Capital contributions and financial obligations
- Intellectual property and technology transfer considerations
- Exit strategies and termination clauses

Module 4: Negotiation and Conflict Resolution

- Key negotiation tactics for structuring win-win collaborations
- Addressing power imbalances between partners
- Managing disputes and conflicts between partners

Module 5: Risk Management in Joint Ventures

- Identifying risks in partnerships (financial, operational, reputational)
- Risk-sharing mechanisms and insurance in joint ventures
- Case studies of risk management failures and successes

Module 6: Managing and Sustaining Joint Ventures

- Best practices for managing ongoing partnerships
- Monitoring performance and aligning objectives over time
- Key metrics and KPIs for joint ventures

Module 7: Case Studies and Real-Life Examples

- Detailed analysis of successful joint ventures (e.g., Shell and Qatar Petroleum, ExxonMobil and Rosneft)
- Lessons learned from failed joint ventures

Petroleum Courses**Learning Goal**

Participants will gain:

- Deep understanding of JV structures: How they work and what differentiates successful ventures from those that fail.
- Legal and financial insights: Practical knowledge of the key legal frameworks, financial strategies, and regulatory issues governing joint ventures.
- Negotiation and conflict resolution skills: Master the techniques to handle negotiations and resolve potential conflicts in collaborations.
- Strategic management of partnerships: Learn how to assess potential partners, set up strategic collaborations, and manage relationships to ensure mutual benefit.
- Risk mitigation: Techniques to recognize and minimize risks associated with joint ventures and collaborations.

Course Materials

Course notes

Petroleum Courses

OGA: Oil and Gas Accounting**Duration:1 Week****Course objectives**

The course provides an understanding of a series of major IFRS and standards that are particularly germane to the upstream oil and gas business, shows how to apply these accounting rules and discusses financial reporting requirements for the energy companies whose stock is traded: illustrates financial analysis of oil and gas firms. And presents and explains the metrics used to assess exploration and production operations.

Who Should Attend

Planners, accounting personnel in the oil and gas industry.

Prerequisite courses

None

Course Overview**Accounting Concepts**

- The going concern concept, Materiality concept, Consistency concept, The matching concept

Concepts of Oil and Gas Accounting Methods

- Successful efforts, full cost

IFRS 6 Exploration for and Evaluation of Mineral Resources**Oil and Gas Accounting**

- Non-drilling exploration costs, Drilling exploration costs
- Development costs, Production
- Depreciation, depletion and amortisation

Additional Major Accounting Issues for the Oil and Gas Industry

- Dismantlement, restoration and abandonment. Capitalisation of interest costs
- Asset impairment under both successful efforts and full cost accounting methods
- Financial Analysis: Analysis of Exploration and Production Activities
- Disclosure requirement relating to oil and gas producing activities
- Proven oil and gas reserve quantities
- Costs incurred for the property acquisition, exploration and development activities
- Financial and operational metrics to assess oil and gas company's exploration and production
- Hands-on Financial Statement Analysis Cast
- Calculate and interpret various industry metrics
- Assess oil and gas company's exploration and production business performance
- Finding costs and reserves value-added-to-spending ratios

Joint Venture Operations**Learning Goal**

Participants should gain knowledge of:

- The need, function, and benefit of strategic control
- Planning strategy and tactical implementation
- Strategy & tactics for a world class organisation
- Set appropriate Key Performance Measures for their supply chain
- Leadership in performance of people and processes

Course Materials

Course notes

Petroleum Courses

OGMA: *Oil and Gas Management Accounting***Duration:1 Week****Course Objectives:**

This course aims to introduce you to the nature and function of management accounting specifically within oil and gas enterprises. It will address various management accounting issues, including budgeting, financial planning, cost control and variance reporting, performance reporting, capital expenditure and project controls, and auditing in the oil and gas industry.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Internal reporting and control systems
- Management control process and transfer pricing
- Management accounting issues in joint venture and production sharing contracts
- Joint account and non-operator
- Reports to non-operators, national oil companies and regulatory agencies
- Cost allocation methodology
- Recoverable and non-recoverable costs
- Budgeting and financial planning
- Operating expenditure control and behaviour
- Capital expenditure and control
- Depreciation, depletion and amortisation (DD&A)
- Typical KPIs utilised in the industry
- Standard Oil Accounting Procedures (SOAPs)

Learning Goal

Participants should be able to:

- Know the management information requirements of relating to the phases of oil and gas project.
- Understand how to design systems to provide information for decision making relating to the phases of oil and gas projects.
- Learn the general techniques for evaluating the economic viability of oil and gas projects, as well as determining the economic sensitivity of alternative strategies.
- Engage with management accounting standards as obtained in the oil and gas industry.

Course Materials

Course notes

Petroleum Courses

OGPF: Oil and Gas Project Financing**Duration:1 Week****Course Objectives:**

This highly practical course has been specifically tailored to the needs of professionals operating in the oil and gas, banking, finance, legal and accounting industries who wish to expand dramatically and extend their knowledge of limited-recourse financing techniques used in the various branches of the oil and gas industry. The remarkable growth of the worldwide energy sector presents unique financing challenges and pressures for today's practitioners working in the oil and gas sector and financial industry.

Who Should Attend

This course is intended for Engineers, Project & Process Managers, Technical Managers, Team Leaders, Finance Managers & Professionals

Prerequisite Courses**None****Course Overview****Limited Recourse Financings**

- The principle features of a project financing
- the due diligences required
- the choice of entity
- the role of contract
- the role of the project cashflow model
- the rationale for selecting project finance

The Particular Financing Issues to be Confronted in Energy Projects

- the challenges of upstream oil and gas
 - reserves estimation
 - extraction dynamics
 - development finance
 - reserve-based lending
 - determining the borrowing base for a basket
 - perfection of security
 - abandonment
- the challenges of Pipelines
 - throughput agreements
 - rights of way
 - social and security implications
- the challenges of LNG
 - the traditional contractual lock-in structure
 - the effect of the emergence of a spot market
 - vertical integration
 - the cycle
- the challenges of Petrochemicals
 - feedstock
 - agency and licensing

Legal Issues

- alternative dispute resolution procedures
- reversal of the plaintiff / defendant positions through contract structuring
- ADR conditions precedent for financing

Pre-Completion Risks

- liquidated damages
- policing the liquidated damages – performance bonds and retentions
- fixed price, lump sum, liquidity
- the implication of change orders, cost overruns
- turnkey EPC structures
- standard form contracts
- completion guarantees, refinancing risk
- the assigned insurances relevant as lender security
- completion testing, retentions, latent defects and warranties

Offtake Agreements

- classification of different cashflow profiles within the energy sector
- the security implications of take-or-pay
- availability risk versus market risk
- foreign exchange issues
- hidden recourse

Financing Structures

- risk and its relationship to cashflow
- the central importance of FCF

Petroleum Courses

- the origins of cashflow volatility – the dynamics of project cashflow
- LLCR and ADSCR covenants
- when to apply a cash sweep
- providing liquidity 'suspension' for the special purpose vehicle
- different structures to control and capture the cashflow- sector by sector
- cashflow waterfall
- the different types of control accounts
- the syndication process
- tailoring the structure to the project cashflow
- consequences of default

The Role of the Model in Project Finance

- the cashflow adequacy and the cashflow volatility
- the 'problem' with predictive modelling
- purpose of model – initial feasibility, financing choice, post-completion monitoring, etc
- the layout and flow of the model
- the importance of the drivers and the profiles
- treatment of currency issues and escalation
- interface of risk quantification and risk allocation
- methods for processing sensitivities, break-even analysis, and scenarios

Model Reviewing

- procedures on receiving a model
- the use of audit software
- model flow
- building a trace diagram

Capital Markets

- Rule 144A bond financings – origins and implications
- the bond rating and its importance
- the effect and implications of the sovereign debt rating
- bond financing in domestic infrastructure projects
- enhancing the credit and the rating
- the advantages of bond financing compared to bank syndication

The Analysis by Project Sponsors

- how investment appraisal differs between normal investment and project-financed investment
- frequent encountered errors in calculating the rate of return
- project IRR contrasted with the total return to sponsors
- the implementation of the return calculation in excel
- the contractual negotiation with financiers – what clauses impact the equity IRR

Political Risk

- insurers of political risk and the forms of cover available
- the various roles that can be performed by export credit agencies
- typical lending structures of ECAs
- multilaterals and the typical lending structures encountered
- Summary of the Essential Ingredients of Oil & Gas Project Financing

Learning Goal

By the end of the training, participants will be able to:

- a) Outline the specific nature and financial implications of Oil, Gas, and energy Projects
- b) Recommend methods of financing Oil, Gas and energy Projects
- c) Calculate the costs of finance
- d) Undertake Financial Evaluation of Projects to determine their Financial & Economic Viability and sustainability
- e) Recommend ways to improve the financial position of the company

Course Materials

Course notes

Petroleum Courses

OGPSCM: Oil and Gas Procurement and Supply Chain Management**Duration:1 Week****Course Objectives**

This training program focuses on the specialized procurement and supply chain processes within the oil and gas industry. The course provides insights into effective procurement strategies, supply chain management practices, vendor management, and logistics, ensuring the efficient flow of goods and services critical to oil and gas operations. Emphasizing cost control, risk management, and regulatory compliance, this program equips participants with the tools and techniques to optimize their procurement and supply chain functions.

Who Should Attend

Procurement professionals in the oil and gas industry, Supply chain managers and coordinators, Contract managers and negotiators, Logistics and operations managers, Engineers involved in procurement or supply chain activities, Executives overseeing oil and gas projects or supply chain functions, Professionals seeking to transition into the oil and gas sectors

Prerequisite Courses**None****Course Overview****Module 1: Introduction to Oil and Gas Procurement**

- Overview of procurement functions and processes.
- Differences between oil and gas procurement and other industries.

Module 2: Supply Chain Management Fundamentals

- Key principles of supply chain management.
- Understanding the oil and gas supply chain lifecycle.
- Role of technology in supply chain optimization.

Module 3: Vendor and Supplier Management

- Supplier selection, evaluation, and performance management.
- Building and maintaining strategic supplier relationships.
- Negotiation strategies for better procurement outcomes.

Module 4: Risk Management in Procurement and Supply Chain

- Identifying, assessing, and mitigating risks.
- Contractual risk management strategies.
- Regulatory compliance and environmental considerations.

Module 5: Logistics and Material Management

- Efficient logistics planning in the oil and gas industry.
- Managing inventory and material flow for project success.

Module 6: Cost Optimization in Procurement

- Strategies for reducing procurement costs.
- Total cost of ownership (TCO) approach.
- Leveraging economies of scale and scope.

Module 7: Sustainable Procurement Practices

- Green procurement in oil and gas.
- Sustainable supply chain practices and their importance.

Module 8: Digital Transformation in Oil and Gas Supply Chains

- Impact of Industry 4.0 on procurement and supply chain functions.
- Technologies like blockchain, IoT, and AI in improving procurement and logistics.

Petroleum Courses**Learning Goal**

By the end of this training program, participants will:

- Develop a deeper understanding of procurement and supply chain processes specific to oil and gas.
- Learn to design and implement cost-efficient procurement strategies.
- Gain knowledge of vendor and supplier management to ensure optimal performance.
- Understand the complexities of logistics and material management in the oil and gas sector.
- Be able to assess and mitigate risks in the supply chain and procurement functions.
- Ensure compliance with industry standards and regulations.
- Enhance negotiation skills to secure better terms and conditions with suppliers.

Additional Components

- Networking Opportunities: Connect with industry professionals and share insights on procurement and supply chain trends.
- Post-Training Support: Access to additional resources, tools, and follow-up consultations to apply knowledge gained.

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

OGTMM: Oil and Gas Transport Modes and Mechanisms – Road, Rail, Marine, Pipelines, and Tankers**Duration:1 Week****Course Objectives**

This training program explores the various transport modes and mechanisms used in the oil and gas industry. It covers the operational principles, advantages, limitations, and safety considerations of road, rail, marine, and pipeline transportation. Participants will gain insights into the selection of appropriate transport modes based on logistical requirements, economic factors, and regulatory compliance.

Who Should Attend

Logistics and Supply Chain Managers, Transport Engineers, Operations Managers, Project Managers involved in oil and gas projects, Safety and Compliance Officers, Environmental Specialists

Prerequisite Courses**None****Course Overview****Introduction to Oil and Gas Transport**

- Overview of transport modes and their significance in the oil and gas industry
- Key factors influencing transport mode selection

Road Transport

- Mechanisms of road transport for oil and gas products
- Advantages and limitations of road transport
- Safety regulations and best practices

Rail Transport

- Overview of rail transport mechanisms for oil and gas
- Benefits and challenges of using rail for transport
- Regulatory considerations and compliance

Marine Transport

- Principles of marine transport, including tankers and barges
- Advantages of marine transport for long-distance shipping
- Safety protocols and environmental regulations

Pipelines

- Design and operation of oil and gas pipelines
- Advantages of pipeline transport for efficiency and cost-effectiveness
- Integrity management and safety considerations

Tankers

- Overview of different types of tankers used in oil and gas transport
- Operational mechanisms and loading/unloading processes
- Safety and environmental regulations governing tanker operations

Logistics and Supply Chain Management

- Key principles of logistics in oil and gas transport
- Optimization strategies for efficient transport operations
- Integration of transport modes in supply chain management

Regulatory Standards and Compliance

- Overview of relevant regulations governing oil and gas transport (DOT, EPA, IMO)
- Ensuring compliance with safety and environmental standards

Case Studies in Oil and Gas Transport

- Analysis of notable transport operations and their outcomes
- Lessons learned from successful and challenging transport scenarios

Workshop: Planning Oil and Gas Transport Logistics

- Practical session for participants to develop a transport logistics plan for a hypothetical oil and gas project
- Group presentations and feedback on transport strategies

Petroleum Courses**Learning Goal**

By the end of this training program, participants will have:

- **A Comprehensive Knowledge:** Understand the different transport modes used in the oil and gas industry and their operational mechanisms.
- **Decision-Making Skills:** Learn how to assess and select the most appropriate transport mode based on project requirements and constraints.
- **Safety Awareness:** Gain insights into safety regulations and best practices for transporting oil and gas products.
- **Logistics Optimization:** Develop skills for optimizing logistics and supply chain processes for oil and gas transport.
- **Regulatory Compliance Familiarity:** Understand the regulations and standards governing oil and gas transport in different modes.

Additional Modules (Optional):

- **Emerging Technologies in Transport:** Exploration of innovations such as autonomous vehicles and digital tracking in oil and gas transport.
- **Crisis Management in Transport Operations:** Strategies for managing emergencies and accidents in oil and gas transport.

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

PE: *Petroleum Economics and Risk Analysis***Duration:1 Week****Course Objectives**

The course is designed to provide grounding of the key issues affecting oil quality, accounting for international petroleum contracts and agreements. Financial performance, management, benchmarking and risk management. Economics of refinery operation

Who Should Attend

Oil Company Personnel, Analysts, Management Accountants, Engineers, Marketers and operators

Prerequisite Courses

None

Course Overview

- Introduction to petroleum Economics
- Accounting for petroleum contracts and Agreements
- Benchmarking
- Primary supply Mechanisms & Logistics, pipeline, ship, rail or road
- Upstream Fiscal Terms-Contractual and project finance
- Timing, Cost and Efficiency
- Refinery economics and Operations
- Retail and Supply chain
- Risk management - Price exposure and Trading Instruments
- Investment profitability studies in the petroleum industry
- Financial performance management in the oil industry
- Renewable and alternative energy. It's impact
- Accounting and reporting requirements for Oil and Gas industry

Learning Goal

Upon completion of the course, delegates should be able to:

- Formulate timely and effective responses to these industry challenges
- Address the question of what it means to operate an oil company
- Prepare yourself for advancement to a broader, more senior role in your company
- Search for understanding and common ground between government, oil firm and operating companies

Course Materials

Notes, handouts and exercise materials

Petroleum Courses

PFAP: *Petroleum Finance and Accounting Principles***Duration:1 Week****Course Objectives:**

In the rapidly changing global oil and gas economy, it is critical to the success of any producing company to make the most efficient use of its resources. Finance and accounting comprise the universal business language. Planning and decision making that occur in an informal financial context permit better application of resources and promote competitive advantage

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Constructing the basic financial statements
- The financial reports for basic statements
- International Generally Accepted Accounting Principles
- Accounting Standards, Understanding footnotes and disclosures
- Special Issues in Oil and Gas Accounting the latest accounting issues
- Comparison of different accounting elements Full Cost, Successful Efforts and
- Revenue Recognition method of accounting
- Basic petroleum costs
- Accrual and Cash Accounting
- Accounting for Intangible Drilling costs
- Profits Vs Cash Flows
- Capital Vs Operating Tangible Asset Leases
- Budgeting and Forecasting operating Vs capital budgeting methods

Learning Goal

Participants should gain knowledge of:

- The need, function, and benefit of strategic control
- Planning strategy and tactical implementation
- Strategy & tactics for a world class organisation
- Leadership in performance of people and processes

Course Materials

Course notes

Petroleum Courses

PFSAD: *Petroleum Fiscal Systems, Analysis and Design***Duration:1 Week****Course Objectives:**

The is course aims to understanding of the language, arithmetic, philosophy, theory, and practice of international petroleum taxation, production sharing agreements, and the variety of arrangements and fiscal devices that exist in the world. The emphasis is on practical aspects of petroleum taxation and industry/government relationships.

Who Should Attend

Planners, accounting personnel in the oil and gas industry, policy makers

Prerequisite Courses

None

Course Overview

- Introduction and classification of petroleum fiscal systems
- Royalty/tax systems, including modern royalty/tax systems
- Indonesian-type PSCs
- Peruvian-type PSCs
- Egyptian-type PSCs
- Risk service contracts
- Incremental production agreements
- Basic contract elements
- Successful efforts and full cost methods of accounting
- Depreciation, depletion, and amortization
- Reserve recognition accounting – booking barrels
- Sliding scales
- Decommissioning provisions

Learning Goal

Participants should be able to:

- Understand the variety of arrangements and fiscal devices that exists in the world today.
- Understand the theory and practice of international petroleum taxation and production sharing arrangements between a host country and international oil companies.
- Develop an understanding of the relationship between accounting concepts and principles, and numerous fiscal systems in the international petroleum industry.
- Undertake practical fiscal system analysis and design.

Course Materials

Course notes

Petroleum Courses

PPERM: *Petroleum Project Economics and Risk Management***Duration:1 Week****Course Objectives**

The course will enable participants to apply a structured approach to project justification, investment appraisal and decision making in the upstream petroleum business

Who Should Attend

Those with little or no previous project investment appraisal experience

Prerequisite Course

None

Course Overview

- **Basic concepts**

Identifying project cash flows and sources of information

- **How to calculate the Accounting Rate of Return (ARR)**

Project payback. Net present value (NPV). Internal rate of return (IRR) and the cost of Capital. Profitability index (PI). Strengths & limitations of each method

- **Project ranking - how to choose the best alternative**

How to optimise expenditure

- **How to deal with inflation**

Taking account of taxation

- **Accounting measures vs. Economic measures**

Understanding other financial criteria for decision making. Balancing short term vs. long term business objectives

- **Economics, risk and decisions - decision to points are risk points**

Decision points for oil fields and gas fields. Risk & probability definitions and concepts. Risk identification, measurement & management. Forecasting as risk management. Assumptions, sensitivities & risk premia

- **Exploration and appraisal decisions, uncertainty, risk and exposure Monte Carlo Simulation**

Economic models and spreadsheet design

Development decisions

Work scope definition and options. Decommissioning economics & risks. Cost estimating and Contingencies. Financing options. Construction contracts

- **Further development decisions and economic cut off**

- **Preparing convincing project proposals**

- **Post project appraisal**

Learning Goal

Upon completion of the course, participants should be able to:

- Apply economic and risk management evaluation tools for the oil & gas project proposals
- Identify and quantify key uncertainties during field development and full life cycle economics
- Calculate the economic and financial viability of expenditure proposals projects under risk conditions
- Develop a structured approach to measuring, managing and combating commercial risk
- Assess the ranking of alternative projects
- Prepare convincing project proposals in a way that will win management, partner and government approval
- Improve project and business outcomes

Course Materials

Course notes

Petroleum Courses

PSM: Process Safety Management for the Oil and Gas Industry**Duration: 1 Week****Course Objectives:**

The course is an introduction to Process Safety Management, explaining the need for a modern approach to the management of major hazards in the chemical, oil and gas industry sectors. Its primary objective is to provide the participants with the skills necessary for setting up and/or operating Process Safety Management systems which address major hazards of fires, explosions, toxic substances releases, hazardous reactions, and runaways. The course equips participants with the means to succeed in safety terms as process, project, and production engineers or to attain specialist status in Process Safety Management.

Who Should Attend?

Engineers working in the process industry (chemical, petrochemical, oil and gas) in projects, process design, operational production and specialist process safety careers, etc.

Prerequisite Courses**None****Course Overview**

- Progressive Process Safety Management framework (linking depth of risk study to severity of process hazards - going all the way from Process Hazard Analysis (PHA) to Quantitative Risk Assessment (QRA))
- Incorporating Process Safety into new projects
- Principles of Inherently Safer process design
- PHA methods, subjects and checklists - addressing fire, explosion, toxic release, reactive chemical hazards
- Using PHA to derive worst case and probable scenarios. The search for atypical scenarios and 'Black Swans'
- Hazard and Operability Study (HAZOP) - includes case studies
- Simple methods for estimating severity of all identified hazardous scenarios (fire, explosion, runaway reactions, toxic release etc.)
- Tolerability criteria (people effects and environment)
- Layer of Protection Analysis (LOPA) - includes case studies
- Criteria for deciding if a risk is tolerable or not - 'As Low as Reasonably Practicable' (ALARP)
- Process safety metrics, reporting incidents, Key Performance Indicators (KPIs) - Trending etc.
- Human factors basics (human error, human reliability to respond to stimuli such as alarms)
- Process safety culture (based on Baker Report recommendations)
- Process safety competence assurance
- Case studies based on Buncefield (major fire and explosion) and BP Texas City (explosion)
- Case review - Deepwater Horizon: what happened, how was the disaster finally stopped and what are the long-term issues?
- Root cause investigation
- Self-assessment and auditing

Mode of Delivery

The delivery is backed up by real life case studies and an evaluation of the level of the understanding of the participants. The overall Process Safety Management systems are described, and all the necessary tools are explained to allow the participants to adapt them for training others in their organisation.

Course Materials

Course notes

Petroleum Courses

RCE: Renewables and Clean Energy**Duration:1 Week****Course Objectives**

This training program focuses on the principles, technologies, and best practices related to renewable energy and clean energy solutions. Participants will explore various renewable energy sources, such as solar, wind, hydro, and bioenergy, and understand how to integrate these technologies into existing energy systems. The program aims to equip attendees with the knowledge to contribute to the transition toward a sustainable energy future.

Who Should Attend

Energy Professionals and engineers, Project Managers in renewable energy projects, Regulatory and Compliance Officers, Environmental Scientists and sustainability experts, Business Analysts focused on energy markets, Policy Makers and government officials.

Prerequisite Course

None

Course Overview**Introduction to Renewable Energy**

- Overview of renewable energy sources: solar, wind, hydro, geothermal, and bioenergy
- The importance of transitioning to clean energy

Solar Energy Technologies

- Photovoltaic (PV) systems and solar thermal energy
- Applications and market trends in solar energy

Wind Energy Fundamentals

- Types of wind turbines and their applications
- Wind farm development and operational considerations

Hydropower and Ocean Energy

- Basics of hydropower systems and their environmental impacts
- Emerging ocean energy technologies (wave, tidal)

Bioenergy and Biomass

- Understanding bioenergy sources and conversion technologies
- Sustainability and life cycle assessment of bioenergy

Integration of Renewables into Energy Systems

- Grid integration challenges and solutions
- Energy storage technologies and their role in renewables

Economic and Financial Analysis of Renewable Projects

- Key financial metrics and investment considerations
- Funding and financing options for renewable energy projects

Regulatory Frameworks and Policy Development

- Overview of international and national policies promoting renewable energy
- Understanding incentives and subsidies for clean energy

Sustainability and Environmental Impact

- Assessing the environmental impact of renewable energy projects
- Strategies for promoting sustainability in energy transitions

Petroleum Courses**Course Objective**

It is essential for Procurement and Supply Chain professionals to adapt supply chain practices to fit the current market and they must understand the need for:

- **Comprehensive Understanding:** Gain a thorough understanding of renewable energy technologies, policies, and market dynamics.
- **Project Development Skills:** Learn how to design and implement renewable energy projects effectively.
- **Economic Analysis Competence:** Develop skills to assess the financial viability of renewable energy investments.
- **Regulatory Knowledge:** Understand the regulatory frameworks governing renewable energy and sustainability initiatives.
- **Sustainability Awareness:** Explore the role of renewable energy in achieving sustainability goals and reducing carbon footprints.

Petroleum Courses

RES: Renewable Energy and Sustainability**Duration: 1 Week****Course Objectives**

Renewable energy is fast growing at an astonishing pace, information technologies are revolutionizing electricity trade and management, and competitive electricity markets are driving unprecedented change in electricity generation choice. These rapid changes create countless opportunities for those firms and individuals that understand how and why these changes are happening, anticipate where energy markets are headed, and innovate new solutions and approaches that meet energy-related needs. Conversely, the transition will leave behind those that fail to keep up.

This course is designed to assess why the energy system is changing, and what it means for organizations. Also, it quantitatively evaluates sustainable energy options including renewables, energy efficiency, and electrification and explains how information technologies are transforming the electricity system.

Who Should Attend

Professionals new to the energy industry, and those in both modern and traditional energy firms, thought leaders, management of board executives and directors.

Prerequisite Course**None****Course Overview****Energy Fundamentals**

- Energy Problems and Solutions
- World Energy Overview
- Energy Fundamentals Review
- Country-Specific Energy Overviews
- Electricity Fundamentals
- Electricity Industry Structure

Renewable Energy Technologies and Trends

- Renewable Energy (RE) Basics
- Renewable Energy (RE) Myths and Challenges
- Renewable Energy (RE) Technologies
- Economic Analysis of Renewable Energy (RE)
- Renewable Energy (RE) Forecasts and Scenarios

Distributed Renewables and Grid Integration

- Distributed Systems and Microgrids
- Rooftop Photovoltaics (PV) Technologies and Trends

- Rooftop Photovoltaics (PV) Case Study Analysis
- Grid Integration: Problem and Solutions
- Storage Technologies and Trends
- Hybrid Power Plants

Information Technologies (Smart Grid) and Energy Policy

- Electrification Trends and Implications
- Electric Vehicles as Distributed Storage
- Demand Response (DR)
- Energy Policy Levers and Tools
- Auctions
- Feed-in Tariffs and Net Metering

Energy Efficiency and Sustainable Energy Futures

- Energy Efficiency Overview and Technologies
- Megawatts: Theory and Practice
- Energy Efficiency - Business Models and Case Studies
- Elements of a Sustainable Energy Future
- Data Sources and Analysis Tools

Course Objective

- Have a solid understanding of energy industry fundamentals
- Know how to find and use the best online data sources, tools, and references in the industry
- Know why the energy industry is changing so quickly, and what it means for one's careers
- Pinpoint career opportunities and avoid career dead-ends
- Superbly positioned for success in this booming field

Course Materials

Course notes, case studies, etc

Petroleum Courses

REST: *Renewable Energy Systems and Technologies***Duration:1 Week****Course Objectives**

An understanding of the principles of renewable energy technologies is key to understanding the technological basis of the systems and applications, particularly with regards to the overall energy mix of a specific country. This course provides the fundamentals of the renewable energy technologies and their impact on global and national energy systems. The purpose of this course is to introduce the basis for assessment of the performances of wind, wave and tidal, hydro-electricity, biomass and waste technologies, and geothermal technologies.

Who Should Attend

Directors and Managers with responsibilities for renewable energy strategy development. Also, individuals with interest in renewable energy.

Prerequisite Course**None****Course Overview**

- Introduction to renewable energy systems
- Photovoltaic technology
- Concentrated solar power technology
- Onshore and offshore wind energy: fundamentals of wind turbines and placement
- Geothermal Systems (including ground-source heat pumps)
- Wave and tidal energy technologies
- Hydro-electricity

Course Objective

- Understand the key physical characteristics of renewable energy and electricity.
- Have the knowledge to assess the advantages and disadvantages of wind, solar, and other important renewable energy technologies.
- Identify the different components and main configuration of the different renewable technologies covered in the course.
- Articulate the fundamental principles, terminology and key issues related to the most used renewable energy technologies.
- Critically compare the challenges for the development and operation of the major technologies, including government regulation and policy.
- Identify gaps in the knowledge and discuss potential opportunities for further development, including technology and economic potential.
- Renewable energy financing

Course Materials

Course notes, case studies, etc

Petroleum Courses

SCMOG: *Supply Chain Management In The Oil And Gas Industry***Duration:1 Week****Course Objectives**

Maintaining best practice in procurement and supply chain management is a core requirement for those operating in the global Oil and Gas industry. Supplier/operator relationships are now so very crucial since the drop-in oil prices is causing real monetary concern across the industry. It is now vital that the procurement and supply chain functions collaborates its efforts and expertise to cope with the complexity of the present operating environment. Procurement and supply chain management are being relied upon to make a difference to the depressed market and are under constant pressure to make dynamic and meaningful contributions to the bottom-line operating costs and capital expenditure.

This innovative training course will assist delegates to reassess their organization's Procurement and Supply Chain strategies beyond short term cost cutting. It will focus on real time issues to counteract the downturn and think differently about global procurement. The training course had been designed to provide delegates with practical approaches for transforming their organization's procurement team to become more competitive and resilient.

Who Should Attend

Procurement Professionals, Supply Chain Professionals, Tender or Bidding Managers, Contract Administrators, Contracting Unit Supervisors, Project Engineers and Project Managers.

Prerequisite Course

None

Course Overview**Defining Strategic Procurement in the Oil and Gas Industry**

- What is World Class Procurement and Supply Management?
- Oil and Gas Value Chain Management
- Category Management Strategies
- E & P Total Cost of Ownership and Asset Management
- Global Procurement Contract Risks

Integrated Supply Chain Strategy

- The Importance of a Dynamic and Collaborative Supply Chain
- Supply Chain Modes in the Oil and Gas Industry
- Demand vs. Supply management
- Understanding Transport, Logistics and Warehousing
- Supply Chain Integration

Supplier Collaboration and Relationship Management

- The Importance of Strategic Supplier relationships
- Supplier Collaboration Best Practices
- Creating and Maintaining Dynamic and meaningful SLAs
- Supplier Relationships – The Total Management Process
- How to get Best and Sustained Value from Suppliers and Contractors

The "LEAN" Approach to Supply Chain Management

- Supplier Strategy and Rationalization
- Lean Tools and Techniques
- Understanding the Lean Approach in the various supply chain links
- Designing Lean Metrics for Optimal Performance
- Measuring and Improving the Supply Chain Performance

Strategic Contract Negotiations

- Understanding Key Components of a Commercial Contract
- Preparing for a Win/Win Negotiation
- Dealing with Difficult Suppliers
- The Importance of Collaborative, Competitive and Dynamic Negotiations
- Know when and how to renegotiate a contract

Petroleum Courses

Course Objective

It is essential for Procurement and Supply Chain professionals to adapt supply chain practices to fit the current market and they must understand the need for:

- Reassessment of current E & P procurement strategies
- Streamlining processes
- Adopt contemporary practices
- Building robust internal supply planning capabilities
- Collaborative relationship with vendors
- Tools and techniques to effectively renegotiate contracts

Petroleum Courses

SDEALM: *Select, Design & Evaluate Artificial Lift Methods for Well***Duration:1 Week****Course Objectives:**

Artificial Lift plays a critical role in Oil and Gas Production, especially in mature oilfields. Artificial Lift is not only accelerating the production, but also vital to the economic success of the overall development. Therefore selecting and designing the appropriate artificial lift is important. The course will start with Multi-Phase Flow, analyse and how to compare and select the correct system. A thorough understanding of the principles, applications, design and operational issues will be provided.

Who Should Attend

Production Technologists, Engineers, Field Technicians, Reservoir Engineers

Prerequisite Courses

None

Course Overview

- Black Oil PVT
- Phase envelope for reservoir fluid
- Black Oil parameters, characteristics with pressure change
- PVT correlations and applicability
- Inflow Performance and Relationship
- Single phase and multi-phase flow
- Vogel and Vogel corrected for water equation
- Pressure loss in pipe
- Slip holdup phenomenon
- Multi-Phase flow, Multi-Phase matching
- Artificial Lift Comparisons
- Selection criteria and lift Type suitability
- Critical parameters, Artificial lift types, Artificial lift limitations, Artificial lift analysis
- Use of discharge pressure
- Process where discharge pressure is not available
- Gas Lift Design and Optimisation
- Understanding fluid mechanics, fluid properties
- Understanding gas lift principles: Installation types, Total systems and Optimum design
- Fluid operated valves versus Casing Pressure Ratio
- Gas Lift operations, Continuous flow, Intermittent flow
- Electric Submersible Pumping (ESP), ESP Systems, components
- Applications and selection of Artificial Lift: Operational issues, Solids, Scale, Corrosion
- Diagnostic of Well Operations
- Surveillance methods
- Architecture and control
- Workflow integration
- Logistics
- Advanced Artificial Lift Systems

Course Materials

Throughout the training course, all instruction will be enhanced through case studies, DVD and exercises to demonstrate aspects of the course.

Petroleum Courses

SEEOR: Select and Evaluate Proper Enhanced Oil Recovery Field**Duration:1 Week****Course Objectives:**

Fundamentals and theory of enhance oil recovery, polymer flooding, surface flooding, miscible gas flooding and steam flooding. Application of fractional flow theory. Strategies and displacement performance.

Who Should Attend

Production Technologists, Engineers, Field Technicians, Reservoir Engineers, etc

Prerequisite Courses

None

Course Overview

- General Enhanced Oil Recovery - Reservoir Engineering
- Definition of reserves
- Environmental and Economics aspects of EOR methods
- Displacement fundamentals
- Reservoir engineering concepts for EOR
- Factors affecting Oil Recovery
- Comparative Performance of Different EOR methods
- Screening criteria and technical constraints
- Definitions of Mobility Ratios, Sweeping Efficiencies, Recovery Efficiencies,
- Phase behaviour and fluid properties
- General Solvent Methods
- Phase behaviour fundamentals
- Quantative representations of phase equilibria processes
- Ternary diagrams to represent Gas Injection processes
- Mechanisms of Oil Displacement, diffusion and dispersion
- Hydrocarbon Miscible Displacement: First contact process, Condensing Gas Process
- Minimum Miscibility Pressure
- Dissipation in Miscible Displacements
- Instability Phenomena
- Chemical and Polymer Flooding
- Fractional flow theory
- Dissipation in Immiscible Displacements
- Applications of Fractional Flow in Oil Recovery
- Improved Waterflooding (Polymer) Processes
- Rheology of Polymer solutions
- Polymer Adsorbtion and retention
- Properties of Surfactants and cosurfactants
- Surfactant Brine-Oil phase behaviour
- Determination of Residual Oil Saturation
- Steam Injection Processes
- Cyclic and Continuous steam injection
- Thermal properties of Fluids and Solids
- Steam properties - Flow Rate and Quality
- Temperature Effect on Reservoir and Fluid Properties
- Oil Characterisation for Thermal Reservoirs
- Evaluation of Heat Losses
- Prediction of Steam Flood Performance: Cyclic Steam, Steamflood Performance

Course Materials

Throughout the training course, all instruction will be enhanced through case studies, DVD and exercises to demonstrate aspects of the course

Petroleum Courses

SOGPS: Subsea Oil & Gas Production Systems**Duration: 1 Week****Course Objectives**

The Subsea Production Systems Course provides an overview of all the functionalities and key interfaces of subsea production systems. The course will refer to relevant industry standards for subsea systems. The sessions will cover challenges associated with subsea engineering.

Who Should Attend?

Offshore subsea engineers, Petroleum engineers, Project engineers, Operations engineers, Maintenance engineers and Technicians etc.

Course Overview
■ Introduction to Subsea Engineering:

- Where we are Today
- Overview of Offshore Production Facilities
- Overview of Subsea Drilling Operation.

■ Subsea Production & Control Equipment

- Overview of Subsea Production Systems
 - Wellhead
 - Christmas Tree (XT)
 - Manifold
 - Pipeline End Terminations/Manifolds (PLETS/PLEMS)
 - Tie-in & Jumpers Spools (Flexible or Rigid)
 - Control Umbilical, Flying Leads
 - Pipeline and Flowline
 - Riser (Flexible or Rigid)
 - Subsea Control Systems

■ Overview of Mechanical protection systems
■ Subsea Field Architecture.

- Stand-alone Field
- Daisy-chain Field
- Tie-back Field

■ Subsea Processing

- Subsea Separation and Re-injection
- Subsea Boosting
- Subsea Artificial Lift
 - Gas Lift (GL)
 - Electrical Submersible pumps (ESP)

■ Installation and Commissioning

- Overview of a Typical Installation Engineering
 - Installation analysis and procedure
 - Hazard Identification and Risk Assessment
 - Mobilisation and Installation
- Overview of Pre-commissioning operation
- Overview of commissioning operation

■ Subsea Intervention

- Diving and ROV operation
- AUVs

■ Subsea Decommissioning

- Overview of decommissioning
- Host Facilities
- Production Systems
- Well Plug and Abandonment

■ Subsea Engineering Challenges and Future Trends
Learning Goal

This course has been designed to enable participants to

- Understand the design of different subsea equipment
- Understand how subsea systems are installed
- Appreciate the challenges of subsea operations
- Learn about new technologies and future trends

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

Petroleum Courses

TCDWP: Technical Contract Document Writing and Preparation in the Oil & Gas Industry**Duration: 1 Weeks****Course Objectives:**

This course will show how to manage all aspects of contract writing and preparation effectively. You will find the logic behind contracting principles and practices as well as understanding the terms, techniques and tools for converting project needs into real time contracts. You will gain an understanding of the roles, responsibilities and expectations of the internal and external stakeholders involved in the contract process.

Contract activities will be the focus of the course from requirements documentation through to contract closure, contract selection, revising and updating SOW's, risk management and negotiation

Who Should Attend

Lawyers, Managers, etc

Prerequisite Courses

None

Course Overview

- Contract Management
- Authority and Negotiation
- Service Level Agreements
- Procurement Contracts
- Commitment Management
- Contract Visibility and Awareness
- Document Management
- Sales Contracts
- Communication Management
- Issue and Change Management
- Transaction Compliance
- Relationship Management
- Critical Success Factors
- Risk Management
- Contingency Planning
- Law of Contract
- Requirements for a Valid Contract
- Offer and Acceptance
- Formalising the Agreement
- Capacity and Authority
- Warranties, Guarantees and indemnities
- Bidding Documents
- Termination of the Agreement
- Subcontract Management
- Outsourcing
- Contract Award, Negotiation Skills, Client Relationships

Course Materials

Course notes, the course will be enhance through the use of Case Studies, DVD and daily classroom exercises

Petroleum Courses

TOMPC: Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control**Duration: 1 or 2 Weeks****Course Objectives:**

This course is designed for anyone who wants to discover the benefits of operating oil cargo loss management programme with a view to controlling inventory, reducing quantity shortages and claims. It also aims to study the complexities and difficulties in marine custody transfer operations, measurement and loss control.

Who Should Attend

Operations personnel, Supervisors, Station main gatherer, Terminal Staff, Financial staff related and other who are responsible for reporting oil flow

Course Overview

- Introduction to Tanker operations
- Terminal's advice to tanker
- Agreed discharge/loading plan
- Handling of cargo and ballast
- Handling static accumulator
- Operation of pumps
- Loading at terminals with vapour emission systems
- Monitoring of void and ballast spaces
- Transfer between vessels
- Tanker over pressurisation and under pressurisation
- Tanker cleaning and gas freeing
- Cargo tank washing and cleaning
- Gas freeing
- Crude oil washing (COW – Inerting – Deinerting)
- Special tank cleaning procedures
- Methods used to replace tank atmospheres
- Cargo tank atmosphere control
- Application to cargo tank operations
- Precaution to avoid health hazards
- Cargo tank protection
- Emergency procedures
- Terminal emergency plan
- Communications, firefighting, vehicle movement, port services, harbour authorities
- Police, medical facilities, vessel traffic control centres, emergency removal tanker from berth
- Overview of custody Transfer and Inherent Risks
- Commercial and operations overview
- Role of Independent Inspector
- Loss custody and its role
- Overview of Industry Measurement Standards
- Ship/Shore Measurement Terms and definitions
- Static Measurement, Manual, Automatic – Open/Closed/ Restricted Methods
- Dynamic Measurement/Sampling/Proving
- Terminal Custody transfer
- Methods of tank calibration, tank gauging techniques, Tank management systems
- Fluid mechanics – Terminology, Flow profiles, Measurement of flow
- Flowmeter classification.
- Uncertainty Measurement considerations – Preview, definition, data specification
- Flow measurement – Uncertainty consideration
- Overview of Loss Control
- Measurement and Sampling – API Chapter 17, Inspection and Inspectors role
- Dynamic and static measurement

Petroleum Courses

- Meter Issues
- Importance of density and temperature
- Preventing Loss – Cargo Expeditors, Loss control programs, Ship/Shore differences
- Transit Losses – Ship to Ship transfer losses, Table losses, Vessel losses
- ROB/OBQ losses
- High Reid Vapour Pressure, ROB Claims
- Quality – water in crude oil
- Crude oil analytical parameters, cargo calculations - Terminology
- Calculation of Crude oil, method for calculation of cargoes
- Calculations- Calculate third party claims

Learning Goals

At the of the course the participants will:

- Have a good understanding of relevant fluid and gas laws that are needed for the use of flow measurement devices
- Understand the main requirements of custody transfer systems
- Appreciate the main requirements of flow measurement
- Understand about up-to-date flow measurement meters
- Gain the ability to determine if a metering system is adequate for the purpose
- Learn about the principles and applications of Multiple meters/meter runs

Petroleum Courses

TSB: *The Shipping Business***Duration: 1 Week****Course Objectives:**

The complexity of International Shipping Regulations require professionals in the Shipping Business to understand the fundamentals of the legal environment surrounding international Shipping. The course will expose participants to managerial elements, best industry approaches and practical examples with essential subject area at the cross roads of shipping regulations and shipping management.

Who Should Attend

Managers from the shipping industry, Managers from the oil and gas industry, Jurists, Technical personnel keen to develop familiarity with international regulations and managerial practices, Senior professionals interested in updates and Administrators in contact with the maritime industry

Course Overview**Introduction to the Shipping Business**

- About ships, international trade, and shipping markets
- The practitioners in the shipping business
- Ship registration and the role of the flag and port State. Ship finance
- Standards regulating the industry (IMO, classification societies, etc.)
- Digitalization, connectivity and autonomous shipping

Legal Framework and Management of Maritime Safety and Marine Environment Protection

- Identification of risks in shipping (safety, maritime security, cyber-security)
- SOLAS Convention overview and recent updates (e.g. Polar Code, III Code, etc.)
- Managerial aspects of safety: the ISM Code
- Marine environment protection fundamentals - Sustainable Shipping
- MARPOL Convention overview and updates
- Managerial aspects of marine pollution control

Legal Framework and Management of the Human Element

- Identifying the human element in the shipping business
- Behavioural elements. Leadership
- The 2010 STCW Convention, The ILO MLC 2006 Convention
- Exposure to liabilities (Company, Master, crew, etc.)

Carriage of Goods by Sea and Maritime Claims

- Shippers, carriers and interests at stake
- Basics tools (charter parties, bills of lading, seaway bills, etc.)
- Identifying key questions (e.g. seaworthiness, liability, etc.)
- The international legal regimes on carriage of goods by sea
- The Hague & the Hague-Visby Rules
- Dispute Resolution (including arbitration and mediation) in the shipping industry

The Shipping Business and Marine Insurance

- How does marine insurance underpin the shipping industry?
- Key markets (e.g. Lloyd's)
- Key stakeholders (e.g. P&I Clubs)
- The influence of English law
- The contribution of standards terms – Cargo, hull, etc.
- Selected risks (e.g. piracy)

Learning Goals**By the end of this training course, participants will be able to:**

- Improve their understanding of the shipping business and how it operates
- Identify key areas in the shipping business which deserve special focus

Petroleum Courses

- Enhance their understanding of shipping regulations
- Identify legal and managerial challenges
- Develop familiarity with current trends in the shipping industry

Petroleum Courses

TSO: Terminal and Shipping Operations**Duration: 1 Week****Course Objectives**

This programme sets out to provide a comprehensive overview of oil terminal operations followed by the requirements and the critical components of a terminal.

Who Should Attend

The course is a must for all operations personnel involved in terminal operations including Managers, Superintendents, Supervisors and other ancillary personnel involved in Terminal Operations.

Prerequisites Courses**None****Course Overview**

Typical Oil Terminal Installations & Facilities and their functions

- Onshore and Offshore Terminals
- Hydrocarbon Properties and handling
- Terminal Regulations
- Vessel Operations
- Storage Tanks
- Control room
- Loading facilities including SBM, BOP
- Communication network
- Quality control
- Meters

Crude Oil Metering & Measurement of Crude

- The Tank Farm
- The effect of water content
- Focalisation of Crude Oil stock - temperature and density on meters, measured quantity, gauging and correction factors
- Understanding Crude Oil Measurement tables

- Calculating fixed roof tanks and floating roof tanks Crude oil conversions
 - Gross and net volume determination
- Crude Oil Bunkering
- Fiscal metering
 - Measurement for export
 - Transfers for export
 - Custody transfer and metering
- Crude Oil Assay
- Crude sampling
 - Specific Gravity
- Crude Oil Terminal Management
- Linkages and relationships among terminal operating groups
 - Function overlap
 - Demurrages and how to minimise
 - Plants, facilities and equipment maintenance
 - Engineering maintenance and how to achieve it
 - HSE standards in Terminal Operations

Learning Objectives

- Apply in depth knowledge of Operations and Management of Terminals
- Implement regulations and requirements for Oil and Gas Terminals
- Apply knowledge the human factor in operations and management of terminals
- Employ correct techniques for stowage and transfer systems
- Difference of vessel operations- oil tankers (crude and product), gas carriers
- Cargo transfer, emergency response and vessel departures

Course Materials

Course Notes, Case studies etc.

Petroleum Courses

UDAIO: Upstream Data Analytics and Information Optimization in Oil and Gas Industry**Duration: 1 Week****Course Objectives:**

With the exponentially increasing amount of data and information available to optimize oil and gas exploration and production activities, particularly with regards to the emerging unconventional plays and resources, the need to address best practices related to data management and analysis is a top priority for industry leaders. Especially in upstream oil and gas, business efficiency and ensuing value relies heavily on a sound decision-making based upon accurate and accessible data. The objective of this course is to help Oil and Gas business leaders understand why big data is important to their industry and how some of those leaders are already using it to gain market advantage. It also offers guidance on how big data can be used to gain valuable operational insight and to assist in decision-making.

Who Should Attend

The course is aimed for upstream oil and gas industry professionals who desire better understanding of data and information management including. These among others may include upstream oil and gas executives, Data managers, Project managers, Operational leaders, Information technology professionals and upstream consultants and contractors.

Prerequisite Courses**None****Course Overview**

- Current Landscape in Upstream Data Analysis
- Understanding the Appeal of Big Data for Oil & Gas
- Three Tenets of Upstream Data
- Data Management Platform
- Seismic Attribute Analysis
- Time-Lapse Seismic Exploration
- Reservoir Characterization and Simulation
- Drilling and Completion Optimization
- Production Forecasting in Oil and Gas
- Exploratory and Predictive Data Analysis
- Data Visualization
- Big Data: Structured and Unstructured
- Deploying Big Data Solution in Oil & Gas
- Hybrid Expert and Data-Driven Systems
- Case Study

Course Materials

Course notes, handouts and exercise materials

COURSE FEES - UK

Prices shown below exclude VAT. Please add 20% VAT to all prices when booking

Code	Title	Fee
Corporate, Executive and Management Courses		£
ALC	Advanced Leadership and Coaching	4,895
ALPCM	Advanced Logistics, Procurement and Contract Management	4,895
ALSE	Advanced Leadership Skills for Executives	4,895
BCS	Business Communication Skills Course	4,895
CMTR	Change Management & Transformation Readiness for HR	4,895
CPMBI	Corporate Performance Management and Business Intelligence	4,895
CSO	Chief Security Officer	4,895
DEAI	Digital Ethics and AI Governance for Leaders	4,895
DPCIA	Developing Personal Confidence, Impact and Assertiveness	4,895
DPRMR	Developing Public Relations, Media Relations & Handling Media Interviews	4,895
ELTM	Effective Leadership and Team Management	4,895
EIETM	Emotional Intelligence and Effective Team Management	4,895
EMA	Environmental Management Auditing	4,895
EMCS	Executive and Management Coaching Skills for Results	4,895
EMS	Executive Management Skills	4,895
ESP	Effective Succession Planning	4,895
FMASR	ESG Materiality Assessment and Sustainability Reporting	4,895
HRM	Human Resources Management	4,895
ICM	Internal Communications Master Class	4,895
IGSM	Introduction to General Safety Management	4,895
KMA	Knowledge Management Advanced	4,895
LA	Leadership Agility	4,895
LDA	Leadership Decision Architecture: Optimising Organisational Problem-Solving	4,895
LEC	Leading with Ethics and Compliance	4,895
LEI	Leading with Emotional Intelligence	4,895
LOCA	Leading Organisational Change and Agility	4,895
LTSOE	Lean thinking: A Strategy for Operational Excellence	4,895
MCCC	Management of Contracts & Contract Claims	4,895
MCESO	Managing Change & Empowering Self & Others	4,895
MCHR	Managing Change and Human Resources	4,895
MD	Managing Development	4,895
MICW	Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution	4,895
MIPIS	Media Interviews, Presentation & Influencing Skills	4,895
MLPM	Maritime Leadership and People Management	4,895
MMLM	Mini-MBA in Leadership and Management	4,895
MMLM	Mini-MBA in Leadership and Management – Two Weeks	8,400
MP	Management Procurement	4,895
MRM	Media Relations Master Class	4,895
MRMDM	Masterclass in Risk, Management & Decision Making	4,895
MRMDM	Masterclass in Risk, Management & Decision Making – Two Weeks	8,400
MSSP	Management Skills for Senior PA's	4,895
MTBCV	Managing Teams- Building Collective Vision	4,895
MTML	Masterclass: Transforming from Manager to Leader	4,895
MTML	Masterclass: Transforming from Manager to Leader – Two Weeks	8,400
NSE	Negotiation Skills for Executive	4,895
PDES	Personal Development for Secretaries	4,895
PIIS	Personal Impact and Influencing Skills	4,895
PRM	Project and Resource Management	4,895
PRM	Project and Resource Management – Two Weeks	8,400
PSP	Public Sector Procurement	4,895
RL	Resilient Leadership	4,895
RWPS	Report Writing and Presentation Skills	4,895
SDDAI	Strategic Decision Making with Data & AI	4,895
SFM	Strategic Facilities Management	4,895

Code	Title	Fee
SMLS	Shipping Management, Leadership and Strategy	4,895
SOD	Strategic Organisational Development	4,895
SPGS	Strategic Planning and Goal Setting	4,895
Finance Courses		
AAS	Analytical And Auditing Skills	4,895
ACAT	IDEA Auditing Tool - Computer-Aided Audit Techniques	4,895
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop	4,895
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks	8,400
AFMBA	Advanced Financial Modelling and Business Analysis	4,895
AFS	Analysis of Financial Statements for Executives	4,895
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	4,895
BCP	Budgeting and Corporate Planning	4,895
BPIA	Best Practice Internal Audit	4,895
BPM	Budgeting and Performance Management	4,895
BPMI	Business Process Management, Improvement, Modelling & Analysis Overview	4,895
CDPPM	Cybersecurity and Data Protection in Pension management	4,895
CGPI	Corporate Governance in Pension Industry	4,895
CMF	Capital Market Finance	4,895
COEID	Comprehensive overview, Economics of Payment Industry Issues & Developments	4,895
COEID	Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks	8,400
DIFSF	Detecting and Investigating Financial Statement Fraud	4,895
ES	Entrepreneurial Skills	4,895
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	4,895
FIA	Forensic and Investigative Auditing	4,895
FMIA	Fundamentals of Modern Internal Auditing	4,895
FMPPE	Financial Modelling and Petroleum Project Economics	4,895
FMR	Financial Markets Regulation	4,895
FNFM	Finance for non-financial Managers	4,895
FGS	Fundamentals and Practice of Green and Sustainable Finance	4,895
FPM	Finance for Project Managers	4,895
FSAV	Financial Statement Analysis and Valuation	4,895
FVRD	Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data.	4,895
ID	Introduction to Derivatives	4,895
IFRS	International Finance Reporting Standard	4,895
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance	4,895
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks	8,400
MER	Monitoring and Evaluation for Results	4,895
MFIIFP	Master Class in Forensic Investigation, Internal Control and Fraud Detection and Prevention	4,895
PEF	Private Equity Fund	4,895
PFMA	Pension Fund Management and Administration	4,895
PFS	Pension Fund Strategies	4,895
PFSGR	Pension Fund Strategies, Governance, Regulation & Investment	4,895
PIS	Pension Investment Strategies	4,895
PRPC	Pension Retirement Planning and Calculations	4,895
PSGT	Pension Scheme Guidance and Trusteeship	4,895
RBA	Risk-Based Internal Audit	4,895
RBABP	Risk-Based Audit Best Practice	4,895
RBS	Risk-Based Supervision	4,895
RM	Risk Management	4,895
SFGB	Sustainable Finance – Green Bonds	4,895
SICM	Sukuk and Islamic Capital Markets	4,895
SPMCEB	Strategic Planning, Management Control and Effective Budgeting	4,895

Code	Title	Fee
UMTB	Understanding the Mechanics and Terminology of Bonds	4,895
URFM	Understanding Risk in Financial Markets	4,895
Information Technology Courses		
AAI	Application of Artificial Intelligence (AI) for the Oil & Gas Industry	4,895
AEFE	Advanced Excel for Executives	4,895
CDCPA	Computer Disaster Contingency Planning & Auditing	4,895
GSC	Governance Security and Compliance	4,895
CNS	Computer Networking and security	4,895
IFSBU	Internet Facilities and Security for Business Users	4,895
MIT	Managing Information Technology	4,895
Petroleum Courses		
BDCO	Upstream and Downstream: Business Development & Commercial Operations	4,895
BERE	Basin Evaluation and Reservoir Engineering	4,995
CE	Cost Estimation	4,995
CFER	Cash Flow Estimation and Associated Risk in the Oil & Gas Industry	4,995
COPPPM	Crude oil and Petroleum Product Price Mechanism	4,995
COPPPM	Crude oil and Petroleum Product Price Mechanism	8,795
CSRR	Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry	4,995
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry	4,995
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry	8,795
DOOGI	Decommissioning of offshore Oil and Gas Installations	4,995
EAFM	Economic analysis and financial modelling in the petroleum industry	4,995
EPSC	Economic Aspects of Production Sharing Contracts	4,895
EPRMS	Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry	4,895
ETHRM	Energy Trading, Hedging and Risk management	4,995
FMOGI	Financial Modelling in the Oil and Gas Industry	4,995
FOGI	Fundamentals of the Oil Gas Industry	4,895
FOGP	Financing of Oil and Gas operations: Principles, Practices and Analytical Tools	4,995
FOPC	Fundamentals of Petrochemical Industry	4,995
FORE	Fundamentals of Reservoir Engineering	4,995
FPCNR	Forecasting the Prices of Crude Oil, Natural Gas and Refined Products	4,995
FSCM	Fundamentals of Supply Chain Management	4,895
HSER	Health, safety, and environmental regulations in the Oil & Gas industry	4,995
IEP	Introduction to Exploration and Production	4,995
ILEDE	Innovative Leadership in Energy: Driving Efficiency and Growth	4,995
ILOGCN	International Law for the Oil and Gas Contracting and Negotiation	4,995
IOGBA	International Oil and Gas Business Analysis	4,995
IOGBM	International Oil & Gas Business Management	4,995
IOGPT	Introduction to Oil & Gas Production Technology	4,995
JCACC	Joint Venture Agreement and Cash Call Workshop	4,995
LCGFD	Life Cycle of Gas Field Development	4,995
LETLS	Leading in the Energy Transition: Leadership for a Sustainable Future	4,995
LMITS	Logistics Management: International Transport and Shipping	4,995
LSP	Leadership and Strategic Planning for the Oil & Gas Industry	4,995
MBL	Masterclass on Bills of Lading	4,995
MTCO	Managing Tanker Cargo Operations	4,995
NAPFO	Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields	4,995
NGPT	Natural Gas Pricing and Trading	4,995
NJVC	Navigating Joint Ventures and Collaborations in the Oil and Gas Industry	4,995
OGA	Oil and Gas Accounting	4,895
OGMA	Oil and Gas Management Accounting	4,995
OGPF	Oil and Gas Project Financing	4,995
OGPSCM	Oil and Gas Procurement and Supply Chain Management	4,995

Code	Title	Fee
OGTMM	Oil and Gas Transport Modes and Mechanisms: Road, Rail, Marine, Pipelines, and Tankers	4,995
PE	Petroleum Economics and Risk Analysis	4,895
PFAP	Petroleum Finance and Accounting Principle	4,895
PFSAD	Petroleum Fiscal Systems, Analysis and Design	4,995
PPERM	Petroleum Project Economics and Risk Management	4,895
PSM	Process Safety Management in the Oil and Gas Industry	4,995
RCE	Renewables and Clean Energy	4,995
RES	Renewable Energy and Sustainability	4,995
REST	Renewable Energy Systems and Technologies	4,995
SC	Ship Chartering	4,995
SCMOG	Supply Chain Management in the Oil and Gas Industry	4,995
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	4,995
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	4,995
SOGPS	Subsea Oil and Gas Production Systems	4,995
TCDWP	Technical Contract Document Writing and Preparation	4,995
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control	4,995
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks	8,795
TSB	The Shipping Business	4,995
TSB	The Shipping Business – Two Weeks	8,795
TSO	Terminal and Shipping Operations	4,995
TSO	Terminal and Shipping Operations – Two Weeks	8,795
UDAIO	Upstream Data Analytics and Information Optimization in the Oil & Gas Industry	4,995

COURSE FEES –DUBAI, QATAR, ISTANBUL, MALAYSIA, NICE, JEDDAH, CAIRO

Code	Title	Fee
Corporate, Executive and Management Courses		US \$
ALC	Advanced Leadership and Coaching	5,950
ALPCM	Advanced Logistics Procurement and Contracts Management	5,950
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EMS	Executive Management Skills	5,950
ESP	Effective Succession Planning	5,950
FMASR	ESG Materiality Assessment and Sustainability Reporting	5,950
HRM	Human Resources Management	5,950
ICM	Internal Communications Master Class	5,950
IGSM	Introduction to General Safety Management	5,950
ILCS	Impactful Leadership Communication Skills	5,950
KMA	Knowledge Management Advanced	5,950
LA	Leadership Agility	5,950
LDA	Leadership Decision Architecture: Optimising Organisational Problem-Solving	5,950
LEC	Leading with Ethics and Compliance	5,950
LEI	Leading with Emotional Intelligence	5,950
LOCA	Leading Organisational Change and Agility	5,950
LTSOE	Lean thinking: A Strategy for Operational Excellence	5,950
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MMLM	Mini-MBA in Leadership and Management – Two Weeks	8,850
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SMLS	Shipping Management, Leadership and Strategy	5,950
SOD	Strategic Organisational Development	5,950
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ACAT	IDEA Auditing Tool -Computer Aided Audit Techniques	5,950
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AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks	8,850
AFMBA	Advanced Financial Modelling and Business Analysis	5,950
AFS	Analysis of Financial Statements for Executives	5,950
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	5,950
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BPM	Budgeting and Performance Management	5,950
BPMI	Business Process Management, Improvement, Modelling & Analysis Overview	5,950
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CGPI	Corporate Governance in Pension Industry	5,950
CMF	Capital Market Finance	5,950
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COEID	Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks	8,850
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ES	Entrepreneurial Skills	5,950
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	5,950
FIA	Forensic and Investigative Auditing	5,950
FMIA	Fundamentals of Modern Internal Auditing	5,950
FMPPE	Financial Modelling and Petroleum Project Economics	5,950
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FGSF	Fundamentals and Practice of Green and Sustainable Finance	5,950
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RBABP	Risk-Based Audit Best Practice	5,950
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RM	Risk Management	5,950
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SICM	Sukuk and Islamic Capital Markets	5,950
SPMCEB	Strategic Planning, Management Control and Effective Budgeting	5,950
UMTB	Understanding the Mechanics and Terminology of Bonds	5,950

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Petroleum Courses		
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COPPPM	Crude oil and Petroleum Product Price Mechanism – Two Weeks	9,650
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DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry – Two Weeks	9,650
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REST	Renewable Energy Systems and Technologies	5,950
RCE	Renewables and Clean Energy	5,950

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SCMOG	Supply Chain Management in the Oil and Gas Industry	5,950
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	5,950
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	5,950
SOGPS	Subsea Oil & Gas Production Systems	5,950
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TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks	9,650
TSB	The Shipping Business	5,950
TSB	The Shipping Business – Two Weeks	9,650
TSO	Terminal and Shipping Operations	5,950
TSO	Terminal and Shipping Operations – Two Weeks	9,650
UDAIO	Upstream Data Analytics and Information Optimization in the Oil & Gas Industry	5,950

COURSE FEES –KIGALI/MOROCCO

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Corporate, Executive and Management Courses		US \$
ALC	Advanced Leadership and Coaching	5,950
ALSE	Advance Leadership Skills for Executives	5,950
ALPCM	Advanced Logistics Procurement and Contracts Management	5,950
BCS	Business Communication Skills Course	5,950
CMTR	Change Management & Transformation Readiness for HR	5,950
CPMBI	Corporate Performance Management and Business Intelligence	5,950
CSO	Chief Security Officer	5,950
DEAI	Digital Ethics and AI Governance for Leaders	5,950
DPCIA	Developing Personal Confidence, Impact and Assertiveness	5,950
DPRMR	Developing Public Relations, Media Relations & Handling Media Interviews	5,950
ELTM	Effective Leadership and Team Management	5,950
EIETM	Emotional Intelligence and Effective team Management	5,950
EMA	Environmental Management Auditing	5,950
EMCS	Executive and Management Coaching Skills for Results	5,950
EMS	Executive Management Skills	5,950
ESP	Effective Succession Planning	5,950
FMASR	ESG Materiality Assessment and Sustainability Reporting	5,950
HRM	Human Resources Management	5,950
ICM	Internal Communications Master Class	5,950
IGSM	Introduction to General Safety Management	5,950
ILCS	Impactful Leadership Communication Skills	5,950
KMA	Knowledge Management Advanced	5,950
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LDA	Leadership Decision Architecture: Optimising Organisational Problem-Solving	5,950
LEC	Leading with Ethics and Compliance	5,950
LEI	Leading with Emotional Intelligence	5,950
LOCA	Leading Organisational Change and Agility	5,950
LTSOE	Lean thinking: A Strategy for Operational Excellence	5,950
MCCC	Management of Contracts & Contract Claims	5,950
MCESO	Managing Change & Empowering Self & Others	5,950
MCHR	Managing Change and Human Resources	5,950
MD	Managing Development	5,950
MICW	Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution	5,950
MIPIS	Media Interviews, Presentation & Influencing Skills	5,950
MLPM	Maritime Leadership and People Management	5,950
MMLM	Mini-MBA in Leadership and Management	5,950
MMLM	Mini-MBA in Leadership and Management – Two Weeks	8,850
MP	Management Procurement	5,950
MRM	Media Relations Master Class	5,950
MRMDM	Masterclass in Risk, Management & Decision Making	5,950
MRMDM	Masterclass in Risk, Management & Decision Making – Two Weeks	8,850
MSSP	Management Skills for Senior PA's	5,950
MTBCV	Managing Teams- Building Collective Vision	5,950
MTML	Masterclass: Transforming from Manager to Leader	5,950
MTML	Masterclass: Transforming from Manager to Leader – Two Weeks	8,850
NSE	Negotiation Skills for Executive	5,950
PDES	Personal Development for Secretaries	5,950
PIIS	Personal Impact & Influencing Skills	5,950
PRM	Project and Resource Management	5,950
PRM	Project and Resource Management – Two Weeks	9,650
PSP	Public Sector Procurement	5,950
RL	Resilient Leadership	5,950
RWPS	Report Writing and Presentation Skills	5,950
SDDAI	Strategic Decision Making with Data & AI	5,950

Code	Title	Fee
SFM	Strategic Facilities Management	5,950
SMLS	Shipping Management, Leadership and Strategy	5,950
SOD	Strategic Organisational Development	5,950
SPGS	Strategic Planning and Goal Setting	5,950

Finance Courses

ACAT	IDEA Auditing Tool -Computer Aided Audit Techniques	5,950
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop	5,950
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks	9,650
AFMBA	Advanced Financial Modelling and Business Analysis	5,950
AFS	Analysis of Financial Statements for Executives	5,950
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	5,950
BCP	Budgeting and Corporate Planning	5,950
BPIA	Best Practice Internal Audit	5,950
BPM	Budgeting and Performance Management	5,950
BPMI	Business Process Management, Improvement, Modelling & Analysis Overview	5,950
CDPPM	Cybersecurity and Data Protection in Pension management	5,950
CGPI	Corporate Governance in Pension Industry	5,950
CMF	Capital Market Finance	5,950
COEID	Comprehensive overview, Economics of Payment Industry Issues & Developments	5,950
COEID	Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks	9,650
DIFSF	Detecting and Investigating Financial Statement Fraud	5,950
ES	Entrepreneurial Skills	5,950
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	5,950
FIA	Forensic and Investigative Auditing	5,950
FMIA	Fundamentals of Modern Internal Auditing	5,950
FMPPE	Financial Modelling and Petroleum Project Economics	5,950
FMR	Financial Markets Regulation	5,950
FNFM	Finance for non-financial Managers	5,950
FPGSF	Fundamentals and Practice of Green and Sustainable Finance	5,950
FPM	Finance for Project Managers	5,950
FSAV	Financial Statement Analysis and Valuation	5,950
FVRD	Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data	5,950
ID	Introduction to Derivatives	5,950
IFRS	International Finance Reporting Standard	5,950
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance	5,950
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks	9,650
MER	Monitoring and Evaluation for Results	5,950
PEF	Private Equity Fund	5,950
PFMA	Pension Fund Management and Administration	5,950
PFS	Pension Fund Strategies	5,950
PFSGR	Pension Fund Strategies, Governance, Regulation & Investment	5,950
PIS	Pension Investment Strategies	5,950
PSGT	Pension Scheme Guidance and Trusteeship	5,950
PRPC	Pension Retirement Planning and Calculations	5,950
RBA	Risk-Based Internal Audit	5,950
RBABP	Risk-Based Audit Best Practice	5,950
RM	Risk Management	5,950
RBS	Risk-Based Supervision	5,950
SFGB	Sustainable Finance – Green Bonds	5,950
SICM	Sukuk and Islamic Capital Markets	5,950

Code	Title	Fee
SPMCEB	Strategic Planning, Management Control and Effective Budgeting	5,950
UMTB	Understanding the Mechanics and Terminology of Bonds	5,950
URFM	Understanding Risk in Financial Markets	5,950
Petroleum Courses		
BDCO	Upstream and Downstream: Business Development & Commercial Operations	5,950
BERE	Basin Evaluation and Reservoir Engineering	5,950
CE	Cost Estimation	5,950
CFER	Cash Flow Estimation and Associated Risk in the Oil & Gas Industry	5,950
COPPPM	Crude oil and Petroleum Product Price Mechanism	5,950
COPPPM	Crude oil and Petroleum Product Price Mechanism – Two Weeks	9,650
CSRR	Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry	5,950
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry	5,950
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry – Two Weeks	9,650
DOOGI	Decommissioning of offshore Oil and Gas Installations	5,950
EAFM	Economic analysis and financial modelling in the petroleum industry	5,950
EPSC	Economic Aspects of Production Sharing Contracts	5,950
EPRMS	Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry	5,950
ETHRM	Energy Trading, Hedging and Risk management	5,950
FMOGI	Financial Modelling in the Oil and Gas Industry	5,950
FOGI	Fundamentals of the Oil Gas Industry	5,950
FOGP	Financing of Oil and Gas operations: Principles, Practices and Analytical Tools	5,950
FOPC	Fundamentals of Petrochemical Industry	5,950
FORE	Fundamentals of Reservoir Engineering	5,950
FPCNR	Forecasting the Prices of Crude Oil, Natural Gas and Refined Products	5,950
FSCM	Fundamentals of Supply Chain Management	5,950
HSER	Health, safety, and environmental regulations in the Oil & Gas industry	5,950
IEP	Introduction to Exploration and Production	5,950
ILEDE	Innovative Leadership in Energy: Driving Efficiency and Growth	5,950
ILOGCN	International Law for the Oil and Gas Contracting and Negotiation	5,950
IOGBA	International Oil and Gas Business Analysis	5,950
IOGBM	International Oil & Gas Business Management	5,950
IOGPT	Introduction to Oil & Gas Production Technology	5,950
JCACC	Joint Venture Agreement and Cash Call Workshop	5,950
LCGFD	Life Cycle of Gas Field Development	5,950
LETLS	Leading in the Energy Transition: Leadership for a Sustainable Future	5,950
LSP	Leadership and Strategic Planning for the Oil & Gas Industry	5,950
LMITS	Logistics Management: International Transport and Shipping	5,950
MBL	Masterclass on Bills of Lading	5,950
MTCO	Managing Tanker Cargo Operations	5,950
NAPFO	Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields	5,950
NGPT	Natural Gas Pricing and Trading	5,950
NJVC	Navigating Joint Ventures and Collaborations in the Oil and Gas Industry	5,950
OGA	Oil and Gas Accounting	5,950
OGMA	Oil and Gas Management Accounting	5,950
OGPF	Oil and Gas Project Financing	5,950
OGPSCM	Oil and Gas Procurement and Supply Chain Management	5,950
OGTMM	Oil and Gas Transport Modes and Mechanisms: Road, Rail, Marine, Pipelines, and Tankers	5,950

Code	Title	Fee
PE	Petroleum Economics and Risk Analysis	5,950
PFAP	Petroleum Finance and Accounting Principle	5,950
PFSAD	Petroleum Fiscal Systems, Analysis and Design	5,950
PPERM	Petroleum Project Economics and Risk Management	5,950
PSM	Process Safety Management in the Oil and Gas Industry	5,950
RCE	Renewables and Clean Energy	5,950
RES	Renewable Energy and Sustainability	5,950
REST	Renewable Energy Systems and Technologies	5,950
SC	Ship Chartering	5,950
SCMOG	Supply Chain Management in the Oil and Gas Industry	5,950
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	5,950
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	5,950
SOGPS	Subsea Oil & Gas Production Systems	5,950
TCDWP	Technical Contract Document Writing and Preparation	5,950
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control	5,950
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks	9,650
TSB	The Shipping Business	5,950
TSB	The Shipping Business – Two Weeks	9,650
TSO	Terminal and Shipping Operations	5,950
TSO	Terminal and Shipping Operations – Two Weeks	9,650
UDAIO	Upstream Data Analytics and Information Optimization in the Oil & Gas Industry	5,950

Course Dates

Code	Title	Dates	Dates	Dates
UK COURSES				
Corporate, Executive and Management Courses				
ALC	Advanced Leadership and Coaching	2 Mar - 6 Mar	22 Jun - 26 Jun 21 Sep - 25 Sep	30 Nov - 4 Dec
ALSE	Advanced leadership Skills for Executives	13 Apr - 17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
ALPCM	Advanced Logistics, Procurement and Contract Management	16 Mar - 20 Mar	18 May - 22 May 15 Jun - 19 Jun	10 Aug - 14 Aug
BCS	Business Communication Skills	2 Feb - 6 Feb 13 Apr - 17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
CMTR	Change Management & Transformation Readiness for HR	9 Feb - 13 Feb	11 May - 15 May 24 Aug - 28 Aug	5 Oct - 9 Oct
CPMBI	Corporate Performance Management and Business Intelligence	23 Feb - 27 Feb	18 May - 22 May 27 Jul - 31 Jul	12 Oct - 16 Oct
CSO	Chief Security Officer	11 May - 15 May	6 Jul - 10 Jul 17 Aug - 21 Aug	30 Nov - 4 Dec
DEAI	Digital Ethics and AI Governance for Leaders	22 Jun - 26 Jun	6 Jul - 10 Jul 17 Aug - 21 Aug	21 Sep - 25 Sep
DPCIA	Developing Personal Confidence, Impact and Assertiveness	20 Apr - 24 Apr 27 Apr - 30 Apr	8 Jun - 12 Jun 10 Aug - 14 Aug	26 Oct - 30 Oct
DPRMR	Developing Public Relations, Media Relations & Handling Media Interviews	9 Feb - 13 Feb	18 May - 22 May 20 Jul - 24 Jul	12 Oct - 16 Oct
ELTM	Effective Leadership and Team Management	2 Feb - 6 Feb	27 Apr - 1 May 6 Jul - 10 Jul	14 Sep - 18 Sep 5 Oct - 9 Oct
EIETM	Emotional Intelligence and Effective team Management	16 Feb - 20 Feb	18 May - 22 May 8 Jun - 12 Jun	10 Aug - 14 Aug
EMA	Environmental Management Auditing	17 Mar - 21 Mar	9 Jun - 13 Jun 18 Aug - 22 Aug	17 Nov - 21 Nov
EMCS	Executive and Management Coaching Skills for Results	19 Jan - 23 Jan	29 Jun - 3 Jul 7 Sep - 11 Sep	23 Nov - 27 Nov
EMS	Executive Management Skills	2 Mar - 6 Mar	18 May - 22 May 21 Sep - 25 Sep	7 Dec - 11 Dec
ESP	Effective Succession Planning	13 Apr - 17 Apr 8 Jun - 12 Jun	10 Aug - 14 Aug 26 Oct - 30 Oct	7 Dec - 11 Dec
FMASR	ESG Materiality Assessment and Sustainability Reporting	16 Feb - 20 Feb	18 May - 22 May 8 Jun - 12 Jun	19 Oct - 23 Oct
HRM	Human Resources Management	16 Feb - 20 Feb	11 May - 15 May 13 Jul - 17 Jul	19 Oct - 23 Oct 30 Nov - 4 Dec
ICM	Internal Communications Master Class	9 Mar - 13 Mar	11 May - 15 May 13 Jul - 17 Jul	26 Oct - 30 Oct
IGSM	Introduction to General Safety Management	16 Feb - 20 Feb	8 Jun - 12 Jun 10 Aug - 14 Aug	26 Oct - 30 Oct
ILCS	Impactful Leadership Communication Skills	27 Apr - 1 May	27 Jul - 31 Jul 14 Sep - 18 Sep	9 Nov - 13 Nov

Code	Title	Dates	Dates	Dates
KMA	Knowledge Management Advanced	23 Feb -27 Feb	23 Mar - 27 Mar 15 Jun - 19 Jun	17 Aug -21 Aug
LA	Leadership Agility	2 Feb - 6 Feb	18 May - 22 May 10 Aug - 14 Aug	19 Oct - 30 Oct
LDA	Leadership Decision Architecture: Optimising Organisational Problem- Solving	27 Apr - 30 Apr	8 Jun - 12 Jun 10 Aug - 14 Aug	26 Oct - 30 Oct
LEC	Leading with Ethics and Compliance	20 Apr -24 Apr	22 Jun - 26 Jun 10 Aug - 14 Aug	17 Aug -21 Aug
LEI	Leading with Emotional Intelligence	23 Feb -27 Feb	16 Mar - 20 Mar 18 May - 22 May	15 Jun - 19 Jun
LOCA	Leading Organisational Change and Agility	26 Jan - 30 Jan	16 Feb - 20 Feb 6 Jul - 10 Jul	21 Sep - 25 Sep
LTSOE	Lean thinking: A Strategy for Operational Excellence	2 Feb - 6 Feb	27 Apr - 1 May 9 Nov - 13 Nov	7 Dec - 11 Dec
MCCC	Management of Contracts & Contract Claims	9 Feb - 13 Feb	11 May - 15 May 24 Aug - 28 Aug	5 Oct - 9 Oct
MCESO	Managing Change & Empowering Self & Others	26 Jan -30 Jan	9 Mar - 23 Mar 18 May - 22 May	28 Sep - 2 Oct
MCHR	Managing Change and Human Resources	19 Jan -23 Jan	20 Apr - 24 Apr 6 Jul - 10 Jul	12 Oct -16 Oct
MLPM	Maritime Leadership and People Management	2 Feb - 6 Feb	18 May - 22 May 10 Aug - 14 Aug	19 Oct -23 Oct
MMLM	Mini-MBA in Leadership and Management	9 Mar - 13 Mar 18 May -22 May	24 Aug - 28 Aug 19 Oct - 23 Oct	7 Dec - 11 Dec
MMLM	Mini-MBA in Leadership and Management - Two Weeks	11 May -22 May	13 Jul - 24 Jul	21 Sep - 2 Oct
MD	Managing Development	26 Jan -30 Jan	23 Feb - 27 Feb 16 Mar - 20 Mar	5 Oct - 9 Oct
MICW	Managing Issues and Crisis in the Workplace - Alternative Dispute Resolution	27 Apr - 1 May	6 Jul - 10 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
MIPIS	Media Interviews, Presentation & Influencing Skills	13 Apr -17 Apr 8 Jun - 12 Jun	10 Aug - 14 Aug 26 Oct - 30 Oct	7 Dec - 11 Dec
MP	Management Procurement	23 Feb - 27 Feb	20 Apr -24 Apr 22 Jun - 26 Jun	17 Aug -21 Aug
MRM	Media Relations Master Class	23 Feb -27 Feb	18 May - 22 May 24 Aug - 28 Aug	16 Nov -20 Nov
MRMDM	Masterclass in Risk, Management & Decision Making	18 Mar -22 Mar	29 Jun - 2 Jul 5 Oct - 9 Oct	7 Dec - 11 Dec
MRMDM	Masterclass in Risk, Management & Decision Making - Two Weeks	20 Apr - 1 May	8 Jun - 19 Jun	17 Aug -28 Aug
MSSP	Management Skills for Senior PA's	23 Feb -27 Feb	12 May - 15 May 10 Aug - 14 Aug	16 Nov -20 Nov
MTBCV	Managing Teams- Building Collective Vision	26 Jan -30 Jan	16 Feb - 20 Feb 6 Jul - 10 Jul	21 Sep -25 Sep
MTML	Masterclass: Transforming from Manager to Leader	16 Feb -20 Feb 27 Apr - 1 May	13 Jul - 17 Jul 28 Sep - 2 Oct	23 Nov -27 Nov

Code	Title	Dates	Dates	Dates
MTML	Masterclass: Transforming from Manager to Leader – Two Weeks	9 Mar – 20 Mar	11 May – 22 May	20 Jul – 31 Jul
NSE	Negotiation Skills for Executive	2 Mar – 6 Mar	8 Jun – 12 Jun 27 Jul – 31 Jul	21 Sep – 25 Sep 30 Nov – 4 Dec
PDES	Personal Development for Secretaries	16 Feb – 20 Feb	15 Jun – 19 Jun 7 Sep – 11 Sep	16 Nov – 20 Nov
PIIS	Personal Impact and Influencing Skills	22 Jun – 26 Jun	6 Jul – 10 Jul 17 Aug – 21 Aug	21 Sep – 25 Sep
PRM	Project and Resource Management	11 May – 15 May	1 Jun – 5 Jun 6 Jul – 10 Jul	17 Aug – 21 Aug 30 Nov – 4 Dec
PRM	Project and Resource Management – Two Weeks	13 Apr – 24 Apr	29 Jun – 10 Jul	12 Oct – 23 Oct
PSP	Public Sector Procurement	2 Mar – 6 Mar	1 Jun – 5 Jun 13 Jul – 17 Jul	2 Nov – 6 Nov
RL	Resilient Leadership	26 Jan – 30 Jan	23 Feb – 27 Feb 16 Mar – 20 Mar	5 Oct – 9 Oct
RWPS	Report Writing and Presentation Skills	9 Mar – 13 Mar	15 Jun – 19 Jun 21 Sep – 25 Sep	9 Nov – 13 Nov
SDDAI	Strategic Decision Making with Data & AI	19 Jan – 23 Jan	20 Apr – 24 Apr 6 Jul – 10 Jul	12 Oct – 16 Oct
SFM	Strategic Facilities Management	13 Apr – 24 Apr	20 Jul – 24 Jul 21 Sep – 25 Sep	12 Oct – 16 Oct 30 Nov – 4 Dec
SMLS	Shipping Management, Leadership and Strategy	26 Jan – 30 Jan	9 Mar – 13 Mar 18 May – 22 May	28 Sep – 2 Oct
SMSR	Successfully Managing the Service Delivery for Results	08 Apr – 12 Apr	08 Jul – 12 Jul 23 Sep – 27 Sep	18 Nov – 28 Nov
SOD	Strategic Organisational Development	16 Feb – 20 Feb	13 Apr – 17 Apr 20 Jul – 24 Jul	5 Oct – 9 Oct
SPGS	Strategic Planning and Goal Setting	26 Jan – 30 Jan	18 May – 22 May 21 Sep – 25 Sep	23 Nov – 27 Nov
Finance Courses				
AAS	Analytical and Auditing Skills	23 Feb – 27 Feb	1 Jun – 5 Jun 7 Sep – 11 Sep	26 Oct – 30 Oct
ACAT	IDEA Auditing Tool -Computer Aided Audit Techniques	19 Jan – 23 Jan	26 Jan – 30 Jan 18 May – 22 May	28 Sep – 2 Oct
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop	27 Apr – 1 May 27 Jul – 31 Jul	7 Sep – 11 Sep 2 Nov – 6 Nov	9 Nov – 13 Nov
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks	13 Apr – 24 Apr	20 Jul – 31 Jul	9 Nov – 20 Nov
AFMBA	Advanced Financial Modelling and Business Analysis	13 Apr – 17 Apr	13 Jul – 17 Jul 14 Sep – 18 Sep	16 Nov – 20 Nov
AFS	Analysis of Financial Statements for Executives	2 Mar – 6 Mar	1 Jun – 5 Jun 13 Jul – 17 Jul	10 Aug – 14 Aug
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	27 Jul – 31 Jul	14 Sep – 18 Sep 28 Sep – 2 Oct	16 Nov – 20 Nov

Code	Title	Dates	Dates	Dates
BCP	Budgeting and Corporate Planning	23 Feb -27 Feb	18 May - 22 May 27 Jul - 31 Jul	17 Nov -20 Nov
BPIA	Best Practice Internal Audit	23 Feb -27 Feb	11 May - 15 May 10 Aug - 14 Feb	2 Nov - 6 Nov
BPM	Budgeting and Performance Management	9 Feb - 13 Feb	18 May - 22 May 20 Jul - 24 Jul	12 Oct -16 Oct
BPMI	Business Process Management, Improvement, Modelling & Analysis Overview	2 Mar - 6 Mar	7 Jul - 12 Jul 10 Aug - 14 Aug	28 Sep - 2 Oct
CDPPM	Cybersecurity and Data Protection in Pension management	2 Mar - 6 Mar	13 Jul - 17 Jul 28 Sep - 2 Oct	16 Nov -20 Nov
CGPI	Corporate Governance in Pension Industry	16 Mar -20 Mar	27 Apr - 1 May 10 Aug - 14 Aug	26 Oct -30 Oct
CMF	Capital Market Finance	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
DIFSF	Detecting and Investigating Financial Statement Fraud	9 Mar - 13 Mar	18 Jun - 22 May 17 Aug - 11 Aug	9 Nov - 13 Nov
ES	Entrepreneurial Skills	13 Apr -17 Apr	6 Jul - 10 Jul 14 Sep -18 Sep	16 Nov -20 Nov
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	13 Apr -17 Apr	8 Jun - 12 Jun 7 Sep - 11 Sep	9 Nov - 13 Nov
FIA	Forensic and Investigative Auditing	2 Mar - 6 Mar	8 Jun - 12 Jun	12 Oct -16 Oct
FMIA	Fundamentals of Modern Internal Auditing	16 Feb -20 Feb	27 Jul - 31 Jul 21 Sep - 25 Sep	30 Nov - 4 Dec
FMPPE	Financial Modelling and Petroleum Project Economics	27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	12 Oct -16 Oct
FMR	Financial Markets Regulation	23 Mar -27 Mar	27 Jul - 31 Jul 14 Sep - 18 Sep	9 Nov - 13 Nov
FNFM	Finance for non-financial Managers	11 May -15 May	6 Jul - 10 Jul 17 Aug - 21 Aug	30 Nov - 4 Dec
FGSF	Fundamentals and Practice of Green and Sustainable Finance	6 Jul - 10 Jul	31 Aug - 4 Sep 14 Sep - 18 Sep	16 Nov -20 Nov
FPM	Finance for Project Managers	16 Feb -20 Feb	27 Apr - 1 May	13 Jul -17 Jul
FSAV	Financial Statement Analysis and Valuation	27 Apr - 1 May	17 Aug - 21 Aug 5 Oct - 9 Oct	12 Oct -16 Oct
FVRD	Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data	29 Jun - 3 Jul	3 Aug - 7 Aug 7 Sep - 11 Sep	30 Nov - 4 Dec
ID	Introduction to Derivatives	9 Mar - 13 Mar	18 May - 22 May 10 Aug - 14 Aug	19 Oct -23 Oct
IFRS	International Finance Reporting Standard	9 Mar - 13 Mar	18 May - 22 May	17 Aug -21 Aug

Code	Title	Dates	Dates	Dates
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance	2 Feb - 6 Feb	27 Jul - 31 Jul 10 Aug - 14 Aug	9 Nov - 13 Nov
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks	11 May -22 May	10 Aug - 21 Aug	2 Nov - 13 Nov
MER	Monitoring and Evaluation for Results	11 May -15 May	13 Jul - 17 Jul 26 Oct - 30 Oct	16 Nov -20 Nov
MFIIFP	Master Class in Forensic Investigation, Internal Control and Fraud Detection and Prevention	13 Apr -17 Apr	21 May - 15 May 27 Jul - 31 Jul	26 Oct -30 Oct
PFMA	Pension Fund Management and Administration	27 Apr - 1 May	17 Aug - 21 Aug	5 Oct - 9 Oct
PEF	Private Equity Fund	10 Aug -14 Aug	19 Oct - 23 Oct 14 Sep - 18 Sep	16 Nov -20 Nov
PFS	Pension Fund Strategies	11 May -15 May	27 Jul - 31 Jul 12 Oct - 16 Oct	30 Nov - 4 Dec
PFSGR	Pension Fund Strategies, Governance, Regulation & Investment	27 Apr - 1 May	6 Jul - 10 Jul	5 Oct - 9 Oct
PIS	Pension Investment Strategies	11 May -15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	30 Nov -5 Dec
PSGT	Pension Scheme Guidance and Trusteeship	9 Mar - 13 Mar	18 May - 22 May 5 Oct - 9 Oct	9 Nov - 13 Nov
PRPC	Pension Retirement Planning and Calculations	13 Apr -17 Apr	13 Jul - 17 Jul 17 Aug - 21 Aug	5 Oct - 9 Oct
RBA	Risk-Based Internal Audit	2 Feb - 6 Feb	27 Jul - 31 Jul 28 Sep - 2 Oct	23 Nov - 2 Oct
RBABP	Risk-Based Audit Best Practice	27 Apr - 1 May	13 Jul - 17 Jul 10 Aug - 14 Aug	16 Nov - 20 Nov
RBS	Risk-Based Supervision	27 Apr - 1 May	7 Sep - 11 Sep 2 Nov - 6 Nov	9 Nov - 13 Nov
RM	Risk Management	22 Jun - 26 Jun	29 Jun - 3 Jul 17 Aug - 21 Aug	30 Nov - 4 Dec
SFGB	Sustainable Finance – Green Bonds	1 Jun - 5 Jun	17 Aug - 21 Aug	2 Nov - 16 Nov
SICM	Sukuk and Islamic Capital Markets	8 Jun - 12 Jun	10 Aug - 14 Aug 28 Sep - 2 Oct	12 Oct -16 Oct
SPMCEB	Strategic Planning, Management Control and Effective Budgeting	9 Mar - 13 Mar	19 May - 23 May 10 Aug - 14 Aug	28 Sep - 2 Oct
UMTB	Understanding the Mechanics and Terminology of Bonds	16 Mar -20 Mar	20 Apr - 24 Apr 14 Sep - 18 Sep	5 Oct - 9 Oct
URFM	Understanding Risk in Financial Markets	16 Feb -20 Feb	11 May - 15 May 27 Jul - 31 Jul	24 Aug -28 Aug
Information Technology Courses				
AAI	Application of Artificial Intelligence (AI) for the Oil and Gas Industry	27 Apr - 1 May	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov

Code	Title	Dates	Dates	Dates
AEE	Advanced Excel for Managers	11 May -15 May	13 Jul - 17 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
CDCPA	Computer Disaster Contingency Planning & Auditing	13 Apr -17 Apr	8 Jun - 12 Jun 28 Sep - 2 Oct	30 Nov - 4 Dec
CNS	Computer Networking and security	27 Apr - 1 May	27 Jul - 31 Jul 21 Sep - 25 Sep	23 Nov -27 Nov
IFSBU	Internet Facilities and Security for Business Users	23 Feb -27 Feb	6 Jul - 10 Jul 10 Aug - 14 Aug	16 Nov -20 Nov
MIT	Managing Information Technology	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
Petroleum Courses				
BDCO	Upstream and Downstream: Business Development & Commercial Operations	18 May -22 May	24 Aug - 28 Aug 21 Sep - 25 Sep	12 Oct -16 Oct
BERE	Basin Evaluation and Reservoir Engineering	9 Mar - 13 Mar	8 Jun - 12 Jun 14 Sep - 18 Sep	30 Nov - 4 Dec
CE	Cost Estimation	27 Apr - 1 May	27 Jul - 31 Jul 5 Oct - 9 Oct	7 Dec - 11 Dec
CFER	Cash Flow Estimation and Associated Risks in the Oil & Gas Industry	27 Apr - 1 May	10 Aug - 14 Aug 7 Sep - 11 Sep	26 Oct - 30 Oct
COPPPM	Crude oil and Petroleum Products Price Mechanism	16 Mar -20 Mar	22 Jun - 26 Jun 29 Jun - 3 Jul	17 Aug -21 Aug
COPPPM	Crude oil and Petroleum Products Price Mechanism – Two Weeks	29 Jun -10 Jul	14 Sep - 25 Sep	23 Nov -4 Dec
CSRR	Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry	27 Apr - 1 May	17 Aug - 21 Aug	5 Oct - 9 Oct
DCCOG	Demurrage and Claim Calculation for Oil & Gas Industry – Two Weeks	11 May -22 May	12 Oct - 23 Oct	30 Nov -11 Dec
DOOGI	Decommissioning of offshore Oil and Gas Installations	11 May -15 May	13 Jul - 17 Jul 26 Oct - 30 Oct	16 Nov -20 Nov
EAFM	Economic analysis and financial modelling in the petroleum industry	26 Jan -30 Jan	16 Feb - 20 Feb 16 Mar - 20 Mar	15 Jun -19 Jun
EPSC	Economic Aspects of Production-Sharing Contracts	18 May -22 May	14 Sep - 18 Sep	5 Oct - 9 Oct
EPRMS	Effective Project and Risk Management and Stakeholder Engagement in the Oil and Gas Industry	1 Jun - 5 Jun	24 Aug - 28 Aug 31 Aug - 4 Sep	2 Nov - 6 Nov
ETHRM	Energy Trading, Hedging and Risk Management	11 May -15 May	13 Jul - 17 Jul 21 Sep - 25 Sep	23 Nov -27 Nov
FMOGI	Financial Modelling in the Oil and Gas Industry	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct

Code	Title	Dates	Dates	Dates
FOGI	Fundamentals of the Oil & Gas Industry	13 Apr -17 Apr	13 Jul - 17 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
FOGP	Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools	13 Apr -17 Apr	8 Jun - 12 Jun 28 Sep - 2 Oct	9 Nov - 13 Nov
FOPC	Fundamentals of Petrochemical Industry	23 Mar -27 Mar	10 Aug - 14 Aug 19 Oct - 23 Oct	9 Nov - 13 Nov
FORE	Fundamentals of Reservoir Engineering	13 Apr -17 Apr	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
FPOGR	Forecasting the Price of Crude Oil, Gas and Refined Products	6 Jul - 10 Jul	31 Aug - 4 Sep 2 Nov - 6 Nov	16 Nov -20 Nov
FSCM	Fundamentals of Supply Chain Management	23 Feb -27 Feb	18 May - 22 May 14 Sep - 18 Sep	16 Nov -20 Nov
HSER	Health, safety, and environmental regulations in the Oil & Gas industry	18 May -22 May	17 Aug - 21 Aug 24 Aug - 28 Aug	9 Nov - 13 Nov
IEP	Introduction to Exploration and Production	9 May - 23 May	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
ILEDE	Innovative Leadership in Energy: Driving Efficiency and Growth	16 Mar -20 Mar	27 Apr - 1 May 10 Aug - 14 Aug	26 Oct - 30 Oct
ILOGCN	International Law for the Oil and Gas Contracting and Negotiation	27 Apr - 1 May	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
IOGBA	International Oil and Gas Business Analysis	9 Mar - 13 Mar	18 May - 22 May 17 Aug - 21 Aug	9 Nov - 13 Nov
IOGBM	International Oil and Gas Business Management	13 Apr -17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	23 Nov -27 Nov
IOGPT	Introduction to Oil & Gas Production Technology	2 Mar - 6 Mar	27 Jul - 31 Jul 10 Aug - 14 Aug	9 Nov - 11 Nov
JCACC	Joint Venture Agreement and Cash Call Workshop	27 Jul -31 Jul	5 Oct - 9 Oct 12 Oct - 16 Oct	30 Nov - 4 Dec
LCGFD	Life Cycle of Gas Field Development	27 Apr - 1 May	11 May - 15 May 17 Aug - 21 Aug	5 Oct - 9 Oct
LETLS	Leading in the Energy Transition: Leadership for a Sustainable Future	13 Apr -17 Apr	8 Jun - 12 Jun 7 Sep - 11 Sep	9 Nov - 13 Nov
LMITS	Logistics Management: International Transport and Shipping	18 May -22 May	17 Aug - 21 Aug 24 Aug - 28 Aug	9 Nov - 13 Nov
LSP	Leadership and Strategic Planning for the Oil & Gas Industry	27 Jul -31 Jul	14 Sep - 18 Sep 28 Sep - 2 Oct	16 Nov -20 Nov
MBL	Master Class on Bills of Lading	13 Apr -17 Apr	6 Jul - 10 Jul 28 Sep - 2 Oct	30 Nov - 4 Dec
MTCO	Managing Tanker Cargo Operations	23 Feb -27 Feb	1 Jun - 5 Jun 7 Sep - 11 Sep	26 Oct -30 Oct
NAPFO	Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov

Code	Title	Dates	Dates	Dates
NGPT	Natural Gas Pricing and Trading	27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	12 Oct - 16 Oct
NJVC	Navigating Joint Ventures and Collaborations in the Oil and Gas Industry	16 Mar - 20 Mar	20 Jul - 24 Jul 21 Sep - 25 Sep	23 Nov - 27 Nov
OGA	Oil and Gas Accounting	9 Feb - 13 Feb	6 Jul - 10 Jul 23 Nov - 27 Nov	7 Dec - 11 Dec
OGMA	Oil and Gas Management Accounting	13 Apr - 17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	9 Nov - 13 Nov
OGPF	Oil and Gas Project Financing	13 Apr - 17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
OGPSCM	Oil and Gas Procurement and Supply Chain Management	16 Mar - 20 Mar	18 May - 22 May 17 Aug - 21 Aug	9 Nov - 13 Nov
OGTMM	Oil and Gas Transport Models and Mechanisms: Road, Rail, Marine, Pipelines and Tankers	2 Mar - 6 Mar	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
PE	Petroleum Economics and Risk Analysis	27 Apr - 1 May	17 Aug - 21 Aug 5 Oct - 9 Oct	7 Dec - 11 Dec
PFAP	Petroleum Finance and Accounting Principle	11 May - 15 May	27 Jul - 31 Jul 12 Oct - 16 Oct	30 Nov - 4 Dec
PFSAD	Petroleum Fiscal Systems, Analysis and Design	9 Mar - 13 Mar	19 May - 23 May 10 Aug - 14 Aug	28 Sep - 2 Oct
PPERM	Petroleum Project Economics and Risk Management	26 Jan - 30 Jan	16 Feb - 20 Feb 16 Mar - 20 Mar	15 Jun - 19 Jun
PSM	Process Safety Management in the Oil and Gas Industry	18 May - 22 May	8 Jun - 12 Jun 10 Aug - 14 Aug	12 Oct - 16 Oct
RCE	Renewables and Clean Energy	27 Jul - 31 Jul	28 Sep - 2 Oct 16 Nov - 20 Nov	7 Dec - 11 Dec
RES	Renewable Energy and Sustainability	3 Aug - 7 Aug	7 Sep - 11 Sep 28 Sep - 2 Oct	30 Nov - 4 Dec
REST	Renewable Energy Systems and Technology	1 Jun - 5 Jun	29 Jun - 3 Jul 24 Aug - 28 Aug	2 Nov - 6 Nov
SC	Shipping Chartering	16 Mar - 20 Mar	27 Apr - 1 May 6 Jul - 10 Jul	5 Oct - 9 Oct
SCMOG	Supply Chain Management in the Oil and Gas Industry	7 Apr - 11 Apr	28 Jul - 1 Aug 8 Sep - 12 Sep	1 Dec - 5 Dec
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	13 Apr - 17 Apr	18 May - 22 May 17 Aug - 21 Aug	5 Oct - 9 Oct
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	6 Jul - 10 Jul	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
SOGPS	Subsea Oil & Gas Production Systems	9 Mar - 13 Mar	19 May - 23 May 17 Aug - 21 Aug	28 Sep - 2 Oct
TCDWP	Technical Contract Document Writing and Preparation	23 Feb - 27 Feb	8 Jun - 12 Jun 10 Aug - 14 Aug	16 Nov - 20 Nov
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control	13 Apr - 17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	9 Nov - 13 Nov

Code	Title	Dates	Dates	Dates
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks	23 Feb – 6 Mar	1 Jun – 12 Jun	21 Sep – 2 Oct
TSB	The Shipping Business	27 Apr – 1 May	17 Aug – 21 Aug 12 Oct – 16 Oct	30 Nov – 4 Dec
TSB	The Shipping Business – Two Weeks	9 Mar – 20 Mar	11 May – 22 May	5 Oct – 16 Oct
TSO	Terminal and Shipping Operations	13 Apr – 17 Apr	6 Jul – 10 Jul 7 Sep – 11 Sep	30 Nov – 4 Dec
TSO	Terminal and Shipping Operations – Two Weeks	16 Feb – 27 Feb	6 Jul – 17 Jul	7 Sep – 18 Sep
UDAIO	Upstream Data Analytics and Information Optimisation in the Oil & Gas Industry	3 Mar – 6 Mar	3 Aug – 7 Aug 28 Sep – 2 Oct	16 Nov – 20 Nov

DUBAI, QATAR, ISTANBUL, MALAYSIA, NICE, JEDDAH, CAIRO COURSES

Corporate, Executive and Management courses

ALC	Advance Leadership and Coaching	13 Apr – 17 Apr	8 Jun – 12 Jun 10 Aug – 14 Aug	30 Nov – 4 Dec
ALPCM	Advanced Logistics, Procurement and Contract Management	1 Jun – 5 Jun	29 Jun – 3 Jul 24 Aug – 28 Aug	2 Nov – 6 Nov
ALSE	Advanced Leadership Skills for Executives	9 Mar – 13 Mar 19 May – 23 May	8 Jun – 12 Jun 10 Aug – 14 Aug	28 Sep – 2 Oct
BCS	Business Communication Skills	27 Apr – 1 May	17 Aug – 21 Aug 5 Oct – 9 Oct	7 Dec – 11 Dec
CMTR	Change Management & Transformation Readiness for HR	13 Apr – 17 Apr	13 Jul – 17 Jul 14 Sep – 18 Sep	16 Nov – 20 Nov
CSO	Chief Security Officer	18 May – 22 May	17 Aug – 21 Aug 5 Oct – 9 Oct	7 Dec – 11 Dec
DEAI	Digital Ethics and AI Governance for Leaders	6 Jul – 10 Jul	13 Jul – 17 Jul 14 Sep – 18 Sep	16 Nov – 20 Nov
DPCIA	Developing Personal Confidence, Impact and Assertiveness	16 Feb – 20 Feb 16 Mar – 20 Mar	18 May – 22 May 15 Jun – 19 Jun	24 Aug – 28 Aug
DPRMR	Developing Public Relations, Media Relations and Handling Media Interviews	3 Aug – 7 Aug	7 Sep – 11 Sep 28 Sep – 2 Oct	30 Nov – 4 Dec
ELTM	Effective Leadership & Team Management	26 Jan – 30 Jan 16 Feb – 20 Feb	16 Mar – 20 Mar 15 Jun – 19 Jun	24 Aug – 28 Aug
EIETM	Emotional Intelligence and Effective team Management	18 May – 22 May	17 Aug – 21 Aug 12 Oct – 16 Oct	9 Nov – 13 Nov
EMA	Environmental Management Auditing	7 Apr – 11 Apr	7 Jul – 11 Jul 6 Oct – 10 Oct	17 Nov – 21 Nov
EMCS	Executive and Management Coaching Skills for Results	13 Apr – 17 Apr	13 Jul – 17 Jul 14 Sep – 18 Sep	16 Nov – 20 Nov
EMS	Executive Management Skills	9 Mar – 13 Mar	18 May – 22 May 17 Aug – 21 Aug	9 Nov – 13 Nov

Code	Title	Dates	Dates	Dates
ESP	Effective Succession Planning	11 May -15 May 27 Jul -31 Jul	5 Oct - 9 Oct 12 Oct - 16 Oct	30 Nov - 4 Dec
FMASR	ESG Materiality Assessment and Sustainability Reporting	2 Mar - 6 Mar	3 Aug - 7 Aug 28 Sep - 2 Oct	16 Nov -20 Nov
HRM	Human Resources Management	1 Jun - 5 Jun	29 Jun - 3 Jul 24 Aug - 28 Aug	7 Sep - 11 Sep 2 Nov - 6 Nov
ICM	Internal Communications Master Class	27 Apr - 1 May	6 Jul - 10 Jul 28 Sep - 2 Oct	5 Oct - 9 Oct
IGSM	Introduction to General Safety Management	18 May -22 May	17 Aug - 21 Aug 12 Oct - 16 Oct	9 Nov - 13 Nov
ILCS	Impactful Leadership Communication Skills	2 Mar - 6 Mar	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
LA	Leadership Agility	13 Apr -17 Apr 27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	7 Sep - 11 Sep
LDA	Leadership Decision Architecture: Optimising Organisational Problem-Solving	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
LEC	Leading with Ethics and Compliance	13 Jul -17 Jul	27 Jul - 31 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
LEI	Leading with Emotional Intelligence	16 Mar -20 Mar	18 May - 22 May 28 Sep - 2 Oct	7 Dec - 11 Dec
LOCA	Leading Organisational Change and Agility	13 Apr -17 Apr	18 May - 22 May 17 Aug - 21 Aug	5 Oct - 9 Oct
LTSOE	Lean thinking: A Strategy for Operational Excellence	29 Jun - 3 Jul	7 Sep - 11 Sep 2 Nov - 6 Nov	30 Nov - 4 Dec
MCHR	Managing Change & Human Resources	3 Aug - 7 Aug	28 Sep - 2 Oct 16 Nov - 20 Nov	30 Nov - 4 Dec
MICW	Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution	9 Mar - 13 Mar	11 May - 22 May 12 Oct - 16 Oct	30 Nov - 4 Dec
MIPIS	Media Interviews, Presentation & Influencing Skills	13 Apr -17 Apr 13 Jul -17 Jul	14 Sep - 18 Sep 5 Oct - 9 Oct	9 Nov - 13 Nov
MLPM	Maritime Leadership and People Management	27 Apr - 1 May	19 May - 23 May 17 Aug - 21 Aug	5 Oct - 9 Oct
MMLM	Mini-MBA in Leadership and Management	23 Feb -27 Feb	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
MMLM	Mini-MBA in Leadership and Management – Two Weeks	13 Apr -24 Apr	6 Jul - 17 Jul	7 Sep - 18 Sep
MRMDM	Masterclass in Risk, Management & Decision Making	11 May -15 May	13 Jul - 17 Jul 7 Sep - 11 Sep	21 Sep -25 Sep
MRMDM	Masterclass in Risk, Management & Decision Making – Two Weeks	9 Feb - 20 Feb	11 May - 22 May	10 Aug -21 Aug
MRM	Media Relations Master Class	6 Jul - 10 Jul	31 Aug - 4 Sep 2 Nov - 6 Nov	16 Nov -20 Nov

Code	Title	Dates	Dates	Dates
MSSP	Management Skills for Senior PA's	13 Apr -17 Apr	18 May - 22 May 13 Jul - 17 Jul	14 Sep -18 Sep
MTBCV	Managing Teams- Building Collective Vision	6 Jul - 10 Jul	31 Aug - 4 Sep 2 Nov - 6 Nov	16 Nov -20 Nov
MTML	Masterclass: Transforming from Manager to Leader	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov 30 Nov - 4 Dec
MTML	Masterclass: Transforming from Manager to Leader – Two Weeks	16 Mar -27 Mar	22 Jun - 3 Jul	12 Oct -23 Oct
PDES	Personal Development for Executive Secretaries	27 Apr - 1 May	17 Aug - 21 Aug	5 Oct - 9 Oct
PIIS	Personal Impact and Influencing Skills	27 Jul -31 Jul	28 Sep - 2 Oct 9 Nov - 13 Nov	16 Nov -20 Nov
PRM	Project Resource Management	2 Mar - 6 Mar	13 Jul - 17 Jul 27 Jul - 31 Jul	14 Sep -18 Sep 16 Nov -20 Nov
PRM	Project Resource Management – Two Weeks	16 Mar -20 Mar	11 May - 22 May	28 Sep - 9 Oct
RL	Resilient Leadership	1 Jun - 5 Jun	24 Aug - 28 Aug 31 Aug - 4 Sep	2 Nov - 6 Nov
SDDAI	Strategic Decision Making with Data & AI	9 Mar - 13 Mar	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
SMLS	Shipping Management, Leadership and Strategy	11 May - 15 May	17 Aug - 21 Aug 12 Oct - 16 Oct	30 Nov - 4 Dec
SPGS	Strategic Planning and Goal Setting	16 Mar - 20 May	6 Jul - 10 Jul	26 Oct - 30 Oct
Finance Courses				
AAS	Analytical and Auditing Skills	13 Jul -17 Jul	27 Jul - 31 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop	1 Jun - 5 Jun	17 Aug -21 Aug 31 Aug - 4 Sep	2 Nov - 6 Nov
AFFMCB	Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks	29 Jun -10 Jul	17 Aug - 28 Aug	30 Nov - 11 Dec
AFMBA	Advanced Financial Modelling and Business Analysis	27 Apr - 1 May	13 Jul - 17 Jul 21 Sep - 25 Sep	23 Nov - 27 Nov
AFSE	Analysis of Financial Statements for Executives	20 Jul -24 Jul	17 Aug - 21 Aug 21 Sep - 25 Sep	9 Nov - 13 Nov
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	16 Mar -20 Mar	14 Sep - 18 Sep	5 Oct - 9 Oct
BCP	Budgeting and Corporate Planning	26 Jan -30 Jan	16 Feb - 20 Feb 7 Sep - 11 Sep	23 Nov -27 Nov
BPIA	Best Practice Internal Audit	16 Mar -20 Mar	13 Apr -17 Apr 27 Jul - 31 Jul	23 Nov -27 Nov
BPM	Budgeting and Performance Management	16 Mar -20 Mar	18 May - 22 May 15 Jun - 19 Jun	24 Aug - 28 Aug

Code	Title	Dates	Dates	Dates
BPMI	Business Process Management, Improvement, Modelling & Analysis Overview	6 Jul - 10 Jul	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
CDPPM	Cybersecurity and Data Protection in Pension management	18 May - 22 May	6 Jul - 10 Jul 23 Nov - 27 Nov	7 Dec - 11 Dec
CGPI	Corporate Governance in Pension Industry	23 Mar - 27 Mar	29 Jun - 3 Jul 14 Sep - 18 Sep	9 Nov - 13 Nov
CMF	Capital Market Finance	9 Mar - 13 Mar	8 Jun - 12 Jun 10 Aug - 14 Aug	28 Sep - 2 Oct
DIFSR	Detecting and Investigating Financial Statement Fraud	27 Apr - 1 May	10 Aug - 14 Aug	12 Oct - 16 Oct
ES	Entrepreneurial Skills	9 Mar - 13 Mar	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	22 Jun - 26 Jun	29 Jun - 3 Jul 17 Aug - 21 Aug	23 Nov - 4 Dec
FIA	Forensic and Investigative Auditing	13 Apr - 17 Apr	27 Jul - 31 Jul 28 Sep - 2 Oct	9 Nov - 13 Nov
FMIA	Fundamentals of Modern Internal Auditing	27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	7 Sep - 11 Sep
FMPPC	Financial Modelling and Petroleum Project Economics	13 Apr - 17 Apr	6 Jul - 10 Jul 28 Sep - 2 Oct	30 Nov - 4 Dec
FMR	Financial Markets Regulations	2 Feb - 6 Feb	27 Jul - 31 Jul 10 Aug - 14 Aug	9 Nov - 13 Nov
FGSF	Fundamentals and Practice of Green and Sustainable Finance	26 Jan - 30 Jan	23 Feb - 27 Feb 18 May - 22 May	16 Nov - 20 Nov
FPM	Finance for Project Managers	9 Mar - 13 May	18 May - 22 May 5 Oct - 9 Oct	9 Nov - 13 Nov
FSAV	Financial Statement Analysis and Valuation	11 May - 15 May	13 Jul - 17 Jul 26 Oct - 30 Oct	16 Nov - 20 Nov
FVRD	Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data	9 Feb - 13 Feb	18 May - 22 May 21 Sep - 25 Sep	12 Oct - 16 Oct
ID	Introduction to Derivatives	13 Apr - 17 Apr	1 Jun - 5 Jun 7 Sep - 11 Sep	26 Oct - 30 Oct
IFRS	International Finance Reporting Standard	13 Apr - 17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	9 Nov - 11 Nov
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance	13 Apr - 17 Apr	13 Jul - 17 Jul 13 Aug - 17 Aug	5 Oct - 9 Oct
MBFRMG	Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks	13 Apr - 24 Apr	14 Sep - 25 Sep	16 Nov - 27 Nov
MER	Monitoring and Evaluation for Results	2 Mar - 6 Mar	3 Aug - 7 Aug 28 Sep - 2 Oct	16 Nov - 20 Nov

Code	Title	Dates	Dates	Dates
MFIIFP	Master Class in Forensic Investigation, Internal Control and Fraud Detection and Prevention	11 May -15 May	27 Jul - 31 Jul 12 Oct - 16 Oct	30 Nov - 4 Dec
PFMA	Pension Fund Management and Administration	27 Apr - 1 May	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
PEF	Private Equity Fund	11 May -15 May	7 Jul - 12 Jul 10 Aug - 14 Aug	2 Nov - 6 Nov
PFS	Pension Fund Strategies	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov
PFSGR	Pension Fund Strategies, Governance, Regulation & Investment	23 Feb -27 Feb	1 Jun - 5 Jun 10 Aug - 14 Aug	19 Oct - 23 Oct
PIS	Pension Investment Strategies	16 Mar -20 Mar	27 Apr - 1 May 6 Jul - 10 Jul	6 Oct - 9 Oct
PRPC	Pension Retirement Planning and Calculations	11 May -15 May	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
PSGT	Pension Scheme Guidance and Trusteeship	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
RBA	Risk-Based Internal Audit	16 Mar -20 Mar	7 Sep - 11 Sep 26 Oct - 30 Oct	16 Nov - 20 Nov
RBBP	Risk-based Audit Best Practice	23 Feb -27 Feb	13 Apr - 17 Apr 13 Jul - 17 Jul	21 Sep -27 Sep
RBS	Risk-based Supervision	27 Apr - 1 May	10 Aug - 14 Aug 7 Sep - 11 Sep	26 Oct -30 Oct
RM	Risk Management	13 Apr -17 Apr	8 Jun - 12 Jun 28 Sep - 2 Oct	9 Nov - 13 Nov
SFGB	Sustainable Finance – Green Bonds	16 Feb -20 Feb	16 Mar - 20 Mar 15 Jun - 19 Jun	24 Aug -28 Aug
SICM	Sukuk and Islamic Capital Markets	27 Apr - 1 May	27 Jul - 31 Jul	2 Nov - 6 Nov
SPMCEB	Strategic Planning, Management Control and Effective Budgeting	23 Feb -27 Feb	8 Jun - 12 Jun 10 Aug - 14 Aug	16 Nov -20 Nov
UMTB	Understanding the Mechanic and Terminology of Bonds	2 Mar - 6 Mar	8 Jun - 12 Jun 14 Sep - 18 Sep	30 Nov - 4 Dec
URFM	Understanding Risk in Financial Markets	2 Mar - 6 Mar	10 Aug -14 Aug 28 Sep - 2 Oct	9 Nov - 13 Nov
Petroleum Courses				
BDCO	Upstream and Downstream: Business Development & Commercial Operations	28 Apr - 2 May	1 Sep - 5 Sep 13 Oct - 17 Oct	1 Dec - 5 Dec
BERE	Basin Evaluation and Reservoir Engineering	13 Jul -17 Jul	27 Jul - 31 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
CE	Cost Estimation	23 Feb -27 Feb	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
CFER	Cash Flow Estimation and Associated Risks in the Oil & Gas Industry	16 Feb -20 Feb	16 Mar - 20 Mar 15 Jun - 19 Jun	24 Aug - 28 Aug

Code	Title	Dates	Dates	Dates
COPPPM	Crude Oil and Petroleum Products Price Mechanism	11 May -15 May	13 Jul - 17 Jul 27 Jul -31 Jul	26 Oct -30 Oct
COPPPM	Crude Oil and Petroleum Products Price Mechanism – Two Weeks	16 Feb -27 Feb	8 Jun - 19 Jun	10 Aug -21 Aug
CSRR	Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry	29 Jun - 3 Jul	17 Aug - 21 Aug 14 Sep - 18 Sep	30 Nov - 4 Dec
DCCOG	Demurrage and Claim Calculation for the Oil and Gas Industry	1 Jun - 5 Jun	24 Aug - 28 Aug	2 Nov - 6 Nov
DCCOG	Demurrage and Claim Calculation for Oil and Gas Industry – Two Weeks	9 Mar - 20 Mar	29 Jun - 10 Jul	14 Sep -25 Sep
DOOGI	Decommissioning of offshore Oil and Gas Installations	13 Apr -17 Apr	13 Jul - 17 Jul	14 Sep -18 Sep
EAFM	Economic analysis and financial modelling in the petroleum industry	11 May -15 May	27 Jul - 31 Jul 12 Oct - 16 Oct	30 Nov - 4 Dec
EAPSC	Economic Aspect of Productions Sharing Contracts	13 Apr -17 Apr	27 Apr - 1 May 7 Sep - 11 Sep	9 Nov - 11 Nov
EPRMS	Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry	23 Mar -27 Mar	10 Aug - 14 Aug 19 Oct - 23 Oct	9 Nov - 13 Nov
ETHRM	Energy Trading, Hedging and Risk Management	16 Mar -20 Mar	27 Apr - 1 May 6 Jul - 10 Jul	5 Oct - 9 Oct
FMOGI	Financial Modelling in the Oil & Gas Industry	26 Jan -30 Jan	16 Feb - 20 Feb 16 Mar - 20 Mar	18 May -22 May
FOGI	Fundamentals of the Oil and Gas Industry	2 Mar - 6 Mar	27 Jul - 31 Jul 14 Sep - 18 Sep	30 Nov - 4 Dec
FOGP	Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools	26 Jan -30 Jan	23 Feb - 27 Feb 18 May - 22 May	16 Nov -20 Nov
FPOGR	Forecasting the Price of Crude Oil, Gas & Refined Products	9 Feb - 13 Feb	18 May - 22 May 23 Nov - 27 Nov	7 Dec - 11 Dec
FPI	Fundamentals of the Petrochemical Industry	8 Jun - 12 Jun	10 Aug - 14 Aug	12 Oct -16 Oct
FRE	Fundamentals of Reservoir Engineering	9 Mar - 13 Mar	19 May - 23 May	28 Sep - 2 Oct
HSER	Health, safety, and environmental regulations in the Oil & Gas industry	9 Mar - 13 Mar	18 May - 22 May 5 Oct - 9 Oct	9 Nov - 13 Nov
IEP	Introduction to Exploration and Production	2 Mar - 6 Mar	3 Aug - 7 Aug 28 Sep - 2 Oct	16 Nov -20 Nov
ILEDE	Innovative Leadership in Energy: Driving Efficiency and Growth	23 Feb -27 Feb	1 Jun - 5 Jun 7 Sep - 11 Sep	19 Oct -23 Oct

Code	Title	Dates	Dates	Dates
ILOGCN	International Law for the Oil and Gas Contracting and Negotiation	18 May -22 May	6 Jul - 10 Jul 23 Nov - 27 Nov	7 Dec - 11 Dec
IIOGBA	International Oil and Gas Business Analysis	23 Feb -27 Feb	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
IIOGBM	International Oil and Gas Business Management	9 Mar - 13 Mar	19 May - 23 May 10 Aug - 14 Aug	28 Sep - 2 Oct
IIOGPT	Introduction to Oil & Gas Production Technology	27 Apr - 1 May	17 Aug - 21 Aug	5 Oct - 9 Oct
JCACCC	Joint Venture Agreement and Cash Call Workshop	13 Apr -17 Apr	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
LCGFD	Life Cycle of Gas Field Development	13 Apr -17 Apr	11 May - 15 May 13 Jul - 17 Jul	9 Nov - 13 Nov
LETLS	Leading in the Energy Transition: Leadership for a Sustainable Future	23 Mar -27 Mar	10 Aug - 14 Aug 14 Sep - 18 Sep	9 Nov - 13 Nov
LMITS	Logistics Management: International Transport & Shipping	13 Apr -17 Apr	8 Jun - 12 Jun 10 Aug - 14 Aug	28 Sep - 2 Oct 30 Nov - 4 Dec
LSP	Leadership and Strategic Planning for the Oil & Gas Industry	13 Apr -17 Apr	13 Jul - 17 Jul 17 Aug - 21 Aug	5 Oct - 9 Oct
MBL	Master Class on Bills of Lading	27 Apr - 1 May	10 Aug - 14 Aug 7 Sep - 11 Sep	26 Oct -30 Oct
MTCO	Managing Tanker Cargo Operations	27 Apr - 1 May	17 Aug - 21 Aug	5 Oct - 9 Oct
NAPFO	Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields	16 Feb -20 Feb	11 May - 15 May 14 Sep - 18 Sep	16 Nov -20 Nov
NGPT	Natural Gas Pricing and Trading	13 Apr -17 Apr	13 Jul - 17 Jun 14 Sep - 18 Sep	16 Nov -20 Nov
NJVCOGI	Navigating Joint Ventures and Collaborations in Oil and Gas Industry	27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	12 Oct -16 Oct
OGA	Oil and Gas Accounting	27 Jul -31 Jul	10 Aug - 14 Aug 2 Nov - 6 Nov	9 Nov - 13 Nov
OGMA	Oil and Gas Management Accounting	18 May -22 May	17 Aug - 21 Aug	5 Oct - 9 Oct
OGPF	Oil & Gas Project Financing	15 Jun -19 Jun	24 Aug - 28 Aug 21 Sep - 25 Sep	12 Oct - 16 Oct
OGPSCM	Oil and Gas Procurement and Supply Chain Management	11 May -15 May	13 Jul - 17 Jul 26 Oct - 30 Oct	16 Nov - 20 Nov
OGTMM	Oil and Gas Transport Modes and Mechanisms: Road, Rail, Marine, Pipelines and Tankers	27 Apr - 1 May	27 Jul - 31 Jul 24 Aug - 28 Aug	2 Nov - 6 Nov
PE	Petroleum Economics and Risk Analysis	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	26 Oct -30 Oct
PFAP	Petroleum Finance and Accounting Principles	9 Mar - 13 Mar	8 Jun - 12 Jun 14 Sep - 18 Sep	16 Nov -20 Nov

Code	Title	Dates	Dates	Dates
PFSAD	Petroleum Fiscal Systems, Analysis and Design	6 Jul - 10 Jul	31 Aug - 4 Sep	16 Nov -20 Nov
PPERM	Petroleum Project Economics and Risk Management	2 Feb - 6 Feb	11 May - 15 May 10 Aug - 14 Aug	9 Nov - 13 Nov
PSM	Process Safety Management in the Oil and Gas Industry	27 Apr - 1 May	17 Aug - 21 Aug 12 Oct - 16 Oct	7 Dec - 11 Dec
RCE	Renewables and Clean Energy	13 Apr - 17 Apr	27 Jul - 31 Jul 7 Sep - 11 Sep	9 Nov - 11 Nov
RES	Renewable Energy and Sustainability	16 Mar - 20 Mar	22 Jun - 26 Jun 29 Jun - 3 Jul	14 Sep - 18 Sep
REST	Renewable Energy Systems and Technologies	18 May - 22 May	6 Jul - 10 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
SC	Ship Chartering	13 Apr - 17 Apr	8 Jun - 12 Jun 22 Jun - 26 Jun	14 Sep - 18 Sep 9 Nov - 13 Nov
SCMOG	Supply Chain Management in the Oil and Gas Industry	27 Apr - 1 May	27 Jul - 31 Jul 5 Oct - 9 Oct	23 Nov - 27 Nov
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	13 Apr - 17 Apr	8 Jun - 12 Jun 28 Sep - 2 Oct	9 Nov - 13 Nov
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	27 Apr - 1 May	27 Jul - 31 Jul 7 Sep - 11 Sep	5 Oct - 9 Oct
SOGPS	Subsea Oil & Gas Production Systems	11 May - 15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	30 Nov - 4 Dec
TCDWP	Technical Contract Document Writing and Preparation	9 Feb - 13 Feb	18 May - 22 May 21 Sep - 25 Sep	12 Oct - 16 Oct
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control	13 Apr - 17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
TOMPC	Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks	11 May - 22 May	20 Jul - 31 Jul	28 Sep - 9 Oct
TSB	The Shipping Business	27 Apr - 1 May	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov
TSB	The Shipping Business – Two Weeks	13 Apr - 24 Apr	6 Jul - 17 Jul	12 Oct - 23 Oct
TSO	Terminal and Shipping Operations	16 Mar -20 Mar	29 Jun - 3 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
TSO	Terminal and Shipping Operations – Two Weeks	26 Jan - 6 Feb	1 Jun - 12 Jun	17 Aug - 28 Aug
UDAIO	Upstream Data Analytics and Information Optimization in the Oil & Gas Industry	11 May - 15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	30 Nov - 4 Dec
UDBDC	Upstream and Downstream: Business Development and Commercial Operations	2 Mar - 6 Mar	6 Jul - 10 Jul 28 Sep - 2 Oct	2 Nov - 6 Nov

Code	Title	Dates	Dates	Dates
KIGALI, MOROCCO COURSES				
Petroleum Courses				
BERE	Basin Evaluation and Reservoir Engineering	2 Mar - 6 Mar	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
CFER	Cash Flow Estimation and Associated Risks in the Oil & Gas Industry	3 Aug - 7 Aug	28 Sep - 2 Oct	16 Nov - 20 Nov
CSRR	Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry	27 Apr - 1 May	17 Aug - 21 Aug 12 Oct - 16 Oct	30 Nov - 4 Dec
DCCOG	Demurrage and Claim Calculation for Oil and Gas Industry	27 Apr - 1 May	7 Sep - 11 Sep	9 Nov - 13 Nov
DOOGI	Decommissioning of offshore Oil and Gas Installations	6 Jul - 10 Jul	28 Sep - 2 Oct	
DOTP	Drilling Operations in a Tight Pattern	7 Jun - 11 Jun	4 Aug - 8 Aug	29 Sep - 3 Oct
EAFM	Economic analysis and financial modelling in the petroleum industry	26 Jan -30 Jan	16 Feb - 20 Feb 23 Feb - 27 Feb	18 May -22 May
EAPSC	Economic Aspect of Productions Sharing Contracts	27 Jul -31 Jul	28 Sep - 2 Oct	9 Nov - 13 Nov
EPRMS	Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry	11 May -15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
ETHRM	Energy Trading, Hedging and Risk Management	16 Mar -20 Mar	6 Jul - 10 Jul	5 Oct - 9 Oct
FMOGI	Financial Modelling in the Oil & Gas Industry	27 Apr - 1 May	6 Jul - 10 Jul 28 Sep - 2 Oct	30 Nov - 4 Dec
FOGI	Fundamentals of the Oil and Gas Industry	13 Apr -17 Apr	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
FOGP	Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools	29 Jun - 3 Jul	7 Sep - 11 Sep	30 Nov - 4 Dec
FPOGR	Forecasting the Price of Crude Oil, Gas & Refined Products	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
FSCM	Fundamentals of Supply Chain Management	2 Feb - 6 Feb	11 May - 15 May 10 Aug - 14 Aug	2 Nov - 6 Nov
HSER	Health, safety, and environmental regulations in the Oil & Gas industry	16 Mar -20 Mar	15 Jun - 19 Jun 24 Aug - 28 Aug	21 Sep - 25 Sep
IEP	Introduction to Exploration and Production	13 Apr -17 Apr	27 Jul - 31 Jul	26 Oct - 30 Oct
ILEDE	Innovative Leadership in Energy: Driving Efficiency and Growth	16 Mar -20 Mar	29 Jun - 3 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
ILOGCN	International Law for the Oil and Gas Contracting and Negotiation	13 Apr -17 Apr	8 Jun - 12 Jun	7 Sep - 11 Sep

Code	Title	Dates	Dates	Dates
IIOGBM	International Oil and Gas Business Management	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
LETLS	Leading in the Energy Transition: Leadership for a Sustainable Future	18 May -22 May	6 Jul - 10 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
LMITS	Logistics Management: International Transport & Shipping	2 Mar - 6 Mar	27 Jul - 31 Jul 10 Aug - 14 Aug	9 Nov - 13 Nov
LSP	Leadership and Strategic Planning for the Oil & Gas Industry	9 Feb - 13 Feb	18 May - 22 May 12 Oct - 16 Oct	7 Dec - 11 Dec
MBL	Master Class on Bills of Lading	23 Feb -27 Feb	6 Jul - 10 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
MTCO	Managing Tanker Cargo Operations	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
NAPFO	Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
NGPT	Natural Gas Pricing and Trading	2 Mar - 6 Mar	10 Aug - 14 Aug	9 Nov - 13 Nov
NJVCOGI	Navigating Joint Ventures and Collaborations in Oil and Gas Industry	9 Mar - 13 Mar	18 May - 22 May 17 Aug - 21 Aug	5 Oct - 9 Oct
OGPF	Oil & Gas Project Financing	27 Apr - 1 May	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov
OGPSCM	Oil and Gas Procurement and Supply Chain Management	11 May -15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
OGTMM	Oil and Gas Transport Modes and Mechanisms: Road, Rail, Marine, Pipelines and Tankers	9 Mar - 13 Mar	18 May - 22 May 17 Aug - 21 Aug	5 Oct - 9 Oct
PE	Petroleum Economics and Risk Analysis	23 Feb -27 Feb	1 Jun - 5 Jun 7 Sep - 11 Sep	26 Oct -30 Oct
PFSAD	Petroleum Fiscal Systems, Analysis and Design	27 Jul -31 Jul	2 Nov - 6 Nov	
PPERM	Petroleum Project Economics and Risk Management	9 Mar - 13 Mar	8 Jun - 12 Jun 14 Sep - 18 Sep	30 Nov - 4 Dec
RCE	Renewables and Clean Energy	27 Apr - 1 May	17 Aug - 21 Aug 12 Oct - 16 Oct	30 Nov - 4 Dec
RES	Renewable Energy and Sustainability	27 Apr - 1 May	27 Jul - 31 Jul 5 Oct - 9 Oct	7 Dec - 11 Dec
REST	Renewable Energy Systems and Technologies	11 May - 15 May	13 Jul - 17 Jul 21 Sep - 25 Sep	23 Nov - 27 Nov
SC	Ship Chartering	13 Apr - 17 Apr	8 Jun - 12 Jun 10 Aug - 14 Aug	16 Nov - 20 Nov
SDEALM	Select, Design and Evaluate Artificial Lift Methods for Well	11 May - 15 May	13 Jul - 17 Jul	16 Nov - 20 Nov
SEEOR	Select and Evaluate Proper Enhanced Oil Recovery Field	27 Apr - 1 May	10 Aug - 14 Aug	12 Oct - 16 Oct

Code	Title	Dates	Dates	Dates
TSO	Terminal and Shipping Operations	27 Apr - 1 May	10 Aug - 14 Aug	26 Oct - 30 Oct
UDAIO	Upstream Data Analytics and Information Optimization in the Oil & Gas Industry	6 Jul - 10 Jul	31 Aug - 4 Sep	2 Nov - 6 Nov
UDBDC	Upstream and Downstream: Business Development and Commercial Operations	13 Apr - 17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	30 Nov - 4 Dec
Finance Courses				
AAS	Analytical and Auditing Skills	9 Mar - 13 Mar	8 Jun - 12 Jun 14 Sep - 18 Sep	16 Nov - 20 Nov
AFMBA	Advanced Financial Modelling & Business Analysis	27 Apr - 1 May	19 May - 23 May 17 Aug - 21 Aug	5 Oct - 9 Oct
APFGC	Artificial intelligence (AI) in Pension Fund Governance, Compliance, and Risk Management	13 Jul -17 Jul	27 Jul - 31 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
BCP	Budgeting and Corporate Planning	22 Jun -26 Jun	17 Aug - 21 Aug	30 Nov - 4 Dec
BPIA	Best Practice Internal Audit	27 Apr - 1 May	7 Sep - 11 Sep	2 Nov - 6 Nov
BPM	Budgeting and Performance Management	29 Jun - 3 Jul	14 Sep - 18 Sep	9 Nov - 13 Nov
CDPPM	Cybersecurity and Data Protection in Pension management	2 Mar - 6 Mar	3 Aug - 7 Aug 28 Sep - 2 Oct	16 Nov -20 Nov
CGPI	Corporate Governance in Pension Industry	27 Apr - 1 May	10 Aug - 14 Aug 7 Sep - 11 Sep	26 Oct -30 Oct
CMF	Capital Market Finance	2 Mar - 6 Mar	7 Jul - 12 Jul	28 Sep - 2 Oct
DIFSR	Detecting and Investigating Financial Statement Fraud	27 Jul -31 Jul	10 Aug - 14 Aug	9 Nov - 13 Nov
ES	Entrepreneurial Skills	11 May -15 May	13 Jul - 17 Jul 26 Oct - 30 Oct	16 Nov -20 Nov
ESAMP	Ethical Standards and Anti-Fraud Measures in Pension Management	13 Apr -17 Apr	8 Jun - 12 Jun 28 Sep - 2 Oct	9 Nov - 13 Nov
FIA	Forensic and Investigative Auditing	23 Mar -27 Mar	10 Aug - 14 Aug	19 Oct -23 Oct
FMPPC	Financial Modelling and Petroleum Project Economics	6 Jul - 10 Jul	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov - 20 Nov
FGSF	Fundamentals and Practice of Green & Sustainable Finance	11 May -15 May	17 Aug - 21 Aug 12 Oct - 16 Oct	30 Nov - 4 Dec
FPM	Finance for Project Managers	13 Apr -17 Apr	27 Jul - 31 Jul	9 Nov - 11 Nov
FVRD	Elevating Pension Governance for the New Regulatory Landscape and Climate Reality: Focusing on Value, Risk, and Data	29 Jun - 3 Jul	7 Sep - 11 Sep 2 Nov - 6 Nov	30 Nov - 4 Dec
ID	Introduction to Derivatives	11 May -15 May	10 Aug - 14 Aug	2 Nov - 6 Nov

Code	Title	Dates	Dates	Dates
IFRS	International Finance Reporting Standard	13 Apr -17 Apr	6 Jul - 10 Jul	26 Oct -30 Oct
MFIIFP	Master Class in Forensic Investigation, Internal Control and Fraud Detection and Prevention	27 Apr - 1 May	8 Jun - 12 Jun 10 Aug - 14 Aug	12 Oct -16 Oct
PEF	Private Equity Fund	9 Mar - 13 Mar	10 Aug - 14 Aug	28 Sep - 2 Oct
PFSGR	Pension Fund Strategies, Governance, Regulation & Investment	16 Mar -20 Mar	27 Apr - 1 May 6 Jul - 10 Jul	5 Oct - 9 Oct
PIS	Pension Investment Strategies	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	16 Nov -20 Nov
RBA	Risk-Based Internal Audit	2 Mar - 6 Mar	14 Sep - 18 Sep	30 Nov - 4 Dec
RBBP	Risk-based Audit Best Practice	2 Feb - 6 Feb	27 Jul - 31 Jul 10 Aug - 14 Aug	9 Nov - 13 Nov
RBS	Risk-based Supervision	13 Apr -17 Apr	18 May - 22 May 17 Aug - 21 Aug	5 Oct - 9 Oct
RM	Risk Management	9 Mar - 13 May	27 Jul - 31 Jul 5 Oct - 9 Oct	9 Nov - 13 Nov
SFGB	Sustainable Finance – Green Bond	1 Jun - 5 Jun	17 Aug - 21 Aug 31 Aug - 4 Sep	2 Nov - 6 Nov
SICM	Sukuk and Islamic Capital Markets	23 Feb -27 Feb	1 Jun - 5 Jun	7 Sep - 11 Sep
Corporate, Executive and Management Courses				
ALC	Advanced Leadership and Coaching	10 Aug - 14 Aug	16 Nov - 20 Nov	
ALPCM	Advanced Logistics, Procurement and Contract Management	9 Feb - 13 Feb	6 Jul - 11 Jul 23 Nov - 27 Nov	7 Dec - 11 Dec
ALSE	Advanced Leadership Skills for Executives	6 Jul - 10 Jul	28 Sep - 4 Oct	30 Nov - 4 Dec
CMTR	Change Management & Transformation Readiness for HR	27 Apr - 1 May	11 May - 15 May 13 Jul - 17 Jul	16 Nov -20 Nov
CSO	Chief Security Officer	9 Mar - 13 Mar	19 May - 23 May 17 Aug - 21 Aug	5 Oct - 9 Oct
DEAI	Digital Ethics and AI Governance for Leaders	8 Jun - 12 Jun	10 Aug - 14 Aug	12 Oct -16 Oct
DPCIA	Developing Personal Confidence, Impact and Assertiveness	23 Feb -27 Feb	14 Sep - 18 Sep	16 Nov -20 Nov
DPRMR	Developing Public Relations, Media Relations and Handling Media Interviews	18 May -22 May	14 Sep - 18 Sep	5 Oct - 9 Oct
EIETM	Emotional Intelligence and Effective team Management	27 Apr - 1 May	17 Aug - 21 Aug 12 Oct - 16 Oct	30 Nov - 4 Dec
EMA	Environmental Management Auditing	17 Mar - 21 Mar	9 Jun - 13 Jun 18 Aug - 22 Aug	27 Oct - 31 Oct

Code	Title	Dates	Dates	Dates
ESP	Effective Succession Planning	11 May -15 May	27 Jul - 31 Jul	5 Oct - 9 Oct
FMASR	ESG Materiality Assessment and Sustainability Reporting	11 May -15 May	27 Jul - 31 Jul 5 Oct - 9 Oct	30 Nov - 4 Dec
IGSM	Introduction to General Safety Management	26 Jan -30 Jan	18 May -22 May	
ILCS	Impactful Leadership Communication Skills	16 Mar -20 Mar	22 Jun - 26 Jun 29 Jun - 3 Jul	17 Aug -21 Aug
LA	Leadership Agility	23 Mar -27 Mar	10 Aug - 14 Aug 14 Sep - 18 Sep	19 Oct -23 Oct 16 Nov -20 Nov
LDA	Leadership Decision Architecture: Optimising Organisational Problem-Solving	13 Apr -17 Apr	13 Jul - 17 Jul	9 Nov - 13 Nov
LEC	Leading with Ethics and Compliance	9 Mar - 13 Mar	18 May - 22 May 17 Aug - 21 Aug	9 Nov - 13 Nov
LEI	Leading with Emotional Intelligence	13 Apr -17 Apr	13 Jul - 17 Jul 14 Sep - 18 Sep	5 Oct - 9 Oct
LOCA	Leading Organisational Change and Agility	13 Apr -17 Apr	27 Jul - 31 Jul 26 Oct - 30 Oct	9 Nov - 11 Nov
LTSOE	Lean thinking: A Strategy for Operational Excellence	27 Apr - 1 May	17 Aug - 21 Aug 5 Oct - 9 Oct	12 Oct -16 Oct
MICADS	Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution	27 Apr - 1 May	23 Nov - 27 Nov	
MIPIS	Media Interviews, Presentation & Influencing Skills	27 Jul -31 Jul	5 Oct - 9 Oct	7 Dec - 11 Dec
MMLM	Mini MBA in Leadership & Management	23 Feb -27 Feb	26 Jul - 10 Jul	14 Sep -18 Sep
MMLM	Mini MBA in Leadership & Management – Two Weeks	27 Apr - 1 May	16 Nov - 20 Nov	
MRDM	MasterClass in Risk, Management & Decision Making	11 May -15 May	13 Jul - 17 Jul 7 Sep - 11 Sep	21 Sep -25 Sep 30 Nov - 4 Dec
MTBCV	Managing Teams- Building Collective Vision	13 Apr -17 Apr	6 Jul - 10 Jul 7 Sep - 11 Sep	16 Nov -20 Nov
MTML	MasterClass: Transforming from Manager to Leader	6 Jul - 10 Jul	7 Sep - 11 Sep	30 Nov - 4 Dec
MTML	MasterClass: Transforming from Manager to Leader – Two Weeks	13 Apr -17 Apr	6 Jul - 10 Jul	
PIIS	Personal Impact and Influencing Skills	29 Jun - 3 Jul	14 Sep - 18 Sep 9 Nov - 13 Nov	30 Nov - 4 Dec
RL	Resilient Leadership	9 Mar - 13 Mar	19 May - 23 May 17 Aug - 21 Aug	28 Sep - 2 Oct
SDDAI	Strategic Decision Making with Data & AI	27 Apr - 1 May	27 Jul - 31 Jul 7 Sep - 11 Sep	2 Nov - 6 Nov

Code	Title	Dates	Dates	Dates
SMLS	Shipping Management, Leadership and Strategy	18 May - 22 May	24 Aug - 28 Aug 21 Sep - 25 Sep	12 Oct - 16 Oct
SPGS	Strategic Planning and Goal Setting	16 Feb - 20 Feb	11 May - 15 May	24 Aug - 28 Aug

Let US come to YOU

If you have several delegates whom you wish to send on the same course, you could make significant cost savings by requesting an ON-SITE course.

We will gladly send our instructors to teach any of our courses at either your offices or a nearby suitable hotel or conference/training facility.

You will be able to save on travel and accommodation costs for your personnel, though you will of course have to pay for the instructor's travel, accommodation and living expenses for the duration of the course.

You will also be able to secure your training at a more favourable price than would be the case when sending delegates on our public courses in England.

Please contact us and ask about how on-site training can benefit you.

COURSE BOOKING FORM

(Please cut out or photocopy this form)

Company/Contact Details

Company's Name:

Address:

Contact Person:

Email address:

Telephone - switchboard: Fax:

- Landline / mobile:(If any)

You can fax this form to us on:
+44 1424 442629

Or Scan and email to
enquiries@hastingsbusinesstraining.co.uk

Or post to:-
Course Administration
Hastings Business Training
45a London Road
St.Leonards-on-Sea
East Sussex TN37 6AJ
United Kingdom

Attendee(s)

Please list the names of those attending the course(s) and add after each name the course code and schedule number which the attendee is being booked on. If the same person is to be booked on to more than one course, then please insert his/her name once for each course to be attended.

Name	Course code	Start Date	Price	£
Net Total Price				
VAT @ 20%				
Total price including VAT				
VAT NO: 940498504				

Please tick as applicable

- I/we would like information and assistance in booking a hotel
- One or more of the attendees has a special dietary requirement or disability.
(Please send accompanying letter giving details)

I/We confirm:-

1. That I/we require the above number(s) of places to be booked on the course(s) as indicated, on the dates as listed on the previous page, and at a prices stated
2. That this booking is made in accordance with the standard terms and conditions of Hastings Business Training for the booking and sale of training courses
3. That payment in full for these courses will be made within 14 days of making this booking and in any case not less than 14 days before the start of the earliest course booked.

Signature:..... Date..... /...../.....
(Day/month/year)

Print Name and Position:

Payment

Please pay either by cheque, payable to Hastings Business Training, and posted to our office address.

BOOKING TERMS and CONDITIONS**Bookings**

Bookings may be made:-

- by post or fax on a form approved by Hastings Business Training,
- by email, provided all the relevant information (as sought in the postal form) is provided,
- via our web site (for those courses where online application has been made available).

In these terms and conditions, the person authorising and making the booking is referred to as the 'applicant', and each person being booked on to a course is referred to as an 'attendee'. The term 'you' within these terms and conditions refers to the applicant (not an attendee).

All postal and faxed bookings must be signed by an applicant competent to authorise the payment of the course fees. For email and online-booked courses, the combination of the applicant's typed name, email address and originating IP address shall be taken as the equivalent of a signature.

Fees

Course fees must be paid in full within two weeks of the booking being made or at least two weeks before the start of the first course being booked, whichever is the earlier. All fees are quoted exclusive of VAT, and are subject to VAT at the current rate.

Your booking will not be confirmed until payment has been received in full.

Payment

Your payment may be made either by cheque sent to us by post, or by electronic bank transfer. Please contact us for our account details if wishing to pay by bank transfer.

All fees must be paid in Pounds Sterling. Our fees are exclusive of any taxes, duties or banking charges, and you should take any such charges into account when determining the payment. We reserve the right to add Value Added Tax to any fees quoted and charged as and when such tax is applicable.

Substitutions and Transfers

If an attendee is unable to attend a booked course, we will accept a substitute (alternative) attendee instead at no extra cost. Any substitute attendee must be advised to use in writing by the applicant.

You may alternatively switch an attendee to another course. If you switch a course, and the new course has a higher fee, then we will charge you the difference according to our normal terms (in Fees section above). If the new course has a lower fee, then we will treat the difference as if it were a refund arising from a cancellation by you, and we will refund you that difference in accordance with the terms in our Cancellations and Refunds section below. Only one course switch per attendee is allowed.

Cancellations and Refunds

If you wish to cancel a booking you must do so in writing -either by post or by email.

If you wish, course fees already paid in respect of a cancelled course may be carried forward to another course scheduled to run within 12 months of the course cancelled.

Should you wish a refund on a course cancelled by you (or price differential upon switching courses):

- For courses where notice to cancel is received more than 8 weeks before the start of the course, we will refund all of the fee paid,
- Where notice to cancel is received more than 1 Week before the start of the course, but not more than 8 weeks, we will refund 30% of the fee.
- Where notice to cancel is received within 1 Week of the start of the course, or if a person booked fails to attend, then we will not make any refund.

We may at our absolute discretion cancel any course, or any attendee's place on a course, by giving notice in writing by post, fax or email at least one week before commencement of the course. If we are forced to cancel a course with less than one week's notice, or are unable to complete a course, for reasons beyond our control then we will endeavour to arrange an alternative course at the mutual convenience of ourselves and the applicant, but we will not be under any liability for our failure to do so. We will refund in full any fees paid in respect of any course, or individual course attendance, which is cancelled by us.

Copyright

All course documentation and hand-outs provided to attendees during the course are copyrighted material and must not be reproduced without prior permission in writing from the relevant copyright holder.

Performance

Hastings Business Training accepts no responsibility whatsoever for any attendee's performance as a result of their attendance at a course, and shall not be liable for any loss or damage arising to the attendee, the attendee's employer or any other party, arising howsoever from attendance at a course or from the training given during that course.

Jurisdiction

These terms and conditions are subject to English Law. Any and all matters arising between any customer or course attendee and Hastings Business Training in relation to these terms and conditions (or the provision of training courses booked subject to these terms and conditions) shall be subject to English Law.

Visas

Should you require a visa to enter the United Kingdom, then you are responsible for arranging your own Visa. We will assist you by providing a letter to confirm your booking (once paid in full). Please contact the British Embassy in your country to find out if you need a visa and the procedure to be followed. Visa applications may take some time, and we recommend you apply as soon as possible once we have confirmed your booking. We will provide additional assistance if needed, but will charge you for any costs involved.

Accommodation

You are responsible for your own accommodation arrangements. However, if requested, we will assist by:-

- Providing information about local hotels
- Assist you by making the hotel bookings for you - in which case you must pay us (in advance of our making the hotel booking) the amount needed to pay any hotel deposit/charge which the hotel request

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What our customers have said about us

Here are a few quotes from course evaluation questionnaires completed by people attending our courses – we have many more such excellent references.



Personal Development for Executive Secretaries

“The film presentation which further broadened my knowledge of understanding on each topic and the motivational attitude of the instructor. Everything is perfectly handled”

AKINOLA FOLAKE - NNPC-ABUJA



Managing an In-House Legal Department

“The tutor made it interesting by making it a cross-fertilisation of ideas between us. The lectures are full of real life experiences that made it easy to grasp the subjects and one looks forward to them. I have actually gained some insights into areas that were not in my contemplation when I set out for the course”

MOHAMMED J. A - PEFMB-ABUJA



Strategies to Achieve Effective Joint Venture Cash C.

“In depth knowledge of the course by the presenter; interactive process - getting all participants involved; wonderful group discussion; encouragement of team work.”

MOGAHA E. O. - CHEVRON-LAGOS

Effective Leadership and Team Management

“The course tutor is very experienced and has displayed it; the other facilitators were committed; time keeping was excellent; venue conducive and other facilities were quite satisfactory”

CHUKWU C. CHARLES - NSPM-ABUJA



Hastings Business Training

Course Administration office

45a London Road
St Leonards-on-sea
East Sussex
TN37 6AJ
United Kingdom

Contact Info

Tel: +44(0) 1424 718501

Fax: +44(0) 1424 442629

Email: enquiries@hastingsbusinesstraining.co.uk

Web: www.hastingsbusinesstraining.co.uk