
PROSPECTS
Development
Services
PDS
2022

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ABOUT US:

Prospects Development Services Ltd is a London-Luton based company in the United Kingdom with registration No: 09640011. Our mission is to establish and provide sustainable further education, capacity building training, tailor-made workshop and seminars for individuals, the public and private organisations worldwide.

We provide scheduled and customised capacity building training all year round. Our in-house training courses are bespoke and designed for your specific aim and objectives. We also deliver accredited and non-accredited learning opportunities for individuals or groups in public or private organisations worldwide. Some of our training programmes are funded through the European Union, Government Initiatives, World Bank, Individuals, and Private/Public organisations.

To ensure both the highest standards and worldwide recognition, we are an Approved Centre for Qualifi, The UK Register of Learning Providers (UKRLP), Accreditation Service for International Colleges and Universities (ASIC), The Copyright Licencing Agency (CLA), Information Commissioner (ICO), we are also registered as a prospective vendor of the World Bank Group, the United Nations and many more. Our awarding organisations are regulated by Ofqual meaning the qualifications are recognised and approved by the UK agency.

ACCREDITATION & VENDOR

What makes us unique is our pool of specialist experts with experience from academic environment, both private and public sector. We also ensure that every participant who attends our training will receive training tools, comprehensive course materials and unlimited amounts of email support from the course leader. This means that they can ask for some advice and tips whilst implementing what they have covered in the course.

Our Approach:

- **Good pedagogy**
  - ✓ Professional curriculum is design to matched your training needs
  - ✓ We ensure our didactic methods are varied and appropriate for participant-level and training goal

- **Adequate support for the transfer of learning to the workplace**
  - ✓ Our delivery involves In-class preparation to facilitate implementation of learning in the workplace through action learning and practical exercises
  - ✓ If required expect on-the-job follow-up support

- **Adequate targeting of training to organizational need**
  - ✓ Organizational capacity building diagnosis (if required)
  - ✓ Training-needs assessment (if required)
  - ✓ We can suggest strategic participant selection (Who should be trained to meet organizational goals).

Governance and Management



Governance & Management

Developing Strategic Policy

Introduction

This course evaluates what constitutes policies, its purposes, and how robust research evidence can improve policymaking. This course appraises different types, notions and sources of evidence to determine their value and contribution to policymaking.

This course aims to teach candidates the fundamentals of policymaking and development. The course involves studying the various terms and definitions in regards to developing policies. It also features case studies that look at current and past policies, influential figures involved in policy development, and other vital factors.

Course Content

- Definitions and context
- General terminology
- What are policies, and how do they affect us?
- Historical and current developments in the policy development scene
- Case study: understanding the idea of a process in policies
- Case study: vital influential figures and what effects they have on policy development

Learning Outcomes

- Candidates will be more accustomed to how policies are developed
- A better understanding of the prominent figures and factors that affect how policies are developed
- A more precise understanding of the varied technical terms used in policy development

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 3rd – 7th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Leadership & Management

Introduction

This extensive course covers a wide variety of aspects concerning management and leadership, all designed to make you a more successful leader. These lectures aim to outline each topic's main points, which can only be understood and fully appreciated with additional private studying.

Course Content

- Case study: The Nature of Managerial Work
- A review of the 'David Ulrich' Strategy
- The 8 golden rules of leadership
- A study of military rulers, such as Napoleon Bonaparte and modern-day commanders, and the influence they have had on management
- Case study:' The Intolerable Boss'
- How to maintain your leadership during a crisis
- A study of the various forms of strategies available to you

Learning Outcomes

- Candidates will understand the multiple aspects of management and leadership
- Know how change can affect leadership
- Know what it takes to be an effective and successful leader

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 24th – 28th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Advanced Risk Management

Introduction

The recent global economic and financial crisis has again revealed the crucial importance of understanding the intricacies of risk analysis and risk management applied to finance. This is equally true for private sector corporate actors, public sector officials and professionals working in private financial institutions and public administrations such as ministries of finance and central banks.

This advanced course is designed to provide professionals with specific hands-on tools and modelling techniques for effective risk management and builds on the Fundamentals of Risk Management course.

Course Content

- Review of basic knowledge: statistics, essential matrix algebra operation and mathematics of finance
- Traded instruments and risk indicators
- Fundamental concerns of risk management and corresponding tools
- Tools and strategies for decreasing the risk

Learning Outcomes

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

- Apply the mathematical, statistical and financial tools required to approach financial risk management
- Compute the value of different types of fixed income securities, including calculations on yields and market prices
- Interpret different ratios and indices related to the stock exchange market, in particular for stock shares
- Apply risk management techniques into different situations, in particular value at risk (VAR)
- Calculate risk indices for a portfolio composed of different types of securities
- Design different methodologies for generating risk management scenarios, in particular for interest rate or exchange rate variations, using Monte Carlo simulation
- Evaluate methods applied by third parties on financial risk management

Fee: £4,200
Location: Dubai, UAE
Duration: 10 days **Date**: 7th - 18th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Managing Stress, Conflict and Difficult People

Introduction

This comprehensive course in managing stress will enable candidates to control the risks, responsibilities, and opportunities they may face daily.

Candidates will learn to deal effectively with difficult people and situations that increase workplace pressure and impact their stress levels. Also, candidates will learn to channel stressful energy into the performance, contributing to their success and organisation.

Course Content

- Understanding the true natures & origins of stress
- The impact of stress in the workplace
- Using simple techniques to minimise stress
- Discover the power of the relaxation response
- Understanding your reaction(s) to a stressful situation
- Managing conflict effectively
- Construct a personal action plan

Learning Outcomes

- This course aims to teach candidates how to mentally take control of the risk, responsibilities and opportunities they are faced with daily
- Understand stress stressors and how to cope
- How to effectively deal with difficult people and situations that increase pressure within the workplace
- Channel stressful energy into the performance, thus contributing more to the organisation

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 21st – 25th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Drafting Bills & Legislation Policies

Introduction

This course will cover how Bills or 'Acts of Parliament' are motioned, voted for/ against and ratified or defeated. It will cover both the House of Commons in which the Speaker presides, the House of Lords, and the royal assent's role.

Course Content

- Background and introduction to the legislative process
- Types of bills
- Legislative process
- Passage of a bill
- Roles in parliament
- A member of parliament's view of legislation

Learning Outcomes

- Candidates will achieve an excellent insight into how British Politics are carried out
- Learn about scrutiny of legislation— the roles of both The House of Commons and the House of Lords
- Understand what roles members of parliament and chamber personnel have within the houses

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 14th – 18th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Working of the Executives

Introduction

In this course, fundamental areas of Democracy will be examined to see the vital roles they play in scrutinising the executive.

The separation of powers system is designed to distribute authority among several branches to preserve individual liberty in response to tyrannical leadership throughout history. The executive officer is not supposed to make laws (the legislature's role) or interpret them (the part of the judiciary). The executive's purpose is to enforce the law as written by the legislature and interpreted by the judicial system.

This comprehensive course covers our Bills & Legislation course units and our Policy Making & Social Media course. It maintains a heavy focus on what roles the executive has in modern politics and its influence within the government.

Course Content

- Introduction to workings of the executive
- Bills & legislation
- Scrutinising bills
- Debates on the parliamentary floor
- Case study: prime minister's questions

Learning Outcomes

- Candidates will understand what role the executive has in modern politics
- Understand the workings of the Houses of Parliament
- Know the impact social media has on a modern-day politics and how it can scrutinise certain areas.

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 7th – 11th March

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Project Management -Preventing Project Failure

Introduction

This training will give participants insight into core essential project management techniques. Participants will develop skills, knowledge and tools needed to start running each stage of the project life cycle successfully. Participants will also learn to work within organisational scope and cost constraints and set goals tied directly to stakeholder needs.

The training is perfect for directors or managers looking to improve their skills in project management or are looking to consolidate and formalise what they have already learnt in their job.

Course Content

- Introduction to project management and the time, cost, quality triangle
- Project roles & responsibilities
- Starting projects successfully, including scope definition
- Critical path analysis & best practice project planning
- Risk & issue management
- Using a RAID log
- Stakeholder management
- Understanding project team leadership and development
- Enterprise project management
- Why do projects fail?
- Five factors that lead to successful projects
- How to manage stress

Learning Outcomes

Participants will learn how to get the most from their team and learn to utilise project Management tools to get work done on time and within budget. They will understand the principles of smart planning, open communication, careful risk management, project Pleasure.

Fee: £3,800
Location: Luton- London, UK
Duration: 10 days **Date**: 14th – 25th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Infrastructure Asset Management Strategy

Introduction

This Asset Management training program has been designed to build organisational capacity for excellence by developing relevant knowledge and skills across disciplines responsible for asset management design and infrastructure.

We have structured the asset management training into eleven (11) modules that align with ethical practice learning framework. The course is delivered by a highly experienced asset management trainer who will guide the methods used to maximise corporate property assets' performance in a complex and real-life scenario.

Course Content

- Identification and classification of asset
- Asset disposal strategies
- Procurement management and Asset management lifecycle
- Action exercise and legal rudiments and Accounting for asset disposal
- Health hazard: implication and safety management

Learning Outcomes

- Demonstrate knowledge of all asset management components
- Develop an asset management strategy, policy and plan
- Implement an asset plan, identify related risk
- Consider the complete asset lifecycle from concept to disposal
- Reinforce the alignment of organisational goals from the boardroom to the shop floor
- Communicate the influence and impact of the stakeholders and the business environment on asset management decisions
- Understand that the overall outcomes are dependent on the cohesive integration of all activities and develop and implement maintenance and operational tactics.
- Specify Asset Management information strategy and its use in strategic decision making and related activities representing the four asset management principles.

Fee: £2,600
Location: Dubai, UAE
Duration: 5 days **Date**: 25th – 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Policy Making & Social Media

Introduction

Stakeholder engagement is the process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organisation or within the community in which it operates, holds relevant official positions or be affected in the long term.

This course explores modern tools such as blogs, social networks, 'wikis,' and its role in policymaking. It will also involve a brief case study on how policies are developed in an advanced democratic society, and what influences social media has on policymaking.

Course Content

- Overview of policy development
- Stakeholder engagement strategies
- Democratic theorem
- The differences between representation and direct democracy
- Changes in communication
- The influence of the internet
- The various forms of social media

Learning Outcomes

- Candidates will know how to utilise social media for their advantages in both parliamentary and business roles
- Understand what is available to the public concerning social media and the scrutiny of modern-day politics
- Identify the correct approach to delivering a presentation, depending on the type of stakeholders' present

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 25th – 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Effective Risk Management Oversight for Boards Secretariat & Executives

Introduction

Proactive risk management allows decision-makers to optimise results by implementing proven tools to plan for threats and opportunities. Since the global financial crisis, corporate board members and senior staff have been under pressure to enhance their risk management understandings. This workshop is designed to help attendees understand how to respond to this challenge.

Course Content

- Overview of risk management
  - Key risk terminology
  - Benchmarking your institution's risk management effectiveness and quality to that of competitors
- Risk management planning
- Risk identification tools & techniques
  - Overseeing risk and credit risks
  - Implementing risk response strategies
- Five factors that lead to successful projects

Learning Outcomes

- Gain a better understanding of the role of directors and senior executives in overseeing, understanding and leveraging risk management
- Apply scalable templates for risk management plans, risk registers and risk assessment matrices for initiative and function of the core risk areas: credit, market and operational
- Understand these risk exposures to the company's overall core business operations
- Gain a better understanding of the primary questions to ask of risk management heads during the oversight process

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 6th – 17th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Achieving Leadership Excellence

Introduction

This Achieving Leadership Excellence course explores the leadership role from several different perspectives. The seminar allows delegates to experiment with innovative ways to empower and enthuse their team and positively influence their organisational climate and culture.

The seminar is split into two modules:

- MODULE I– Building Skills for Working in Teams
- MODULE II– Building Personal Leadership Skills

Participants will leave the course with the following:

- A sound understanding of the nature of leadership
- The importance of individual differences in leadership style
- How to make effective decisions

Course Content

- Starting from within– you, the team leader
- Establishing a team environment, membership and roles
- Building outstanding team productivity, progress and learning
- Building frictionless team communications
- The need for leadership in the modern workplace
- Building and leading successful teams
- Developing the key players: from performance appraisal to performance management

Fee: £2,600
Location: Luton- London, UK
Duration: 5 days **Date**: 20th – 24th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Directing and Leading Complex Projects

Introduction

This intensive training programme aims at providing advanced learner strategies, tools, and techniques for managing complex projects.

Managing a complex project means having fantastic project management skills and understanding how to deal with today's workplace chaos.

Technology requirements, partnership, and competitive strategies are continually updating and transforming projects. A project manager must learn how to adapt to these changes while leading the project to successful completion. This class will help participants to master dealing with these complexities and lead with success.

Course Content

- The complex project
- Leading complex projects
- Fundamentals of complexity theory
- Assessing your project complexity
- Structuring your plan for success

Learning Outcomes

- Learn to determine the level of complexity of your project
- Develop tactics to manage that complexity
- Discover strategies for taking your project team 'to the edge of chaos' where innovation and creativity happen
- Avoid being caught off guard by change and prepare yourself with ways to optimise your team's performance and manage the unknown.

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 4th – 15th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Government Contract Intellectual Property

Introduction

The Government Contract Intellectual Property workshop is a comprehensive course designed for lawyers and contracting professionals, whether they represent government contractors, educational institutions, or government agencies.

The generation, use, and control of intellectual property rights is a material factor for consideration in preparing and executing many, if not most entities' business plans.

Course Content

- Contractor and government perspectives on IP
- Forms of IP and relevant statutes and regulations
- Fundamental IP issues in government contracting
- DFARS– commercial, technical data and computer software
- Small business innovation research (SBIR)
- Open systems architecture and Data rights in practice
- Rights in bid & proposal information and NDAS/ proprietary information
- Remedies (non-patent) and Subject inventions & patents

Learning Outcomes

- Understand the legal principles of government intellectual property rights
- Understand intellectual property rights in practice
- Recognise and seize opportunities, protecting and defending your IP at home and abroad, searching trademark, design and patent registers
- The role of the IP attorney and when to seek professional advice
- Understanding other people's IP and how to avoid trouble
- Be able to explain the six main types of intellectual property and the legal protection that covers them

Fee: £2,600
Location: Luton- London, UK
Duration: 5 days **Date**: 18th – 22nd Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Change Management

Introduction

In these turbulent times, the pace of organizational change is quicker than ever. This programme enables participants to accelerate the pace of change, deal with resistors, and develop clear visions and realistic plans. It is full of practical tools and techniques to help you understand, manage and implement change successfully and allow everyone to buy into the process.

Most of us do not like change. Change can bring huge benefits, but unless you deal with people's real and imagined fears and concerns, most of us will try to avoid it. The course explores the things that happen before, during and after the change. It offers practical tools to make potentially difficult situations more manageable.

Course Content

- Change overview
- Change quadrant– impact on self
- Patterns and uncertainty and change– a reality check
- Change transition curve, victim spiral
- Resistance to change
- Active vs passive choosing and house of change
- Change– telling it like it is and survival tactics
- Personal change takes out
- The pyramid response to change
- Strategies for dealing with change

Learning Outcomes

- Understand the impact of change
- Support and preparing for impending changes
- Manage others through changes in your workplace
- Get buy-in; dealing with resistance, Avoid the 'tyranny of positivity.'
- Manage your organisation through severe changes, Become an 'agent for change.'
- Build and maintain good working relationships
- Get more creative with change solutions

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 25th – 29th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the*

Governance & Management

Knowledge Management

Introduction

Knowledge management emerged from the convergence of globalisation and the nexus of organisational and technological change; the developments have resulted in fundamental changes both to economies and organisations.

Central to such changes is recognising knowledge as the most valuable resource available to organisations and as the most likely source of competitive advantage.

- Module I – Consist of 6 classroom-based sessions
- Module II – An educational tour of the national archives centre, headquarters.

Course Content

- Knowledge management in organisations
- The knowledge management paradigm and life cycle
- Knowledge management models
- Building knowledge management rational
- Vision and search within and outside your organisation
- Generation, acquisition and capture for your organisation
- Application/ implementation of KM in your organisation

Learning Outcomes

- Examine the various human, organisational and technological components that together combine to produce knowledge management
- Demonstrate a broad, critical and practical understanding of knowledge management theories and practices in the real world
- Develop an informed practice by understanding the ethical and legal implications in managing knowledge
- Reflect upon different knowledge management paradigms and their value
- Design and facilitate a smooth transition of knowledge

Fee: £4,200
Location: Ontario, Canada
Duration: 10 days **Date**: 5th – 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Advanced Leadership Programme

Introduction

This extensive course covers a wide variety of aspects concerning management and leadership, all designed to make you a more successful leader. Within this course, you will develop your emotional intelligence and advanced communication skills and "manage upwards" by making the most of your relationship with stakeholders.

Course Content

- Case study: the nature of managerial work
- A review of the 'David Ulrich' strategy
- The 8 'Golden Rules' of leadership
- A survey of military rulers, such as Napoleon Bonaparte and modern-day commanders, and the influence they have had on management
- Case study:' The Intolerable Boss.'
- How to maintain your leadership during a crisis
- A survey of the various forms of strategies available to you

Learning Outcomes

- Candidates will understand the multiple aspects of management and leadership
- Know how change can affect leadership
- Know what it takes to be an effective and successful leader

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 12th – 23rd Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Advanced Office Management and Effective Administration Skills

Introduction

The course deals with in-depth knowledge of developing the personal strengths and attitudes required to operate an efficient office or support the team. It is designed to increase the skills of senior support personnel or middle management across a range of disciplines, identify and examine the critical components of the role and within each element build up a range of approaches and techniques for operating an efficient office or support team.

Course Content

- Personal development: self-empowerment and self-management
- Resource and team management
- Vital communication skills
- Essential administrative skills
- Advanced thinking skills

Learning Outcomes

- Gain insights into the core responsibilities of administrators, learn how to prioritise and cope with multiple tasks
- Learn how to value role in an organisation and experience greater job satisfaction
- Learn how to improve their communication skills to enhance their relationships
- Learn how to analyse task, individual, decision options and solving problems for efficiency and effectiveness of the organisation
- Be able to develop office procedures, critical thinking abilities and communication skills for greater efficiency and effectiveness
- Be prepared to build an approach that suits their style and workplace
- Increase productivity and effectiveness by prioritising and making continuous improvements
- Learn how to develop and manage self-thoughts and feelings to improve self-confidence
- Learn how to be assertive and therefore more effective in the workplace

Fee: £2,600
Location: Luton- London, UK
Duration: 5 days **Date**: 19th – 23rd Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

International Management Skills

Introduction

This course focuses on the primary skills needed by international managers to execute their roles in an effective manner. It makes extensive use of practical exercises and role-playing to allow candidates to practice and build on their managerial skills.

Course Content

- Roles of international managers
- International management competencies
- Keys to personal effectiveness
- International influence skills
- Cross-cultural communication
- International performance management
- Successful team-development
- Leading people through change
- Challenges in modern-day management

Learning Outcomes

- Candidates will be able to improve their efficiency and management of relationships with others
- Improve core personal skills in professional development, stress management, planning and time management
- Improve core skills in leading and motivating a team

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 24th – 28th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Risk Management for Projects and Programme

Introduction

The course will present different approaches to identify risks; qualitative and quantitative methods to analyse risks and determine their impacts; risk ranking and response techniques; communicate risks throughout the project life cycle and procedures to monitor, control, and

In project and program management, something can inevitably go wrong. The difference in successful project management is adequately assessing the risks and then executing a successful risk response. Organisations must have solid project risk management best practices to deliver projects within specified time frames, budgets, and quality requirements. Proactive risk management allows a project manager to optimise project results by implementing proven tools to plan threats and opportunities.

Course Content

- Overview of risk management and Risk management process
- Analysing contents of a model RMP and Risk identification tools & techniques
- Assessing high-level risks to the organisation using a raid log
- Perform qualitative risk analysis, Risk probability and impact assessment
- Advanced applications of qualitative analysis
- Analysing cost and schedule risk and Project cost & schedule risk analysis using pert
- Prioritising analysis results and Simulation
- Implementing risk response strategies
- Quantifying residual risks and secondary responses
- Risk monitoring and control tools and Recommending corrective action

Learning Outcomes

- Apply scalable templates for risk management plans, risk registers and risk assessment matrices for the initiative
- Leverage, a proven qualitative risk-analysis process, to guide your risk management decisions
- Determine risk mitigations, and time and cost contingencies

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 7th – 18th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Transformational Leadership Excellence and Organisational Cultural Change

Introduction

One of the most fundamental questions an organisation can ask is 'Does our current culture accelerate or hinder the achievement of our strategy '? The answer to this question is rarely unequivocally positive. However, embarking on culture change is one of the most challenging and least likely successful exercises an organisation can undertake because organisations rarely understand how to effect radical behavioural change.

This course shows how effective leadership and culture change can be achieved through analysing an organisation's culture at a fundamental level, identifying the key levers that will affect real change and developing a route map to the desired state.

Course Content

- Change overview and the need for transformational leadership in the modern workplace
- Implementing change successfully
- Organisational cultural change and deciphering culture
- Essential communication skills of leaders and Steps to managing organisational cultural change
- Overcoming resistance to change and gaining commitment

Learning Outcomes

- Understand the psychological nature of corporate culture
- Understand the link between culture and employee engagement and how this influences morale and productivity
- Identify which change factors will have the most significant impact
- Develop a route map to guide the change process

Fee: £2,600
Location: Luton- London, UK
Duration: 5 days **Date**: 21st – 25th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Governance & Management

Research Methods, Data Analysis and Report Writing Skills

Introduction:

In this age of information, data is available everywhere and grows at an exponential rate. This course is based on real-life examples so that delegates can understand the different concepts and methodologies in a simple, practical and enjoyable way. Using various practical activities, delegates will apply the acquired knowledge and practice with data and graphs.

The course will strengthen attendees' ability to gather, use, understand and interpret data. Using the "numbers for strategic planning and development" participants will be able to know how to improve their decision-making process in public management.

Course Content

- The importance of data in a decision-making
- Converting concepts into measurable parameters
- Understanding data analysis
- Displaying the results and Report writing

Learning Outcomes

- Understand the principles underlying qualitative data analysis in general
- Define the research problem, starting hypothesis, analysing variables and methods for the hypotheses
- Interpret and develop different types of visualisations, using concrete examples
- Design questionnaires and code them
- Analyse and interpret data using SPSS
- Produce reports based on SPSS output
- Apply techniques to improve academic and report writing
- Perform presentation statistics for policy
- Analysis

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 21st – 25th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Specialists & Logistics



Specialists & Logistics

Optimal Board Involvement in Strategic Decision- Making Process

Introduction:

While the number of roles that a board fulfils varies, there are necessarily two broad roles for every board. The first, and most discussed role, is its monitoring role. The second, and much less investigated role, is the board's service role.

Optimal strategy formation requires in-depth knowledge of the organisation and its environment.

Course Content

- Board strategic decision-making
- Ex Ante and Ex Post Board and Managing conflict and Improving board decisions
- Review and evaluation for optimal performance and Personal development

Learning Outcomes

- Identify the board's ability to scan the operating environment, think strategically and adapt as necessary;
- Review how well the board performs its key roles and how successful it has been;
- Develop strategies for personal development, conflict management, time management and Key Performance Indicators (KPIs);
- Review the learning and development needs of individual board members as well as the board as a whole;
- Address whether the board provides sufficient support, scrutiny and challenge to the executive management team.

Fee: £2,600
Location: Abuja, Nigeria
Duration: 5 days **Date**: 17th – 21st Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Redundant Assets Disposal and Green Supply Chain Management

Introduction

Green Supply Chain Management now encompasses Asset Disposal, Green Design, Green Manufacturing, Green Logistics and Green marketing. The distribution that is an essential wing of supply chain plays an essential role in its success. Suppose a green product has been manufactured in an environmentally responsible manner. It needs an efficient distribution mechanism for the product to reach out to the customer and when it reaches the end of its life cycle.

By completing this course, participants will be able to:

- Have an overview of green supply chains and redundant asset management and disposal
- Understand what is green supply chain management and why is it gaining prominence
- Understand useful Redundant Assets Management Techniques
- Strategies for implementation of green supply chains across asset disposal
- Develop valuation techniques for control processes of redundant asset disposal
- Green Supply Chain and redundant asset disposal Impact on Valuation of the Company
- Role of green supply chains in making a business future-ready
- Waste disposal: how it affects the operational efficiency of a business
- Develop redundant asset management depreciation, componentisation, control, Policy and Plan
- Redundant Liabilities
- Prepare asset valuation report and outputs

Fee: £2,600
Location: Dubai, UAE
Duration: 5 days **Date**: 8th – 12th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Strategic Management and Leadership: Impact of COVID-19 on Portfolio Managers

Introduction

Some project activities may be profoundly affected by the current Covid-19 situation. Some project partners have had to close their production line, laboratories or supply chain.

This programme is developed for project managers, directors and senior managers who can translate organisational strategy into effective performance at this challenging time.

Course Content

- Strategic Management and Covid-19 crisis
- Managing team Performance to Support Strategy
- Project design phase: Managing project delays in response to Covid-19
- Information Management and Strategic Decision Making for containment of Covid-19
- Evaluating and managing primarily main areas of impact using strategic tools
- Development strategic sources of relief and understanding stakeholders
- Potential contractual issues for project sponsors and lenders
- Specific Contractual Provisions Giving Entitlement to Time and Money
- Impact of technology and organisational change strategies

Learning Outcomes

- Understand the Importance of Strategic Management during and after Covid-19 crisis.
- Managing project delays in response to Covid-19
- Leading the main three areas of Covid-19 impact on project portfolio
- Role of technology for service delivery
- Understand sources of relief such as:
    - General Contractual Provisions and legal principles which excuse liability for non-performance; and
    - Provisions which may give entitlements to additional time and money.
- Understand Five Strategic actions to mitigate against negative results after the crisis
- Making Contingencies and planning for disputes and uncertainty.

Fee: £4,800
Location: Dubai, UAE
Duration: 10 days **Date**: 28th Mar – 8th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Natural Disaster Planning, Preparedness and Response

Introduction

Given the complex nature of disaster preparedness and response efforts, and the multiple players and stakeholders involved, understanding an epidemiologist's unique role and responsibilities is critical.

Our Natural Disaster Planning, Preparedness and Response capacity building course has four modules. The course also has a final comprehensive activity where learners can apply the knowledge and skills learned in the course

Course Content

The modules should be completed consecutively in the following order:

- Module One – General Disasters Overview
- Module two – Epidemiologic Response to Disasters
- Module Three – Disaster Response Rapid Needs Assessment
- Module four – Overview of Disaster-related Morbidity and Mortality Surveillance

After completing participants will be able to do the following:

- Describe how a disaster affects the community, and especially a disaster's potential public health effects
- Explain the epidemiologist's role during each phase of the disaster cycle
- Understand the unique challenges of responding to a disaster as an epidemiologist
- Explain the steps for planning an RNA
- Identify an appropriate sampling method
- Design a questionnaire instrument
- Identify steps for implementing an RNA during a disaster response
- Describe the purpose and importance of disaster surveillance
- Explain the differences in surveillance methods
- Explain the steps for setting up a surveillance system during a disaster
- Describe the challenges in establishing a surveillance system during a disaster
- Explain how to conduct morbidity and mortality surveillance in a disaster setting

Fee: £2,100
Location: Abuja, Nigeria
Duration: 5 days **Date**: 9th – 13th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Managing Resources Effectively

Introduction

This course aims to give candidates who work with budgets the tools and techniques they need to manage their resources more effectively. Learn how to get more for your money in an age of budget restrictions and challenges. This course is ideal for all budget holders and managers.

Course Content

- Introduction to budgeting techniques and essentials
- Budgeting techniques
- Variance analysis
- In-year management
- How to use financial information wisely
- How to get more for your money
- Linking your budget to outputs & outcomes
- What do you want to achieve?
- The pitfalls and successes involved in resource management

Learning Outcomes

- Candidates will learn budgeting techniques
- Learn valuable techniques to manage contracts and contractors better
- Gain an understanding of the risks of procurement and the rewards of good practice
- Study how best to select and evaluate your tenderers

Fee: £2,600
Location: Atlanta, USA
Duration: 5 days **Date**: 24th – 28th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Redundant Asset Management Strategies, Valuation Techniques and Control

Introduction

This one-week course on Redundant asset management strategy and valuation techniques and control training is divided into ten (10) modules that align with useful practice asset management strategic framework. The course is delivered by a highly experienced asset management trainer who will guide the methods used to maximise redundant corporate assets' performance in a complex and real-life scenario.

Course Content

- Introduction -Valuation Lookups
- Strategies and Rules of the Redundant asset valuation
- Redundant asset valuation techniques and control
- Depreciated Replacement Cost (DRC) Valuations
- Depreciation and Componentisation
- Valuation Utilities and Accounting for Asset Disposal
- Tendering and Competitive Bidding Process
- Valuation Log and Valuation Reports

Upon completion of this training participants will be able to:

- Understand the pivotal role and purpose of the asset management strategies and planning in your organisation.
- Be able to apply different valuation techniques and control processes of redundant asset management
- Understand the financial implications of inaccurate valuation of a redundant asset
- Consider the complete redundant asset lifecycle from concept to disposal
- Develop redundant asset management depreciation, componentisation, control, Policy and Plan
- Be able to prepare asset valuation report and outputs
- Relate activities that represent the four Asset Management principles

Fee: £2,600
Location: Atlanta, USA
Duration: 5 days **Date**: 24th – 28th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

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Fee: £2,600
Location: Atlanta, USA
Duration: 5 days **Date**: 17th – 21st Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Public Sector Procurement

Introduction

This course is designed to improve candidates' public- sector procurement practices. Thus, helping them plan, tender and manage contracts as well as successfully conclude and renew projects.

This course outlines various forms of risk and details them expertly. It also deals with basic economics fundamentals and uses a case study of the current financial downturn to outline the risks involved in financial markets.

Course Content

- Background to procurement & tendering
- Planning & preparing procurement in the public sector
- Invitation to tenders (ITTS) and conditions of contract
- ITTS & specifications
- Notice to tender
- Invitation to tender
- Specification design

Learning Outcomes

- Candidates will gain an insight into public sector procurement
- Learn valuable techniques to manage contracts and contractors better
- Gain an understanding of the risks of procurement and the rewards of good practice
- Study how best to select and evaluate your tenderers

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 21st – 25th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Business Process Mapping

Introduction

This insightful course will enable candidates to document, understand and improve their organisation's business processes. Candidates will leave the course with the knowledge, and confidence, to implement business process mapping within their organisation and make significant business performance gains.

Course Content

- Understanding the terms
  - What is a 'process'?
  - Key terms in business process mapping
- The stages of business process mapping
- Mapping a business activity
  - Defining the start, end and purpose of a business activity
  - Defining the key moments– tasks, decisions, inputs & outputs
- The details behind the processes
  - Workshop facilitation skills
  - Titles & numbering
  - Recording key information– tasks, decisions, inputs, outputs, constraints & dependencies

Learning Outcomes

- Candidates will be able to make positive improvements to their business process and increase profitability
- Examine the effectiveness of current processes
- Have the necessary skills and confidence to map a new process
- Identify gaps in processes and suggest improvements

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 7th – 11th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Auditing for Oil, Gas and Petrochemical Companies

Introduction

This comprehensive five-day course is structured to provide candidates with practical and valuable guidance on risk-based operational auditing and leading-edge verification techniques within the industry. As legislation for fossil-fuels continues to become much more severe than ever before; a candidate on this course would gain an invaluable insight into the industry's workings. This course allows candidates to appreciate the benefits of risk-based auditing, associated tools and techniques and practice using them with real-life case studies relevant to an oil, gas or petrochemical company.

Course Content

- Internal auditing today
- Understanding risk management and risk-based auditing
- The fundamentals of operational auditing
- Facilitating risk identification workshops
- Fraud awareness
- Auditing the procurement function
- Auditing inventory management
- Auditing major contracts
- Auditing shutdown management

Learning Outcomes

Candidates will be able to understand the fundamentals of operational performance. Gain the expertise and confidence to develop and conduct risk-based operational audits of core business processes together with some of the newer and more challenging business activities.

Fee: £2,200
Location: Edinburgh, UK
Duration: 5 days **Date**: 14th – 18th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Financial Accounting & Reporting in Oil & Gas

Introduction

This course provides you with the latest financial knowledge and skills by evaluating the industry's strategic issues and challenges. It explores the internationally accepted accounting methods and techniques used in the oil & gas sector to report costs, asset values and profit, and financial evaluations techniques.

You will also examine the latest risk management techniques, enabling you to manage and control oil price, exchange rate and interest rate volatility using derivatives. We will also explore project management techniques in this exciting course designed to develop and enhance your skills and knowledge of this unique industry.

Course Content

- An analysis of the major strategic issues affecting the oil & gas industry
- Essential financial accounting methods and techniques
- A review of a joint venture and production sharing agreements
- The latest risk management techniques
- The latest project management techniques

Learning Outcome

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

- Evaluate the long-term strategic issues facing the oil and gas industry
- Analyse the financial, economic and commercial drivers
- Evaluate performance using essential financial accounting methods and techniques
- Deliver more timely and useful information to decision-makers
- Improve project controls, measurement & performance reporting & overall corporate governance

Fee: £2,600
Location: London, UK
Duration: 5 days **Date**: 21st– 25th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Project Leadership: Building and Leading High - Performance Teams

Introduction

Participants will gain leadership and communication skills to support successful projects in an organisation. Through team-based activities and projects, master the most challenging aspects of team management.

Participants will learn how to work together within a project team to avoid and resolve conflicts, make collaborative decisions, and build the foundation of trust and interpersonal relationships required for cohesive teamwork and successful project results.

Course Content

- The complex project
- Leading complex projects
- Launching a new project team
- Building a high-performing team

Learning Outcomes

- Develop strategies that help organisations develop high-performing teams
- Define criteria that help organisations perform at a higher level
- Involve others in team communication, visioning, and decision making
- Create team-building exercises that facilitate team collaboration with limited leader involvement
- Manage challenging and dynamic issues that diminish team effectiveness
- Leverage innovative learning techniques that enable team member development
- Foster a productive team-building environment regardless of member proximity.

Fee: £3,800
Location: New York, USA
Duration: 10 days **Date**: 9th – 20th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Presentation Skills for the Petroleum Industry

Introduction

One of the prime requisites for oil and gas professionals is to deliver presentations in a precise, concise, and well-designed away as possible. Some industry technical professionals are naturally gifted designers/ speakers/ presenters; others are not.

This course is for individuals who are required, as part of their jobs, to deliver presentations in-house or in public, and who wish to perfect the art and craft of dynamic presentation-making. To do so, participants will be involved in a full array of hands-on class exercises to improve presentation-making skills, vocal techniques, social interaction skills, visual aid preparation, etc. Attendees will deliver two presentations in class, both of which will be videotaped to measure improvement. They will discuss their performances in one-on-one private conversations with the instructor at the end of the course. Participants' progress will also be charted to quantifiably show areas in which actual improvement has taken place.

Course Content

- Design and deliver a presentation both in-person and on-line
- Keep an audience engaged through the use of various delivery methods
- Appropriately use technology and visual aids
- Speak confidently in front of groups

Learning Outcomes

- Communication and the role it plays in presentation-making and Overcoming fears
- The similarities and differences between face-to-face and online presentations
- The four fundamental basics to effective presentation-making presence/ demeanour/ appearance: posture, movement, and physical comfort
- Delivery: the voice, gestures/ facial expressions, skill in using silence, rhythm, and language
- Production: flow/ rhythm, skill in using visual aids/ technology, expertise in using time, skill in listening/ observing/ questioning, skill in using the venue, connectivity, eye contact, knowledge of the audience, and skill in handling audience/ situation
- Construction and organisation: design (presentation), design (PowerPoint slides/ other visuals), and integration (presentation with visuals)

Fee: £3,800
Location: Atlanta, USA
Duration: 10 days **Date**: 16th – 27th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with*

Specialists & Logistics

Viability Gap

Introduction

This course is ideal for those who are practising first-line managers who wish to make a management career at this level. It focuses on underpinning knowledge and practical skills, providing the opportunity to preserve and develop good practice.

This course focuses on formal cost-benefit analysis to determine overall economic merits and value for money in mostly private and public partnerships.

Course Content

- Overview of the development of the viability gap facility (VGF)
- Financial & economic assessment of public-private partnerships
- Development of the viability gap funding and its challenges
- What to expect from viability gap funding?
- Recent global trends and challenges
- The case for competitive partnership
- Minimum revenue guarantee
- Control and implementation & reporting, monitoring and evaluation
- Project and operational control
- Productivity performance measure
- Costs and benefits
- Monitoring and evaluation of the operation

Learning Outcomes

- This course will provide delegates with an insight into the practical aspects of VGF
- You will be able to identify, implement and establish sufficient viability gap
- It will help you how to reduce the upfront capital costs of pro-poor private infrastructure investments
- You will understand the concept of financial & economic assessment of public, private partnerships
- Understanding public sectors' requirements and capacity in the government to implement VGF projects

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 6th – 17th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Managing Non-Technical Risks – MNTR

Introduction

Non-technical or societal risks have become the primary source of business delays and budget overruns in the oil and gas industry. Non-technical risks typically are related to political, regulatory, health, safety, security, environmental, and social issues. Mitigation requires good external awareness and stakeholder engagement skills and technical and commercial teams' willingness to work closely together with the non-technical disciplines to accommodate non-technical perspectives in project designs and plans.

Course Content

- Significant trends in the relationship between business and society
- The business case for active management of non-technical risks
- Essential concepts of stakeholder engagement, including dealing with activist stakeholders
- How to set up the internal structure and collaboration model to respond effectively to the external world
- How to apply the tools to identify, assess, quantify, and mitigate non-technical risks
- How to integrate non-technical risks into business decision-making processes

Learning Outcomes

- The business impact of non-technical risks: the case for action
- Methods to deal with NGO's, activist investors, and communities
- Insight in the power and limitations of multi-stakeholder initiatives
- Essential international standards as required by international lenders and institutions
- Application of the project risk management framework and its tools to non-technical risks
- Quantification of non-technical risks to drive focus and action
- Linking up with the business decision-making process
- Dealing with internal resistance to change by learning from the safety journey
- Participants will leave with a blueprint for implementation in their own company

Fee: £3,800
Location: Atlanta, USA
Duration: 10 days **Date:** 13th – 24th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Contract Management Principles and Practices

Introduction

In this workshop, you will learn how to manage all aspects of project procurement effectively. You will discover the logic behind contracting principles and practices, and you'll learn the terms, techniques, and tools of converting project needs into outsourced goods and services. You will learn to ensure successful procurements by understanding the roles, responsibilities, and expectations of the internal and external stakeholders involved in the procurement chain.

You will spend 50% of class time working on contracting activities in this skills-building course, from requirements documentation to contract closure.

Course Content

- Introduction to procurement management
- Legal requirements of contracts and their implications and Plan procurements
- Importance of the SOW
- Conduct procurements
- Administer procurements
- Contracting problems and their solutions

Learning Outcomes

- Steps and stages of contract management from needs analysis to closure
- Terms and terminology of contracting and procurement
- Legal requirements of contracts and their implications
- Ingredients for contracting success
- Stakeholder mapping and expectations analysis
- Converting project objectives to contract requirements
- Applications and weaknesses of contract types
- Risk transfer through contracting terms and conditions
- Impact of subcontractors
- Determine risk mitigations, time and cost contingencies and many more

Fee: £2,200
Location: Atlanta, USA
Duration: 5 days **Date**: 4th – 8th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Negotiation Skills

Introduction

Whether dealing with suppliers or clients, trade unions or colleagues, negotiation skills are vital to ensure personal and organisational success. This programme also looks at how to prepare negotiation strategies, approach complex and team negotiations and options when dealing with difficult situations and interpersonal conflict. You will have the opportunity to discuss your current negotiation challenges and successes and put together action plans for approaching these situations back in the workplace.

Course Content

- Introductions to negotiations
- Different negotiation approaches
- Stages of negotiations and dealing with conflict
- Persuading and influencing
- Planning for a negotiation
- Key negotiation stages and Communication skills
- Action planning and Common tactics
- Power in negotiations and Advanced communication skills
- Negotiating in different contexts and cultures
- Recognising sales and closing techniques
- Negotiating as a team and putting it all into practice

Learning Outcomes

- Recognise phases involved in all negotiations
- Recognise key interpersonal skills needed at each phase
- Know how to prepare and plan before each phase
- Know your preferred negotiation style and its strengths and weaknesses
- Understand how blockages and deadlocks happen and what to do
- Know how influencing and persuasion skills contribute to a productive negotiation
- Be better able to handle difficult people and conflict situations
- Improve your ability to persuade colleagues and other stakeholders actively
- Be prepared to negotiate better deals and agreements

Fee: £2,200
Location: Abuja, Nigeria
Duration: 5 days **Date**: 11th – 15th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Revenue Generation for Diversifying Economy

Introduction

In today's hyper-competitive market, improving margins is an essential focus for service providers. That makes revenue generation, assurance and protection critical components in every organisation. There are limitless revenue opportunities to seep through the cracks from service provisioning to cash collection, especially in a world of convergent services and extended partner value-chains.

This course will give the participant an insight into policies that might boost economic activity include investing in infrastructure, education, and innovation.

Course Content

- Introduction to revenue
- Tax revenues as a source of income
- Recover the costs of inspections and mostly repeated checks for recurring violations.
- Motivating revenue officers
- Revenue forecasting and budgeting
- Public accountability and transparency
- Fraud prevention and control measures

Learning Outcomes

- Understand basic revenue terms
- Learn how to drive revenue officers and prepare revenue forecast and budget
- Learn how to use revenue principles for diversifying the economy

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 25th – 29th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Advanced Protocol and Travel Management

Introduction

This Advanced Protocol and Travel Management course will prepare you to develop skills for efficient protocol and travel management. You will learn how to plan and organise national and international travel and accommodation for your staff when travelling and when you receive visitors to your country.

Moreover, participants will explore and discover some powerful tools for planning international exhibitions, visits, and events and learn how to create realistic budgets and control costs.

Course Content

- Managing the protocol and travel function
- The right documents, at the right place
- Accommodation and international travel requirements
- Exhibitions, conferences, visits and events nationally and internationally
- Budgeting and cost control
- Building and maintaining strong relationships
- Communication skills
- Meeting at home and abroad
- Risks– disruption to travel: pro-active management

Learning Outcomes

- Understand all aspects of advanced protocol
- Understand the process, procedures and requirements for all documents required for you or your visitors
- Learn how to organise events such as exhibitions and conferences that run smoothly
- Learn how to create budgets

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 1st – 12th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Trading Simulation; International Crude Oil & Gas Products Market Trading

Introduction

With the global oil and gas markets being subject to extreme volatility and change due to a series of geopolitical events, this is the ideal time and opportunity to understand the drivers of oil and gas price.

This training is divided into five (5) units that align with ethical trading practices framework. The course is delivered by a highly experienced trainer who will guide the methods used to maximise oil and gas trading performance using a complex and real-life scenario.

Course Content

- Trading crude oil and Products and gas trading
- Contracts and risk management
- Risk and exposure management and Performance and
- Shipping: crude oil pricing and moving oil & gas from A to B
- Chartering and freight and Storage valuation and optimisation and Storage optimisation simulation

Learning Outcomes

- Develop analytical skills and be able to review crude oil supply, demand and gas products and Become familiar with trading techniques and terminology in oil and gas
- Implement floating prices and hedging techniques
- Understand crude oil refining, negotiation, evaluation and selection
- Explore physical and derivative oil markets, storage, shipping and contracts and processes
- Appreciate pricing formation process, trading and price risk management
- Participate in trading and hedging simulation exercises and improve negotiation skills

Fee: £2,600
Location: New York, USA
Duration: 5 days **Date**: 8th – 12th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Supply Chain in the Downstream Sector

Introduction

Getting the right product in the right place, at the right time, and the correct cost involves careful management of the order cycle and inventory.

Participants will learn about supply chain dynamics and systems, balancing supply and demand and the nature of supply chain risk. As a result of attending, attendees will be conversant with many of the key ideas and principles used in the modern supply chain.

Course Content

- Elements of supply chain management
- Lean, green and agile
- Supply chain strategy
- Supply chain dynamics and optimisation
- Supply chain improvement and systems

Learning Outcomes

- Explain the key aspects of supply chain management and some of the choices used in classic supply chain management
- Be able to describe and differentiate between lean, agile and green supply chains
- Contribute in an informed way to discussions on supply chain systems, optimisation and improvement
- Understand how sales and operations planning is used to balance supply and demand in organisations
- Identify and manage familiar sources of supply chain risk
- Apply your knowledge to situations involving supply chain improvement and partnering

Fee: £2,200
Location: Atlanta, USA
Duration: 5 days **Date**: 15th – 19th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Cost-Benefit Analysis for Portfolio Managers

Introduction

Participants will learn how to justify the project's expenses concerning the value it creates for the taxpayers. Participants will come to understand a variety of financial techniques necessary to quantify costs and, including present value, return on investment (ROI), and breakeven. Finally, several practical forecasting techniques for revenue, expenses, and project growth are presented, including several decision-making strategies that may help make informed project decisions.

Course Content

- When is a Cost-Benefit Analysis used in projects?
- Cost-Benefit Analysis– explanation of the process
- Cost analysis techniques and benefits
- Time value of money
- Time-based decision criteria measure used in Cost-Benefit Analysis
- Risk analysis in projects
- Decision and sensitivity analysis and the business case

Learning Outcomes

- Prepare a Cost-Benefit Analysis (CBA) estimates and totals
- Forecast cost and benefits over a relevant period for complex projects
- Convert all prices and interests into a common currency
- Calculate the net present value of project net benefits and Perform sensitivity analysis projects and Calculate estimates through forecasting
- Specify asset management information strategy and its use in strategic decision making in projects portfolio
- Evaluate alternatives and select the best value option based on costs and benefits
- Incorporate risk (uncertainty) in calculating costs and benefits
- Utilise Microsoft Excel tools to facilitate compilation and analysis of cost-benefit elements and Reference applicable OMB guidance and Executive Orders
- Make decisions under uncertainty and risk using decision tables and decision trees

Fee: £3,800
Location: Atlanta, USA
Duration: 10 days **Date**: 5th – 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Asset Valuation, Disposal Management

Introduction

This one-week asset management training is split into eleven (11) modules that align with ethical practice asset management learning framework. The course is delivered by a highly experienced asset management trainer who will guide the methods used to maximise corporate property assets' performance in a complex and real-life scenario.

Participants will explore and discover some powerful tools for planning and implementation of successful asset management. This course is relevant to decision-makers, mid-career professionals and senior managers from varied disciplines including management, engineering, IT and business/ financial.

Course Content

- Identification and classification of asset
- Asset disposal strategies and procurement management
- Monitoring disposal administration and Dispute resolution methods
- Tendering and competitive bidding process
- Valuation methods and residual value
- Action exercise and legal rudiments
- Space utility and management
- Health hazard: implication and safety management and Accounting for asset disposal

Learning Outcomes

- Demonstrate knowledge of all asset management components
- Develop an asset management strategy, policy and plan
- Understand the financial impact of asset and asset management decisions for their organisation, and translate technical issues into business implications
- Develop and implement maintenance and operational tactics
- Relate activities that represent the four asset management principles

Fee: £2,200
Location: Dubai, UAE
Duration: 5 days **Date**: 12th – 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Strategic Public Relation, Protocols & Etiquette

Introduction

At a senior level, you need to practice highly effective communication strategies. These include your written and verbal communication and body language, reactions, choice of words, reasoning, and everything else. While media and PR skills are increasingly required for any established organisation, managers also need to prepare themselves to excel in relevant.

The training is perfect for marketing, PR people or managers who have to deal with media, country representatives, and directors representing their organisation to media.

Course Content

- Principles of protocol and etiquette
- Planning and orchestrating V.I.P. visits, meetings, ceremonies, and special events
- Precedence, titles and forms of address
- Protocol event planning processes

Learning Outcomes

- Understand and apply the right attitude at the right time with the right person
- Learn how to create a positive impression
- Learn the correct etiquette and protocol with celebrities
- Learn the proper table manner
- Understand the event planning process

Fee: £2,200
Location: Ontario, Canada
Duration: 5 days **Date**: 17th– 21st Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Private-Public Partnership

Introduction

Public-private partnerships (PPPs) are arrangements typified by joint working between the public and private sector. In the broadest sense, PPPs can cover all types of collaboration across the interface between the public and private sectors to deliver policies, services and infrastructure.

The delivery of public services involves private sector investment in infrastructure; the most common form of PPP is the private finance initiative.

Course Content

- Overview of the development process of public-private partnerships
- Management of viability gap fund (VGF)
- Project development: the feasibility study and due diligence
- Concession models for build operate and transfer (BOT) Projects
- What to expect from PPPs?

Learning Outcomes

- Understanding the fundamental structures of VGF arrangements
- Understanding public sectors' requirements and capacity in the government to implement the PPP and VGF projects
- Identifying the significant issues in project planning
- Following the development process of BOT

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 14th – 25th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Project Management for Public Services

Introduction

This exciting and pan-sector field has unlimited applications in any industry, discipline and geographical region.

Progress in productization of the public sector creates an increasing need for developing competences (knowledge, skills, attitudes) for public sector project managers. However, very little attention has so far been paid to the distinctive features of public-sector project managers' competences, especially in terms of competencies necessary for team and stakeholders management.

Course Content

- Course overview and project plan: scope, time and cost management and communications
- Project execution and public sector stakeholders
- Project appraisal and project selection
- Risk identification tools & techniques and negotiating conflict in public projects
- Coordination in public sector projects and challenges for the public sector
- Building a project leadership best practices toolkit
- Benefits: use of project management in the public sector

Learning Outcomes

- Understand and analyse the fundamental concepts of various perspectives on the management of projects and their relevance to the real-world practices
- Be aware of recent trends in project management in the public sector
- Develop knowledge, skills and abilities for managing the projects in the public sector
- Generate, evaluate, criticise and apply new ideas and concepts in the management of general project management
- Access opportunities for the development of project management skills

Fee: £4,200
Location: London, UK
Duration: 10 days **Date**: 28th Nov – 9th Dec

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Specialists & Logistics

Purchasing and Contract Negotiation: Negotiating for Profit, Strategy & Legal Agreements

Introduction

The aim is on arriving at 'win-win' solutions, rather than negotiating to win at all costs. This course is specifically designed for candidates who are involved in supplier negotiations for goods and services.

Learning Objectives:

- Participants will be able to recognise the importance of negotiation to close profitable deals and maintain long-term relationships
- Recognise partnership and adversarial negotiation styles and the advantages/disadvantages of both.
- Negotiate from a position of partnership, not competition
- Identify and practise successful business negotiating skills
- Identify strengths and weaknesses as a business negotiator
- Understand different types of buyer behaviour
- Learn to recognise negotiating tactics and stances
- Be able to apply a new and proven structure to business negotiations
- Prepare and present a proposal at a final business negotiation stage
- Project confidence and exercise assertiveness in business negotiation situations

Course Content:

- Introduction: Planning the Negotiation Process
- Negotiation for Procurement
- Procurement – Tendering, Evaluating and Awarding Contracts
- Contracts & Dispute Resolution – "Deep Dive"
- The collaborative and competitive schools
- The different types of negotiation techniques
- Using the MBTI as a negotiation support tool
- Implementing the Negotiation strategy
- Post Negotiation - Financial Close and beyond.

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 12th – 16th Dec

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing



Business, HR and Marketing

Advanced Human Resources Analytics

Introduction

We have structured and designed our Advanced Human Resources Analytics very carefully, covering all practical skills necessary to understand and implement the analytical skills.

Course Content

- Introduction to predictive analytics
- HCM:21
- Strategic choice and advanced analytics
- Human science and selection decisions
- How to interpret data
- Human science and incentives
- Software applications, analytics and HR decisions
- The new face of workforce planning
- Turning data into business intelligence

Learning Outcomes

- To understand the reasoning behind predictive analytics and its benefits
- To explore various levels of analytics and their uses; showing the evolution of metrics into predictive analytics
- To learn about the predictive management model and the HCM:21 model
- To appreciate risk assessment as a fundamental part of modern human capital management
- To determine an evidence-based approach using advanced analytics in developing a collaborative workplace, and for selecting and motivating people
- To improve workforce planning that replaces gap-analysis with the concept of generating human capability

Fee: £2,600
Location: Dubai, UAE
Duration: 5 days **Date**: 7th – 11th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Business Etiquette

Introduction

In today's world, business demands more than keeping your nose to the grindstone and your ear to the ground. You need to be business savvy and have the ability to establish yourself credibly. The wrong decision at the wrong time can damage your career.

If you are newly appointed to a management position or interact with people, you don't know regularly, and this workshop can help you succeed. If you want to enhance and polish your business image or if you wish to avoid feeling uncomfortable in the corporate world, this workshop will allow you to take a quantum leap forward in skill, sophistication and confidence.

Course content

- How business etiquette is crucial to your career
- How to make an excellent first impression
- Ways of remembering names
- Business card etiquette
- Dining etiquette
- How to shake hands
- Deciphering the dress code
- What to include in a business wardrobe?
- Telephone etiquette
- E-mail etiquette

Learning outcomes

- Finesse introductions from shaking hands and using eye contact to remembering names
- Dress appropriately for every business occasion
- Feel more confident about your business communication in every situation
- Use your business cards wisely
- Perfect your handshake
- Gain that extra edge that establishes trust and credibility.

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 16th – 20th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Communication and Assertiveness

Introduction

Assertiveness is the ability to express yourself and your rights in an open, non-confrontational way. Yet assertiveness does not come naturally because we have all learned passive behaviours to stave off confrontation.

Course Content

- Different types of behaviour
  - Definitions of behaviour types
  - Recognising aggressive, passive and assertive behaviours
  - Causes and effects of behaviour types
  - Possible causes of different types of behaviours
  - Impact or effects of each type of behaviour
  - Pros and cons of different behaviours
- Assertiveness and you
- Personal communication styles
- Getting our thinking right
  - Our inner dialogue
  - Managing our inner dialogue
  - Understanding rights and responsibilities
  - Responsibilities of assertiveness
  - Exercises: inner dialogue and rights and responsibilities
  - Positive thinking
- Body language and assertiveness

Learning Outcomes

The course structured to give participants the appropriate tools to assert themselves in a wide range of work situations. They will learn how the proper use of assertive behaviour enables people to deal with work colleagues, clients, suppliers, and personal contacts creatively yet maintain manner and improve relationships.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 13th – 17th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Elocution and Voice Softening

Introduction

Do you have to give Status Reports at work?
Do you have an accent you would like to soften?
Do you feel awkward talking to people you don't know?
Is it essential in your profession that you are easily understood?
Do people often ask you to repeat what you have said?
If you can answer yes to any of these, perhaps you need an elocution lesson. We will teach you how to speak clearly and confidently from anywhere in the world during these lessons. These lessons are ideal if English is not your first language, or it is an additional language.

Course Content

- Articulation
- Organs of speech
- Vowel sounds
- Consonant sounds
- Exercise and drills
- Breathing
- Expressive speech
- Inflexion
- Pause
- Pace
- Pitch
- Power
- Resonance
- Facial expression

Learning Outcomes

- You will learn to speak more slowly (most people speak too quickly)
- How to articulate well putting all the 't's and 'ds on the ends of words
- How to pronounce English diphthong sounds such as 'air','eer' and 'oh'

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 22nd– 26th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Staff Appraisal Interview Techniques

Introduction

This one-day appraisal course will teach delegates how to raise employees' motivation and improve performance by setting objectives; giving useful feedback and praise. Our performance management course also provides tips and techniques for managing conflict in appraisals and delegating how to write active performance reviews efficiently and effectively.

Delegates who have taken our appraisal courses have seen a dramatic increase in staff performance by applying the strategies they have learnt in the art of 'appraising employees successfully'.

Course Content

- Structuring the interview
- Building rapport and relaxing the appraisee
- Avoiding appraisal pitfalls
- Praising and criticising constructively
- Handling difficult situations
- Completing the appraisal form clearly and objectively
- Maintaining excellent performance after the appraisal

Learning Outcomes

Our appraisal training seminars enable delegates to understand the processes which will make them more productive and increase their confidence and sense of achievement. The objective is to master the principles and practices of a useful performance review; including senior/ junior managers, supervisors, training/ HR managers, directors, administrative and technical staff.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 12th– 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Understanding Digital Economy: Challenges in Emerging Economies

Introduction

Digital Economy continues to show strong growth and has been influencing the social and economic growth of nations. On the one hand, e-commerce technologies have helped nations accelerate their economic growth and provide more opportunities for organisations or businesses to operate at optimum. Still, it has also created many challenges and effects across policymakers and numerous domains of society.

Course Content

- The globalisation of the Digital Economy
- Challenges of the Digital Economy
- Knowledge Management (KM)
- E-Readiness Assessment Methods and Tools
- E-Records Management and Freedom of Information for SMEs:
- SMEs Industry in the digital age
- Capacity Building in SMEs
- The social and economic impact of the first, second and third wave of digitisation:
- The Digital Age: Leadership Capability

Learning Outcomes

- Understand the emerging digital economy
- Understand the challenges brought by the advent of the digital economy
- Apprehend the economic nature of digital products.
- Understand traditional economics within the context of the digital economy
- Demonstrate that, on the contrary, sound economic concepts can be used to explain and comprehend the challenges brought about by digital technology.
- Be able to make effective strategic decisions regarding the implementation of digital technologies

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 19th – 23rd Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Personal Coaching and Mentoring

Introduction

This Coaching and Mentoring Course is for people wishing to develop their coaching or mentoring skills at any business level. This course aims to give participants a clear insight and understanding of people's dynamics when they work one-to-one. The temptation, when coaching or mentoring someone is to provide solutions to problems or difficulties. We will help you find ways to hand the issues back to the person and encourage them to see the answers for themselves.

Course Content

- Effective coaching skills
- Listening and responding skills
- Motivating and guiding
- Giving effective feedback
- Dealing with confidence issues
- Assisting with professional and personal development
- The difference between doing, telling and coaching
- Learning the value of patience

Learning Outcomes

Our Coaching and Mentoring training enables delegates to obtain the skills and knowledge required to conduct personal coaching and mentoring programmes. After this course, you will effectively lead your team and help your clients quickly achieve the desired results.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 12th - 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Managing Conflict, Stress and Difficult People

Introduction

This comprehensive course in managing stress will enable candidates to take control of the risks, responsibilities, and opportunities they are faced with daily. Candidates will learn to deal effectively with difficult people and situations that increase workplace pressure and impact their stress levels. Also, candidates will learn to channel stressful energy into the performance, contributing to their success and organisation.

Course Content

- Understanding the true natures & origins of stress
- The impact of stress in the workplace
- Using simple techniques to minimise stress
- Discover the power of the relaxation response
- Understanding your reaction(s) to a stressful situation
- Managing conflict effectively
- Effective communication
- Gathering all the relevant facts before drawing to conclusions

Learning Outcomes

- Effectively deal with difficult people and situations that increase pressure within the workplace
- Channel stressful energy into the performance, thus contributing more to the organisation and understanding conflict and how to handle conflict
- Recognise the signs and critical threats of conflict
- Recognise four stages of anxiety and symptoms at each stage
- Implications of stress on health and wellbeing
- Practical techniques to relieve the impact of stress

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 24th – 28th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Managing Performance

Introduction

Our performance management training is aimed at individuals in line management responsible for managing staff/employees' performance and staff/employees' performance at work. The training is aimed at organisations wishing to gain a consistent approach to performance management or about to introduce performance management process and appraisal into their organisation.

This interactive one-week training course will bring consistency in applying performance management within the business, helping managers and team leaders recognise their role and contribution to manage performance and conduct at work effectively.

Course Content

- Creating and sustaining high-performance teams
- The principles of performance management
- Setting performance measures
- Reviewing and assessing performance
- One to one performance review meetings

Learning Outcomes

By the end of the course, participants will have:

- Shared a common understanding of how performance management systems can be effectively utilised to raise the performance of individuals and teams
- Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
- Identified and practised some performance management strategies and techniques to improve the performance and motivation in an underperforming and high performing team member

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 14th – 18th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Business, HR and Marketing

Improving Personal Effectiveness

Introduction

Personal effectiveness is a result of not just one thing but also a combination of factors that all impact each other. This Personal Effectiveness training course is designed for those who seek to develop further the essential skills and techniques needed to build personal impact, influence and effectiveness in dealings with others.

Course Content

- Effective time management
- Assertiveness skills
- Managing emotions more effectively
- Building confidence in dealing with 'difficult' people
- Persuasive skills how to achieve great results
- Personal self-esteem influencing factor

Learning Outcomes

As a result of completing this personal effectiveness training course, delegates will:

- Analyse their current effectiveness in terms of time and priority management
- Identify appropriate situations and techniques for assertive communication
- Confidently deal with conflict situations and 'difficult' people
- Consider the most appropriate influencing style(s) to achieve positive results
- Recognise the factors that contribute to building personal profile and impact
- Develop an own action plan to enhance personal effectiveness at work

Fee: £2,200
Location: New Delhi, India
Duration: 5 days **Date**: 7th – 11th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance



Accounting, Tax and Finance

Navigating Financial Crises post-COVID 19 - Tax and fiscal policies

Introduction

The outbreak of COVID-19 pandemic has resulted in a health crisis and a drop-in economic activity without precedent in recent history. Containing and mitigating the virus's spread has rightly been the priority of public authorities.

Covid-19 has already taken a toll on public finances, leading to increased public borrowing in the current financial year.

The critical question now is what more might be needed this year and how quickly the economy and public finances will recover after that – and that depends on the future course of the pandemic and need for restrictions affecting the economy.

These course objectives will also focus on how:

- tax policy can aid governments in dealing with the COVID-19 crisis.
- to navigate the financial crises during and after Covid-19.
- Implement tax policies that can help governments deal with the post-COVID-19 financial crisis.
- Implement a decisive policy response.

Course Units

- Introduction: Pre and post Covid-19 financial crisis
- Comparison of relief response between emerging and developed economies
- The Policy context and assessing revenue impacts
- Suggested fiscal policy responses to coronavirus
- Principles for tax policy responses
- Taking stock of recent measures
- Policies through containment
- Recovering from the crisis
- Revenue impacts and restoring public finances

Fee: £3,600
Location: Dubai, UAE
Duration: 5 days **Date**: 7th – 11th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Navigating Financial Crises From Emerging Markets to COVID-19

Introduction

Most developing economies cannot afford the vital measures needed to prop up the economy during difficult times like coronavirus lockdowns, such as payments to furlough workers, grants to small businesses or providing low-interest loans guaranteed by government and support to large industries. As a result, several emerging economies are now facing the possibility of a major debt crisis.

These objectives are to:

- Understand and navigating financial crises during and after Covid-19 crisis.
- Managing project delays in response to Covid-19
- How to blunt the impact on the workforce
- Implement a decisive policy response
- Leading the main three areas of Covid-19 impact on project portfolio
- Stress-test the budget through dynamic scenario planning
- Build the budget with a strategy-back, ground-up approach
- Role of technology for service delivery
- General contractual provisions and legal principles which excuse liability for non-performance; and

Course Units.

- Introduction: Pre and post Covid-19 financial crisis
- Comparison of relief response between emerging and developed economies
- Impact on the workforce and managing team to support crisis strategy
- Project design phase: Managing project delays in response to Covid-19
- Development strategic sources of relief & Preparing for legal binding relief
- Specific contractual provisions giving entitlement to time and money
- Impact of technology and organisational change strategies

Fee: £3,600
Location: Dubai, UAE
Duration: 10 days **Date**: 14th – 25th March

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Finance Control Mechanism, Budget Monitoring and Implementation

Introduction

Comprehensive and timely monitoring of budget transactions could be ensured with adequate information systems recording transactions at each stage of the expenditure cycle, and appropriate electronic connections between the "Ministry of Finance" and line ministries.

Basic financial controls can be automated and made when registering the transactions. To some extent, differences between budget executions systems based on external ex-ante control and system based on internal controls dim with modern technologies. Nevertheless, implementing an information system is not a panacea. It is costly, but overall it requires appropriate budget accounting procedures that do not exist in many developing countries.

Upon completion of this training, delegates will:

- Understand the capacity of project co-ordinators to carry out oversight functions more effectively concerning finance, budget monitoring and implementation;
- Be able to identify possible areas for reforms with the view of providing the best possible framework for more effective implementation
- Be able to improve the implementation of the framework processes particularly for finance and budget
- Building synergy between budget control and implementation
- Develop and introduce modern communication tools for timely communication between stakeholders
- Develop strategies for policies, managing and monitoring budget implementation
- Be able to control and monitor expenditure, management of procurement activities

Fee: £2,800
Location: London, UK
Duration: 5 days **Date**: 5th– 9th Sept

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Finance & Budgets Made Easy for Non-Financial Managers

Introduction

This course is aimed specifically at managers with no financial background who require a practical understanding of business finance. It will provide candidates with essential knowledge of the financial aspects of business and provide them with practical skills for enhancing the profitability of their business.

Course Content

- Introducing financial basics
- Evaluating costs & profitability
- Understanding the interaction of margins
- Identifying product & service costs
- Distinguishing direct from indirect costs
- Identifying the components of financial statements
- Evaluating assets & liabilities
- Looking at accruals and stock accounts
- Budgeting: simple techniques that work
- Identifying four different methods of budgeting
- Avoiding common budgeting pitfalls
- Learning how to budget effectively
- Getting your budget approved

Learning Outcomes

- Candidates will be able to evaluate costs and profitability
- Identify the components of financial statements
- Compile an adequate budget using simple techniques
- Help to regulate their business cash flow

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 10th– 14th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Forensic Audit: Fraud Detection

Introduction

This course covers modern approach and procedures that allow you to find elusive fraud that others miss and follow them through.

Managers, controllers, internal and external auditors and security managers find it difficult to claim it is not their job to detect fraud. Whose job is it? Deliberate overcharging by suppliers, false invoices, expenditure, bribery, kickbacks, fictitious rebates and warranty claims, conflicts of interests, false reporting, and more; questions have been asked why nobody picked up the early warning signs.

Course Content

- Fraud and corruption in your organisation
- The decision to investigate
- The fraud and corruption health check
- The 'Heart' of forensic auditing– finding the scams before they find you!
- Dealing with red flags
- Managing a complex investigation
- Specialist (forensic) investigation techniques
- Investigation strategy

Learning Outcomes

- Identify the red flags
- Use fraud auditing as a tool for fraud prevention
- Go beyond traditional Internal Control assessment to really pinpoint where fraud occurs
- Find elusive scams that others miss
- Secure, analyse and present the evidence
- Learn how to make your organisation resistant to all forms of unethical business

Fee: £3,800
Location: Luton- London, UK
Duration: 10 days **Date**: 10th– 21st Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Key Performance Indicators & Optimisation

Introduction

The course clarifies the differences and connections between critical success factors (CSFs), key results indicators (KRIs), and key performance indicators (KPIs) explaining how each should be used and how to pick the vital few measures from the many indicators that most organisations use.

Participants will discover a powerful method for implementing a successful performance measurement system, exploring a range of proven performance measures, and use Excel to develop useful Dashboard and Scorecard worksheets.

Course Content

- Understanding the current situation and the need for change
- Driving the mission statement/ aims into the organisation through success factors
- Planning to implement performance measurement
- Post-implementation: maintenance and embedding the performance measurement system

Learning Outcomes

- Integrating performance measures in strategic and operational management systems
- Develop and use performance and result indicators
- Understanding success factors
- Understand methods for developing and implementing a performance measurement system
- Use provision of a practical resource kit for performing performance measurements

Fee: £3,200
Location: Luton- London, UK
Duration: 5 days **Date**: 10th– 14th Jan

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Pension Fund Strategy

Introduction

Investment theories formerly considered concrete have now been thrown into question following the Global Pension Fund Crisis. This unique course will approach the complicated subject of pensions holistically. Topics covered in the programme include asset/ liability management, pension fund investment, pension funding issues, and portfolio optimisation.

The course will mainly be focused on new, exciting strategies to the challenge of pension fund investment. Anyone who's work includes pension funds will significantly benefit from this exciting course.

Course Content

- 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 and Asset/ liability management tools
- Pension fund investment strategies and dynamic approaches
- Benchmark timing and tactical asset allocation

Learning Outcomes

- The fundamentals of pension funds
- The controversy surrounding pension funds and Pension fund basics
- The different types of pension scheme
- Pension fund assets and liabilities
- Pension fund liabilities and funding policies
- Asset/ liability management tools
- Pension fund investment strategies
- Portfolio optimisation and strategic asset allocation
- Benchmark timing and tactical asset allocation
- Dynamic approaches

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 7th– 11th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Improving Tax Legislative Framework and Communication with Stakeholders

Introduction

Tax administrators and legislators face the need to establish an adequate legislative framework, proposals and communication process to better manage and inform internal and external stakeholders about its key projects and their rights and duties.

Legislators should be in a position to assess the relative complexity that the tax proposals involve and be able to undertake a useful appraisal of tax proposals in terms of the policy, technical details and implementation process.

Course Content

- Overview of tax communication with stakeholder and mandate and scope of operations of the tax authority
- Developing tax legislation and budgeting processes and techniques
- Building synergy between parliament and the tax authority with the view of enhancing the efficiency of tax administration
- Developing an effective legislative communication process with tax authorities
- Legal foundation, the power to make tax laws and Improving the legal framework for taxation
- Modern communication tools for tax stakeholders and Evaluation

Learning Outcomes

- Understand the capacity of parliament to carry out oversight functions more effectively; particularly in the areas of tax legislation and budgeting processes
- Be able to identify possible areas for reforms with the view of providing the best possible legislative framework for more effective tax administration
- Be prepared to improve the implementation of tax reform: crafting the legislation
- Be able to build synergy between parliament and the tax authority with the view of enhancing the efficiency of tax administration that is anchored on global best practices
- Improve, expand the existing forms of the external or an internal communication network and introduce new channels of communication;

Fee: £2,600
Location: Cardiff, UK
Duration: 5 days **Date**: 14th– 18th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Effective Risk Management in Tax Administration

Introduction

Tax authorities must have robust risk management best practices to deliver services within specified time frames, budgets, and quality requirements. Proactive risk management allows decision-makers to optimise results by implementing proven tools to plan for threats and opportunities. This workshop offers a proven method for incorporating risk management processes as integral elements of tax administration. The workshop will present different approaches to identify risks such as:

1. Qualitative and quantitative methods to analyse risks and determine their impacts
2. Risk ranking and response techniques
3. Procedures to monitor, control, and communicate risks throughout the tax administration

Course Content

- Risk management planning
- Designing critical platforms for success
- Overview of Tax risk management
- Risk identification tools & techniques
- Five factors that lead to successful projects
- Risk monitoring and control tools

Learning Outcomes

- Apply scalable templates for risk management plans, risk registers and risk assessment matrices
- Leverage a proven qualitative risk analysis process to guide your risk management decisions
- Determine risk mitigations, and time and cost contingencies

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 7th– 11th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Strategic Changes in Tax Administration

Introduction:

This workshop on Strategic Change in Tax Administration. This workshop will provide attendees with an in-depth knowledge of spot opportunities for constructive change and identify issues related to modernisation and exchange of information for tax purposes. It will inspire novelty, generate, and implement strategic tactics for growth, and successfully manage the team as the organisation evolves.

The participant will explore keeping pace with modern trends in tax administration and characterisation of various compliance methods.

Course Content

- Overview of strategic change in Tax administration
- Various types of change and their drivers and the strategic change processes
- Strategic change associated with people in Tax administration
- Decision making and motivation
- Understanding performing teams and Organisational leadership
- Process & structures in organisations
- How to benefit from individual differences
- Evaluating employee performance

Learning Outcomes

- Provide in-depth analyses of Tax administration issues related to modernisation and exchange of information for tax purpose
- Explore means of keeping pace with modern trends in Tax administration and characterisation of various methods of ensuring compliance
- Employ tools and techniques to support a change plan
- Explain and model the responsibility of a facilitator of change
- Create sponsorship, ownership and involvement in change efforts
- Understand strategic agility and why it's crucial for today's corporates
- Create and sustain a performance record with balanced, vital metrics, including company

Fee: £2,200
Location: Edinburgh, UK
Duration: 5 days **Date**: 21st– 25th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Anti-Corruption and Anti-Money Laundering & Financial Crime

Introduction

Corruption pollutes the markets, politics and development. More than 20 billion dollars is estimated to be stolen by corrupt officials every year. Impunity and control over the territory render criminals more reliable.

Honest people and entrepreneurs may find it more challenging to resist the criminal pressures when the rule of law is undermined, and criminals are more potent than the state. They will be less likely to denounce pressures, violence and extortion if they do not consider public authorities capable of protecting them and enforce the law.

Organised crime enjoys impunity when a government is cannot perform its functions; strong institutional capacity is, therefore, crucial to effectively address the phenomenon.

Course Content

- Introduction to the money laundering regulations
- The proceeds of crime and terrorism acts
- The financial services and market acts
- Framework for anti-money laundering and anti-bribery and corruption measures
- Preventive measures

Learning Outcomes

- Understand the craft and dynamics of corruption and money laundering
- Be able to identify and explain the law concerning money laundering
- Understand anti-corruption acts and the implications for economies
- Understand the enforcement of the law concerning money laundering and anti-corruption
- Be able to tell why anti-bribery measures and procedures are essential
- Be prepared to explain the concept of money laundering and understand its impact on both the financial services sector and national economy
- Apply a holistic approach to corruption risk mitigation

Fee: £2,600
Location: Luton- London, UK
Duration: 5 days **Date**: 14th– 18th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Accounting for Performance and Control

Introduction

At the end of the course, candidates will have gained a greater understanding of cost and management accounting principles. It will also enable learners to understand the main principles on which cost and management accounts are produced.

This course will also cover necessary information regarding key techniques, methods and terms used in cost management and accounting.

Course Content

- Introduction to the course
- Information for management
- Presentation of information
- Cost classifications
- Forecasting using quantitative methods such as high/ low methods, scatter diagrams and regression analysis
- Budgetary planning & control
- Job & batch costing
- Pricing
- Operation & service costing
- Profit mark-up margin calculating

Learning Outcomes

- Understand the role Management Accounting plays in various decision making and information generating activities of the organisation
- Prepare the budgets and other budgetary control statements
- Calculate and analyse variances and their possible causes

Fee: £2,600
Location: Ontario, Canada
Duration: 5 days **Date**: 21st – 25th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Tax Structuring for Real Estate & Immovable Property Investments

Introduction

This course is designed to provide participants with in-depth analyses of income taxation, VAT and transfer tax issues related to the real estate sector, and immovable property investments across jurisdictions, from acquisition to disposal.

Before explaining the different tax planning concepts, forms and boundaries related to the sector, the course starts with an overview of relevant business considerations in making immovable property investments.

Course Content

- Introduction to the real estate market– a business perspective
- Real estate Tax planning
- Acquisition Tax planning: strategies and tools
- Structuring of holding and financing activities
- Disposal of foreign investments
- Indirect taxation: RETT and VAT treatment of Immovable Property Investments
- Selected country examples
- Expert Q&A
- Case Study

Learning Outcomes

- Understand the basic principles of the real estate market
- Apply strategies and tools used for Tax planning
- Understanding the principle of indirect taxation

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 14th– 18th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Advanced Tax Structuring for Real Estate & Immovable Property Investments

Introduction

Worldwide property taxes are becoming increasingly complex, and there are several high-risk compliance areas and anti-avoidance provisions which will be covered. This five-day seminar will provide a practical overview of the current taxation of property investments. Participants will include in-depth analysis of real estate income taxation, VAT and transfer tax issues related to the real estate sector and immovable property investments across jurisdictions starting from acquisition to disposal.

Course Content

- Introduction to the taxation of property
- The opportunities and compliance issues with capital allowances on property builds and purchases, rules on fixtures in second-hand buildings and apportionment issues
- Structuring of holding and financing activities
- Acquisition tax planning: strategies and tools
- Apportionment issues on sales and purchases
- VAT, commercial and residential property
- Transactional timing issues and relevant legislation
- Relevant tax case law and Property law problem areas
- Lease premium tax reliefs
- Compliance risk areas selected country examples

Learning Outcomes

- Understand the basic principles of real estate taxation
- Apply strategies and tools used for tax planning
- Identify legal proceedings that can be implemented to the taxation of property

Fee: £2,200
Location: Abuja, Nigeria
Duration: 5 days **Date**: 21st– 25th Mar

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Intermediate Financial Modelling

Introduction

Financial models are necessary to evaluate a project's economics, negotiations among stakeholders, and a crucial final documentation component.

While the development and analysis of project finance models are often delegated to external financial advisors, it is crucial for certain selected officials involved in a transaction to understand how financial models work and to have the capability to manipulate the model.

Course Content

- The Excel interface providing the Context for Limited Recourse Project Finance
- Understanding and Developing the Different Building Blocks of Financial Models
- Introducing Tax and Depreciation
- Golden Rules of Model Design, Building a financial forecast
- Building a Financial Model from a Blank Screen and Final Quiz
- Forecasting the income statement and balance sheet
- Linking up the cash flow statement
- Working with Scenarios, Key Auditing Tools
- The excel interface, Writing a model
- Editing 'without tears.', Conditional logic, Dates & times in excel
- Text formulae, Excel graphics & tables
- Data analysis & database functions

Learning Outcomes

- By the end of the course, participants will have learned about all the features typically used in financial models, describe the purpose and scope of project financial models (i.e. what a financial model is and why project stakeholders need it)
- Identify the financial model's key outputs and calculate them
- Construct a semi-flexible financial model inclusive of key model building blocks
- Design funding sheets with debt financing
- Construct Pro-forma financial statements
- Manage assumptions in a financial model to affect results
- Design, set-up, and virtually label spreadsheet models for project financings

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 28th Mar– 1st Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Mechanics of Currency Management and Currency Derivatives

Introduction

This course aims to create awareness and develop a better understanding of currency management and currency derivatives mechanics. In several countries, the issuance of currency and the central bank or reserve bank's general business affairs are carried on through two different specialised departments– Issue Department and Banking Department.

Course Content

- Planning for currency issue
- An introduction to derivatives
- Currency risk management
- Interpreting the foreign exchange rate
- Currency future strategies and currency options strategies

Learning Outcomes

- Be able to manage foreign exchange efficiently and maintain secured and effective processes for accounting
- Obtain knowledge of currency markets, specifically the Exchange Traded Currency derivatives markets, how it acts as a risk management tool, and the trading platform and providing the smooth cash flow to meet the country's demand.
- Print notes and mint coins from government-owned and self-run Note Printing Presses and Mints.
- Distribute and circulate sufficient notes and coins
- Maintain desired quality of notes fit and appropriate for circulation
- Withdraw unfit and inappropriate notes from circulation

Fee: £2,200
Location: Dubai, UAE
Duration: 5 days **Date**: 25th– 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Boosting Revenue Collection: Taxation Framework for High Net Worth Entities

Introduction

Participants will implement strategies for engaging with high-net-worth entities and develop plans for enforcement.

Course Content

- Introduction of the legislative framework.
- Defining HNWe: understanding the economic and socio-cultural terrain
- Taxing HNWe: a preliminary approach
- How to identify high net worth organisations and enquire into their tax affairs
- Management and exchange of information
- Translating policy into practice: administrative strengths and weaknesses
- The tax risks posed by high-net-worth individuals and corporations
- Approach to collecting tax from high-net-worth organisations
- Negotiating and influencing
- Strategies for dealing with non-compliance

Learning Outcomes

- Gain a better understanding of the classifications of 'high net worth entities'
- Be able to develop strategies to manage and control the risks posed by high net worth individual and corporations
- Leverage a proven qualitative and quantitative analysis process to guide administrative decisions
- Be able to implement strategies for dealing with non-compliance
- Be able to implement strategies for coping with defaulters
- Negotiating and influencing taxpayers

Fee: £3,800
Location: Valetta, Malta
Duration: 10 days **Date**: 28th Mar–8th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Financial Awareness for Managers

Introduction

Financial management aims to provide individuals with a better understanding of different financial methods within a business. This course is taught through mini-lectures, small group activities, practical exercises and discussion topics.

This Financial Management course greatly benefits managers who have previously received little or no financial awareness training. It will also benefit graduate management trainees who need to understand the principles of business finance.

Course Content

- Introduction to financial management techniques
- Understanding business costs
- Interpreting and analysing financial statements
- Managing working capital
- Budgetary planning and control
- Capital investments

Learning Outcomes

- Understand financial concepts and terminology
- Identify opportunities for profit enhancement and cost-savings
- Interpret financial statements
- Calculate financial ratios and identify trends
- Recognise the key elements of effective budgetary planning and control
- Assess the financial viability of capital projects

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 25th– 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

IPSAS Financial Reporting Disclosure

Introduction

This course provides an overview of the most important requirements for preparing financial statements and disclosures under accrual-based IPSAS.

This course includes reviews of all the principal standards that apply for 2020-year ends.

The IPSAS accounting and disclosure requirements are explained in clear, simple language and illustrated with model financial statements and real-world examples. Application of the various standards is illustrated through the use of short case studies.

Course Content

- Application of IPSAS presentation and disclosure requirements
- Preparation of fully compliant IFRS financial statements
- Alternatives in the presentation
- Sound selection decisions (case study)

Learning Outcomes

- Apply the IPSAS presentation and disclosure requirements to the development of fully-compliant IFRS financial statements
- Specify the allowed alternatives in the introduction of the critical elements and demonstrate sound selection decisions in given scenarios

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 25th– 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

IPSAS Accounting

Introduction

This course provides an overview of the most important requirements for preparing financial statements and disclosures under accrual-based IPSAS.

IPSAS accounting and disclosure requirements are explained in clear, simple language and illustrated with model financial statements and real-world examples. Application of the various standards is illustrated through the uses of short case studies. Besides reviewing current accrual-based IPSAS, our specialist instructors provide guidance on transitioning to the accrual basis. Course delegates also receive a high-level overview of the status of IPSAS current exposure drafts.

Course Content

- Introduction to IPSAS
- Reporting and disclosure and non-current assets
- Revenues & related costs
- Liabilities and expenses
- Financing and financial instruments
- Consolidations and strategic investments
- Other presentation & disclosure standards
- Transitioning to the accrual basis of accounting

Learning Outcomes

- Understand accrual-based IPSAS requirements, including accounting policies and disclosures
- Implement the IPSAS recognition and measurement rules for assets, liabilities, revenues and expenses
- Learn the requirements for the presentation of IPSAS financial statements and related disclosures
- Plan ahead for issues that arise when transitioning from the cash basis to the accrual basis of accounting
- Identify transitional provisions in IPSAS standards
- Increase planning opportunities through awareness of likely future IPSAS changes

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 9th– 13th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Improving Your Audit System

Introduction

This course focuses on the primary skills needed by auditors responsible for managing and Internal QMS Auditing System and who want to refresh and rejuvenate their approach to managing their internal audits. Moreover, the course will give them the fundamentals for future development in advanced QMS Auditor/ Lead Auditor and EFQM Excellence Assessor Training.

Course Content

- How to develop and manage effective internal audit programmes that support your business
- How to use risk and performance data to prioritise domestic audit activities
- How to monitor and improve the performance of internal auditors
- How to integrate internal audits as part of your continual improvement framework

Learning Outcomes

- Assess the risk and performance data to prioritise domestic audit activities
- Confidently manage your internal audit
- Encourage professional development and integrity within your business

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 9th – 13th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Processes and Strategies, Improving Taxpayer Communication with Tax Authority

Introduction

Tax Administrators face the need to establish an effective communication system better to inform internal and external stakeholders about their critical projects.

The purpose of this workshop is to help participants develop a plan and strategies for improving tax authority communication with taxpayers.

Course Content

- Overview of Tax Communication
- Establishing more proactive media relations
- Communication Tools for Tax Professionals I)
- Communication Tools for Tax Professionals ii)
- Evaluation
- Marketing Tools – Case Studies

Learning Outcomes

- Open and manage communication with stakeholders in order to inform and educate stakeholders about their rights and obligations
- Improve and expand the existing forms of the external and an internal communication network and introduce new channels
- To introduce modern communication tools for timely communication between tax regulators and stakeholders
- To provide a constant level of transparency in communication with the public
- To encourage employees to use new forms of communication which improve cooperation, motivation and efficiency of operations
- To encourage employees to share information, knowledge and experience directly with both internal and external stakeholders

Fee: £2,600
Location: New York, USA
Duration: 5 days **Date**: 9th– 13th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Disputes in the Tax Tribunal

Introduction

This course will review the main aspects of and issues arising on preparing and taking a dispute to the tax tribunal.

The course will be interactive and participative using case study exercises from HMRC actual cases, to reinforce the rules.

Course Content

- What constitutes a formal appeal?
- Time limits
- Late appeals
- What the legislation says
- How case law is used
- Dealing with technical issues
- How to save clients' money
- How to take control of a case
- The appeals process

Learning Outcomes

- Be able to deal with technical issues relating to the Tax dispute
- Understanding dispute resolution, late appeals and time limits
- Understand the process of a formal appeal
- Understand and be able to apply rules or the legislation of Tax in dispute

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 16th– 20th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Pension Risk and Investment Management

Introduction

Targeted at those with little or no formal training in risk and risk management, this executive education programme offers a comprehensive grounding in the risk and investment governance strategies and techniques associated with managing defined benefit and defined contribution schemes.

Course Content

- Defining and addressing the global and pensions crisis
- What constitutes best practice investment governance
- The macroeconomic background to pensions
- Fixed income
- Equities
- Risk and risk management
- DB investment strategy: asset allocation
- Derivatives and alternative assets
- Portfolio management
- DB investment strategy: liability-driven investment
- DC investment strategy and governance
- An introduction to behavioural finance and manager selection

Learning Outcomes

- Identify and examine the issue of risk management practices
- Understand and implement DB investments strategies in the real-life

Fee: £2,600
Location: London, UK
Duration: 5 days **Date**: 9th– 13th May

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Maximising Collateral Management

Introduction

The application and use of "collateralising" operations, has evolved in recent years and the financial crisis of 2007- 2008 resulted in even more regulations and more significant development.

Delegates will gain a clear understanding of the risks involved, especially with moveable assets, the economics of financing transactions, the administration and IT infrastructures required to maximise support and control collateral activities. The impact of these activities will be examined to improve market liquidity and benefit all parties involved.

Course Content

- Evolving collateral management landscape
- Collateral management and documentation process
- Transaction types necessitating collateral #1 and #2
- The collateral lifecycle & collateral workflow
- Rules of movable assets and valuation and Valuation process
- Depreciation and componentisation
- Application of technology in collateral activities, Risk, issues and pitfall of collateral
- Legal protection, agreements and dispute resolution

Learning Outcomes

- Understand the collateral lifecycle (including valuation, margin calls, substitution, etc.), Understand depreciation and componentisation.
- Identify the primary risks and mitigating measures that are highlighted
- Understand drivers and mechanisms of the securities lending and understand the role of the collateral manager and Identify technology that will help to support collateral activities and set up collateral agreements for counterparties and clients
- Compare economics and benefits of lending using movable assets
- Identify the classes and type of assets that can be used as collateral

Fee: £3,800
Location: London, UK
Duration: 10 days **Date**: 6th – 17th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Payroll Management

Introduction

Managing and processing payroll is an important task, and those handling the payroll must have full understanding and knowledge of the process involved. Operating a payroll system within a business is essential both from a financial control aspect and to meet with regulations laid down by most regulatory agencies.

This course will teach participants from essential to advanced rules of bookkeeping and payroll management, organised in easy stages so that you can gradually build your knowledge and confidence, eventually achieving complete mastery of the subject. More importantly, delegates will handle their accounting records, or those of an employer, practically and professionally.

Course Content

- Introduction to Payroll
- PAYE protocols for expatriates & inpatriates
- Double taxation treaties & and non-double taxation agreement countries
- Principles of tax equalisation and principles of a scheme
- Overseas travel, subsistence and living accommodation
- Pension issues for international employees
- Human Resource implications for international employment

Learning Outcomes

- Deal confidently and effectively with payroll issues
- Process payments accurately
- Manage the end-to-end process of all types of payrolls
- Use some most dynamic technology for payroll processes
- Understand the regulation governing payroll
- Develop the technical skills to manage payroll requirements of expatriate and inpatriate employees

Fee: £2,200
Location: Dubai, UAE
Duration: 5 days **Date**: 13th– 17th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

International Taxation Treatments of Oil, Gas, Mining and Other Extractive Activities

Introduction

This workshop starts with an overview of relevant international tax considerations and tax risks and treaties. The workshop is designed to provide participants with an in-depth analysis of international tax issues related to oil and gas and other mining activities. The workshop will further explore treaty characterisation of various types, income associated with this industry, and expatriate employees' taxation

The event concludes with an analysis of transfer pricing issues commonly found in the oil and gas and other mining industries and provides insights into how these issues are managed.

Course Content

- International taxation of oil and gas and other mining activities
- Major concepts and trends in oil and gas taxation
- Exploration and extraction activities
- Permanent establishment concepts
- Managing global resource tax issues
- Mining and oil concessions and regulations
- Default rules and treaties
- Offshore exploration activities
- Treatment of taxation of expatriate employees and cross-border income
- Transfer pricing issues in the oil and gas industry- part 1 and part 2
- Case studies

Learning Outcomes

Upon completing this workshop, participants will have an in-depth analysis of the international tax issues related to oil and gas and other extractive activities.

Fee: £2,200
Location: Edinburgh, UK
Duration: 5 days **Date**: 20th – 24th Jun

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Advanced Financial Modelling

Introduction

This course also introduces several essential accounting issues, which are demonstrated in a practical situation, helping candidates see how they are dealt with and why.

Each session starts with a lecture followed by a demonstration of the lecturer's key points. Candidates are then tasked with putting this into practice on their own models.

Course Content

- Best practice modelling
- Income statement
- Cash
- Balance sheet
- Non-current assets
- Non-current liabilities
- Taxation
- Deferred tax
- Sensitivity analysis
- Data tablets & graphs

Learning Outcomes

- By the end of the course, participants will have developed a robust, fully integrated, financial forecasting model which includes sensitivity analysis, data tables and graphics
- Candidates will now be able to use Excel to a very high standard in modelling a business finance

Fee: £2,200
Location: London- Luton, UK
Duration: 5 days **Date**: 4th– 8th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Tax Corruption and Tax Crime Investigations

Introduction

This seminar provides participants with specific tax compliance management skills related to banks, insurance companies, family offices, asset managers, small businesses, and large corporations. The seminar covers current tax and regulatory developments and their impact on the internal compliance system.

The program also addresses international concepts of tax compliance and analyses concerning the UK tax and regulatory systems. Participants will acquire fundamental tools to deal with the current challenges in today's increasingly changing tax and regulatory environment.

Course Content

- Revenue Audits and Investigations
- Forms of corruption: Personal Tax Services
- Forms of corruption: PAYE Services
- Forms of corruption: Corporation Tax Services
- Forms of corruption: VAT Services
- Forms of corruption: Capital Taxes Services
- Forms of corruption: Capital Gains Tax (CGT)

Learning Outcomes

- Be able to recognise the types of fiscal corruption
- Understand the impact of corruption on tax revenues, tax compliance and economic development
- Learn how to reduce the potential for corruption in the tax revenue administration and collection system
- Apply tax planning administration that minimises the CGT payable on the transfer of assets to the next generation

Fee: £2,200
Location: Abuja, Nigeria
Duration: 5 days **Date**: 11th – 15th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Improving Communication with Taxpayers

Introduction

Effective public relations solutions involve meeting communication needs and producing collateral material that creates a positive image for businesses and organisations.

This workshop will cover case studies, analysis of overall aim of public relations, marketing and tools for PR and Marketing programs. It will also include communication tools for tax professionals, evaluation, monitoring and reporting.

Course Content

- Definition of marketing and public relations in a tax administration
- Call and contact centres
- Tools for tax PR and marketing programs
- Media analysis
- Marketing tools– case studies

Learning Outcomes

Upon completion, participants will be able to effectively apply public relation strategy and planning involved in meeting stakeholders' communication needs and producing collateral material that creates a positive image for tax regulators.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 18th– 22nd Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

International Public-Sector Accounting Standards (IPSAS): Transition and Implementation

Introduction

The goal of IPSAS is to develop high-quality accounting standards for use by public sector entities around the world, in preparation for the delivery of general-purpose financial statements. This will enhance public sector financial reporting quality and transparency and strengthen public sector financial management confidence.

Several countries have already adapted their accounting systems to accrual accounting based on IPSAS. Several other countries have adopted the cash basis IPSAS as the first step to future full accrual accounting based on the IPSAS

Course Content

- Overview: introduction to IPSAS, Reporting and disclosure.
- IPSAS 1 – presentation of financial statements
- IPSAS 2 – CASH flow statements
- IPSAS 3 – net surplus or deficit for the period – fundamental errors and changes in accounting policies
- Transitional provisions and implementation guidance and other implementation issues – disclosures and managing the IPSAS transition process

Learning Outcomes

- Understand the available policy options and their short-term and long-term consequences and discern the costs and benefits of various courses of action
- Implement practical strategies for managing the transition to IPSAS and avoid common pitfalls
- Determine the system modifications and other changes that will be required to implement IPSAS

Fee: £2,200
Location: Dubai, UAE
Duration: 5 days **Date**: 1st– 5th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Forensic Audit 1 - Tax Crime Investigation Processes & Techniques

Introduction

This workshop will give participants insight and a thorough understanding of the critical skills required for tax crime investigations. It will also include gaining knowledge on following the money through complex financial arrangements and sophisticated techniques to identify links between suspects and illicit financial activities. The participants will also increase awareness of the risks to countries posed by tax crime, corruption and money laundering, and the role that tax crime investigators can play in combating these offences.

Successful tax investigations often rely on effective co-operation between government agencies and between countries. The workshop will include analysing different co-operation models and how these can be used in combating tax crimes. The workshop is structured around several topics, which will be taught through lectures, group discussions, practical exercises and participant presentations.

Course Content

- The importance of Tax crime investigations and dealing with the red flags
- The decision to investigate (investigation strategy part I)
- Principles of evidence
- Sources of information, including banks and other financial institutions
- Methods of proof
- Planning, conducting and recording interviews and Investigative techniques
- Money laundering awareness and bribery and corruption awareness
- Obtaining information from overseas
- Recovering the proceeds of crime

Learning Outcomes

- Understand the importance of Tax crime investigations
- Apply investigative techniques relevant to the Tax crime
- Be able to recognise, record and collect evidence of the tax offences

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 8th– 12th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Forensic Audit 2 - Managing Tax Crime Investigation

Introduction

This workshop's course contents include analysing different co-operation models and how they can combat tax crime. The workshop is structured around several topics taught through lectures, group discussions, practical exercises and participant presentations.

After the workshop, you will have a thorough understanding of the critical skills required in the oversight and management of tax investigations, including the ability to follow the money through complex financial arrangements and use of sophisticated techniques to identify links between suspects and financial crimes. You will gain an increased awareness of the risks to countries posed by corruption and money laundering and the role that tax and financial crime investigators can play in combating these offences. Successful financial investigations rely on effective co-operation between government agencies and between countries.

Course Content

- Managing and leading tax crime investigations both domestically and internationally
- Managing a complex investigation (investigation strategy part II)
- Beneficial ownership; misuse of corporations; offshore companies
- Investigation strategy part III
- Complex money laundering
- Bribery and corruption and international co-operation
- Financial intelligence units, suspicious transactions reports, intelligence analysis
- Advanced interviewing techniques
- Identifying, freezing and recovering assets

Learning Outcomes

- Understand the critical skills required in the oversight and management of tax investigations
- Understanding the role that tax and financial crime investigators can play in combating these offences
- Understanding the importance of international co-operation in tax investigations
- Learn how to apply advance interviewing techniques used in tax crime investigations

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 15th– 19th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Tax Disciplinary and Regulatory Proceedings: Enforcing Professional Duties and Obligations

Introduction

The increased regulation of businesses and professional bodies continues to provide new opportunities for lawyers. With clients' livelihoods and reputations at stake, it is essential to be adequately equipped to advise.

The principles applicable to professional disciplinary bodies are relevant to other tribunals regulating their membership body's conduct.

This course may also be of interest to practitioners representing sporting professionals. It examines the investigation process through a fair hearing to the final decision, providing an overview of this complex and growing area

Course Content

- The specialist tribunal- the rules of procedure and the standard and burden of proof
- The written allegation- in time giving adequate notice and in sufficient detail
- Registration of professionals, The appropriate standard
- Experts and their obligations as professionals and Preparing for the hearing
- Advocacy before the tribunal- how to present the case
- The role of the legal assessor and Sanctions
- Challenging the decision- judicial review and statutory review
- Other proceedings and double jeopardy and Recent case law and developments

Learning Outcomes

- Clearly understand the legal framework of seizures, particularly confiscation and cash forfeitures
- Be able to understand and interpret tax tribunal and independent review framework
- Understand the mandated court act and process
- Understand and be able to apply rules or legislation on seizures, confiscations and cash forfeitures

Fee: £2,200
Location: Edinburgh, UK
Duration: 5 days **Date**: 22nd– 26th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Effective Tax Compliance, Enforcement & Debt Collection

Introduction

This workshop's approach will be to develop a strategy from tax compliance, collecting debt through to the enforcement of any resulting judgment that maximises the chance of recovery and stops expensive and unnecessary litigation. This means that whatever the debtor's circumstances and whatever type of debtor you are pursuing, you will have a plan to collect, litigate, and enforce the judgment. Thus, use your plan to underline the debtor's consequences non-payment.

This event is an eligible Continuing Professional Development (CPD) for tax enforcement managers, supervisors, accountants or other finance professionals. Many accountants, finance professionals and other professionals are required to maintain CPD throughout their career.

Course Content

- Tax audits, investigations and verification
- Prompting debt collections
- Prompting tax compliance strategy
- Prompting enforcement services

Learning Outcomes

- Understand the diversity of the debt collection in tax regulatory sector
- Know how to obtain sufficient information to commence the debt collection cycle in accordance with legislation
- Be able to develop a debt collection plan and understand compliance strategy
- Be prepared to create an effective enforcement strategy
- Identify legal proceedings that can be implemented to recover the tax debt from a defaulter who may not pay their debts
- Understand the importance of effective communications involved in the debt recovery process to ensure compliance
- Know why individual third-party relationships within the consumer debt collection industry are necessary

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 12th– 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Tax Restoration Appeals- Challenging Seizures, Confiscations & Cash Forfeitures

Introduction

Seizures of goods and cash while being imported into some countries are commonplace and a regular feature for indirect tax practitioners.

This introductory level course will explore restoration appeals in the tribunal and challenge seizures, confiscations and cash forfeitures upon import into the country using UK real case study. If you are a tax adviser, accountant or lawyer, then this course is for you.

Course Content

- The legal framework around challenging seizures, confiscations and cash forfeitures
- Restoration appeals in the first- tier tax tribunal and independent review framework
- Magistrates' court act
- Time limits
- Relevant case law

Learning Outcomes

- Clearly understand the legal framework of seizures, particularly confiscation and cash forfeitures
- Be able to understand and interpret tax tribunal and independent review framework
- Understand the mandated court act and process
- Understand and be able to apply rules or legislation on seizures, confiscations and cash forfeitures

Fee: £2,200
Location: Cardiff, UK
Duration: 5 days **Date**: 19th – 23rd Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

IPSAS Accounting Standards

Introduction

This course provides an overview of the most important requirements for preparing financial statements and disclosures under accrual-based IPSAS. The program has been fully updated for 2020 and includes reviews of all the principal standards expected to apply in 2020.

IPSAS accounting and disclosure requirements are explained in clear, simple language and illustrated with model financial statements and real-world examples. Application of the various standards is illustrated through the uses of short case studies.

Course Content

- IPSAS requirements, accounting and disclosure
- IPSAS recognition and measurements
- Liabilities and revenues
- IPSAS provisions standards

Learning Outcomes

- Understand accrual-based IPSAS requirements, including accounting policies and disclosures
- Implement the IPSAS recognition and measurement rules for assets, liabilities, revenues and expenses
- Identify transitional provisions in IPSAS standards

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 3rd– 7th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

IPSAS Financial Instruments

Introduction

This course provides an in-depth review of the current IPSAS accounting and reporting requirements for financial instruments.

Course Content

- How should financial instruments in the public sector be classified and measured?
- What are the current and likely future requirements for hedge accounting?
- How to understand fair value and financial instruments?
- How to account for and disclose concessionary loans?
- What are the hedge accounting documentation requirements?
- What are the main similarities and differences between IPSAS and IFRS in the area of financial instruments?

Learning Outcomes

- Apply the principles for presenting financial instruments as liabilities or equity
- Comply with the principles for offsetting financial assets and financial liabilities
- Determine how to recognise and measure financial assets and financial liabilities
- Discuss linkages between the IPSAS and IFRS

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 3rd– 7th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

IPSAS Public Sector Benefits

Introduction

This course provides an overview of the most important requirements for preparing financial statements and disclosures under accrual-based IPSAS, focusing on employee benefits and provisions.

The IPSAS accounting and disclosure requirements are explained in clear, simple language and illustrated with model financial statements and real-world examples. Application of the various standards applicable to employee benefits and provisions is illustrated by using short case studies.

Course Content

- Calculating the pension asset/ liability
- Introduction to short-term benefits including compensated absences
- Recognition rules, bonus and profit-sharing arrangements

Learning Outcomes

- Determine how to calculate the pension asset/ liability in the statement of financial position
- Understand accounting for short-term benefits including compensated absences (e.g. holiday and sick time)
- Apply recognition rules to deferred compensation, bonus and profit-sharing arrangements

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 10th– 14th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

VAT– Implementation Strategy for Enforcement & Compliance

Introduction

We have structured and designed our VAT partnership events very carefully, covering all practical skills necessary to understand and complete the VAT compliance process.

The practical exercises use real-life data, building up your understanding of the VAT rules and processes, step by step, and enabling you to understand the VAT rules. This step-by-step approach makes our events suitable for everyone, regardless of their previous knowledge and experience of VAT.

Course Content

- The initial VAT registration process
- Business and non-business income types
- Inputs and outputs
- Zero rates, exemptions and outside the scope transactions
- The generally specified format for VAT invoices, credit notes, etc.
- Monthly, bi-monthly, quarterly, 6-monthly or annual VAT filings
- Payments deadlines for companies
- Enforcement and compliance

Learning Outcomes

- Understand and complete the compliance process
- Understand the VAT rules and processes
- Understand the importance of global partnership and networking
- Learn how to promote and design proper compliance into all systems and processes to make it easier for customers to get it the right first time when they send us tax returns.

Fee: £2,200
Location: Ontario, Canada
Duration: 5 days **Date**: 17th– 21st Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Accounting, Tax and Finance

Financial Crime Risk Management

Introduction

In an environment where financial crime is increasingly being punished with huge fines and the attribution of personal responsibility to senior management, the need to understand, prevent and control such crimes has never been greater.

This 5-day Financial Crime Risk Management course is designed precisely to give you a sound understanding of the risks associated with financial crime, as well as the controls needed to manage them effectively.

Focusing on money laundering, corruption, fraud and cyber-crime, the programme is highly interactive. It makes use of recent cases and reports to illustrate the concepts covered practically.

Course Content:

- The UK regulatory and crime prevention regime
- Crime threat analysis
- Bribery and corruption
- Fraud
- The people factor
- Implementing effective controls
- Governance and business ethics
- Corporate fraud– the rising tide

Learning Outcomes

The course will enable you to bring your financial crime risk knowledge up to date and ensure your organisation has an effective control framework in place.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 3rd– 7th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT



Computing and IT

E-commerce Model

Introduction

This course will help the candidates to learn to develop the skills and confidence to devise and implement a successful eCommerce strategy. We focus on attracting high-value customers, increasing transaction frequency and order value, and improving conversion.

Course Content

- Introducing the world of eCommerce
- Consumer led eCommerce strategy
- Group exercise (mapping the customer journey: discovery, transactional sites, apps, proximity marketing, loyalty programmes, social commerce, auditing your online and mobile shopping experience)
- 10 Key UX ingredients of high-performance eCommerce sites and apps
- Core online design and build
- Wireframes and rapid prototyping
- Optimising your eCommerce performance
- Action plan-putting learnings to practice

Learning Outcomes

- Understand today's eCommerce world, the omnichannel customer and what they value most
- Grasp what is driving the eCommerce and M-commerce revolution: technologies, payments, consumer behaviour
- Improve eCommerce experiences through User-Centred Design and UX
- See the ingredients of high-performance eCommerce sites and apps
- Map the customer journey to target high-value customers
- Understand how to improve your conversion levels
- Learn the techniques to track and optimise your eCommerce performance

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 7th – 11th Feb

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

IT User Skills

Introduction

This course is specially designed to increase people's IT skills working in a wide range of industries. As the candidate's progress through this training, they will demonstrate that they have the necessary practical skills, knowledge and competence to work effectively and efficiently with various packages.

Course Content

- Use IT Systems
- Operate a computer
- IT trouble-shooting for users
- IT maintenance for users
- IT Security for users
- Artwork and imaging software
- Internet and intranets
- E-mail
- Word processing software
- Spreadsheet software
- Database software
- Website software
- Presentation software
- Specialist or bespoke software
- Evaluate the impact of IT
- Use IT to exchange information
- Sector-specific unit

Learning Outcomes

To achieve this qualification candidates shall gain practical training of the most common features of making selective use of IT for specific business functions and processes.

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 25th – 29th Apr

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Information Communication Technology (ICT) Strategy, Governance & Project

Introduction

This course is designed to provide participants with an in-depth analysis and rationale for ICT strategy and the reasons why an organisation might need a governance framework. It also examines key market trends that could enable or disrupt an organisation's services; the impact of technology changes on human capital, key risks, constraints and cost implications associated with technology choices.

Delegates will also understand the factors critical to the successful implementation of large public ICT projects and consider the methods, tools, techniques, and skills needed to influence a project's success positively. This event is an eligible Continuing Professional Development (CPD). Many professionals are required to maintain CPD throughout their career.

Course content

- Aligning the ICT strategy with the organisational strategy
- Importance of good ICT governance and Technology choices, acquisition and risk
- Managing and leading change and projects
- Project methodologies, resources and assurance
- ICT stakeholders, communications, risk and issue management
- Realising benefits and dealing with poorly performing projects

Learning Outcomes

- Develop ICT strategy aligned to organisational strategy
- Describe different types of ICT governance frameworks and the support they provide
- Identify risks and create a risk management plan related to technology acquisition and ICT projects
- Manage key stakeholders, provide project assurance and maintain project control
- Describe remedies for a poorly performing project.

Fee: £3,800
Location: London, UK
Duration: 10 days Date: 4th – 15th Jul

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Website Content Management

Introduction

This course is specially designed for staff who will be in-putting content for pages on the internet and wish to discover how easily they can put in content, make alterations and additions before publishing the pages on the websites/ internet.

Course Content

- What a Content Management System (CMS) is
- How to log on to the CMS
- How to define 'content types' and how to add content
- Using templates to add content to the website
- Preparing content for the website
- Adding attachments to content
- Adding links within the content
- Understanding workflow
- Editing content on the system

Learning Outcomes

Candidates will gain practical training of the most common features of the CMS used by staff authoring and editing content, including inputting different content types, previewing, checking and changing content before publishing on the internet without knowing HTML.

Fee: £2,200
Location: Luton- London, UK
Duration: 5 days **Date**: 22nd – 26th Aug

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Cloud Computing Technologies

Introduction

This training course provides an overview of Cloud computing and its relationship with other areas of information management. This overview is based on a knowledge of the fundamental concepts of Cloud computing and an understanding of the deployment, architecture and design of a Cloud computing platform. This course is presented by an experienced trainer in a classroom format and includes relevant workshop exercise and discussion sessions. Full course materials will be provided to all delegates.

Course Content

- The Concept and Evolution of Cloud Computing
- Cloud Computing Architectures Including SOA, Tiered, Multi and Datacentre
- Benefits and Limitations of Cloud Resources
- Using and Accessing the Cloud from Desktop and Mobile Devices
- Security in the Cloud and Identity Management
- Building Local Cloud Networks
- Supporting the Use of the Cloud with VPN Access, Scripting Languages and Data Back-Up
- Understand the Business Case (Costs & Benefits) of Cloud Computing
- How to Evaluate the Performance of Your Cloud Implementation

Learning Outcomes

- Identify essential elements
- Describe the pros and cons
- Understand the business case for going to the cloud
- Describe how to build a cloud network
- Understand virtualisation architecture
- Describe security and privacy issues
- Understand federation and presence
- Describe cloud computing standards and best practices
- Describe how mobile devices can be used in the cloud

Fee: £4,200
Location: London, UK
Duration: 10 days **Date**: 5th – 16th Sep

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Wireless Security

Introduction

This course is for those responsible for IT systems' security within an organisation, including IT Managers, Systems/ Network Administrators, Systems Analysts, IT Security Professionals and Forensic/ Network Investigators. Those interested in understanding the risks associated with wireless networks and how best to protect them would benefit significantly from this course.

Course Content

- Introduction to wireless security
- Hardware
- Identification of wireless network hardware and its functionality
- Testing for wireless vulnerabilities
- 'WarDriving'
- Wi-Fi security auditing
- Securing wireless networks
- WEP/ TKIP/ CCMP/ WPA— Strengths & Weaknesses
- Testing the level of security
- Circumventing MAC filtering
- Breaking WEP/ WPA Encryption

Learning Outcomes

- 802.11 standards
- WarDriving, Kismet
- Circumventing MAC filtering
- WEP cracking
- Air crack, RC4 and AES, WPA and WPA2, TKIP and CCMP
- Public key cryptography, RADIUs, 802.1X and EAP
- Building an 802.11i network, Bluetooth, RFID

Fee: £2,600
Location: London, UK
Duration: 5 days **Date**: 3rd – 7th Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

ISTQB Combined Software Testing Foundation & Agile Extension

Introduction

This combined course provides comprehensive first-level training for anyone involved in software testing to gain a solid understanding of the basic concepts of software testing in both traditional and agile environments. This follows the syllabuses specified by the International Software Testing Qualification Board (ISTQB®).

This course is designed for professionals who are working within agile environments. It is also for professionals who are planning to start implementing agile methods shortly or are working within companies that plan to do so.

Course Content

- Software testing foundation syllabus covering the fundamentals of testing: definitions of testing standards, planning, managing the lifecycle, reviews and the tools available
- Techniques for creating tests are described and practised
- Syllabus of the agile tester- foundation level extension

Learning Outcomes

- The candidates will be able to explain the terminology associated with the ISTQB and understand the principles and psychology of testing
- Be prepared to describe verification, validation and the steps in the testing lifecycle and be able to produce a project test plan and Be ready to understand the test management lifecycle
- Be prepared to provide test designs using equivalence partitioning, boundary value analysis and state transition techniques
- Demonstrate the ability to use static methods to assess quality and coverage appreciate the different tools available for automating testing
- Understand the fundamentals of agile software development, the different agile approaches and the differences between testing in traditional and agile approaches

Fee: £4,200
Location: London, UK
Duration: 10 days **Date**: 10th – 21st Oct

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Advanced Strategic Information Technology

Introduction

The program reviews typical IT applications, enterprise computing and standard IT approaches. It provides context for the business's critical choices and suggests how IT can enable and deliver that. This includes reviewing common challenges; opportunities, risks, management information, project management, and data quality to determine project success.

Topical issues such as new devices, social media and networking, and the service cloud are currently rapidly growing computing areas and their significance concerning IT strategies and corporate planning. Comprehending the IT landscape brings clarity to the choice of product, project and resources that management needs to make to align IT strategy to business requirements.

Course Content

- IT Strategy for project management
- Agile project management and Advanced business intelligence
- Using the web and social media for competitive gain and Cloud computing
- Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM)
- Management information and financial systems

Learning Outcomes

- To understand the advantages and risks of corporate and internet computing in achieving financial efficiency and other objectives
- To understand the costs, economics and opportunities provided by the corporate computing systems, the internet, cloud computing, open standards and social media
- To plan how to introduce efficient enterprise computing systems, cloud computing and Software as a Service (SAAS)
- To plan how to apply and manage ERP, CRM and IT projects using agile project management to achieve efficient and reliable and effective performance

Fee: £4,200
Location: London, UK
Duration: 10 days **Date**: 7th – 18th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Computing and IT

Electronic Document Management System

Introduction

Streamlining business processes, increasing productivity and efficiency while protecting those processes and associated documents, records and other multi-media content from disasters and unauthorised access are fundamental concerns of any organisation, whether private, public, medium or large. It is especially so in today's competitive, customer-centric, low margin environment. One of the primary benefits of an electronic document management system is finding the same documents when you need them.

Course Content

- EDMS– Benefits and implementation
- Document management- process context diagram
- Document distribution: workflow management and Applications
- Document distribution, electronic mail, document browsing
- ISO 9000 & other regulatory requirements
- Technology options and Encryption authoring systems
- Creating back-ups and restoring
- Top document management software products
- Best practice in document management procedures, based on ISO standards document creation templates

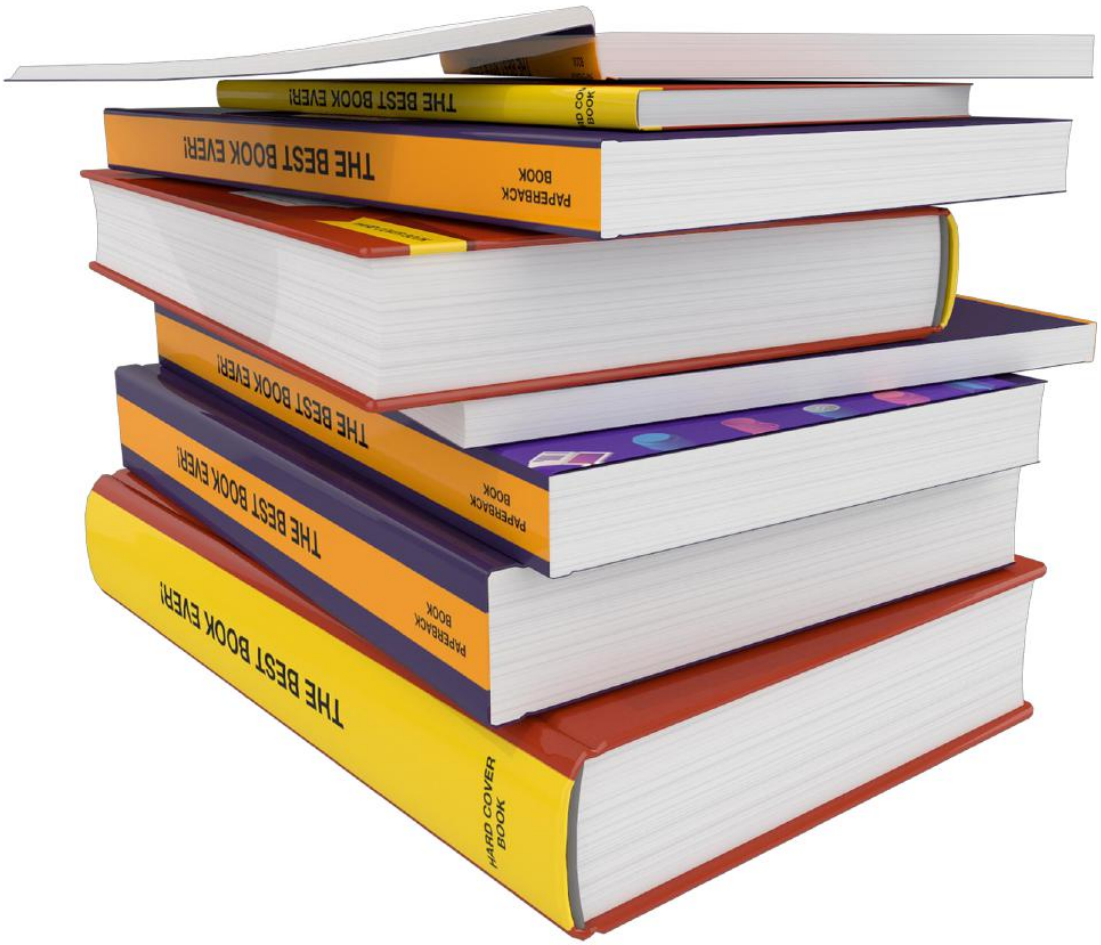
Learning Outcomes

- Build a document control system that satisfies quality management requirements.
- Follow a document throughout its life cycle, from creation to retirement
- Create standards to maintain the integrity of the document control system and make documentation access easy
- Create Faster and consistent process workflow, leading to quality services or products.
- Help a reduction in overall document-related costs by up to 40%.
- Develop effective protection of vital paper documents against disasters such as fires, theft, loss, misfiles etc.

Fee: £2,200
Location: London, UK
Duration: 5 days **Date**: 14th – 18th Nov

Note: *For Local or In-House customised courses, contact us to agree a date, venue along with the cost.*

Degree & Postgraduate



Degree & Postgraduate

Certificate in Business Management

Introduction

The Level 4 Certificate in Business Management is designed to give you a strong foundation in business operations so you can contribute to management decisions in a meaningful way.

Upon completing the Level 4 Certificate, you will be able to make an immediate contribution to your organisation's management.

Entry Requirements

This Certificate is designed to support your professional and career growth. Therefore, an interview is required for entry, and you must hold a Qualifi Level 3 Diploma or similar, or appropriate work experience. In exceptional circumstances, managers with considerable skill, but no formal qualifications may be considered. If English is not your first language, an IELTS 6 (or equivalent) is required.

Course Content

- Communication in organisations
- Managing change
- Leadership and the organisation
- Financial awareness
- Managing change
- Business operations
- Developing teams

Upon completion of the Level 4 Certificate you should be able to progress to:

- The Qualifi Level 5 Diploma in Business Management, or
- The Qualifi Level 5 Diploma in Business Enterprise, or
- The first year of an undergraduate university study in business or management.

Qualifi have transfer agreements with UK and US universities that recognise and transcript the Level 4 Certificate.

Fees: £1,200
Duration: 6-months
Location: Luton-London, Online, Blended.

Degree & Postgraduate

Diploma in Business Management

Introduction

The Level 5 Diploma in Business Management is designed to provide a solid grounding in core principles and skills needed to take a global organisation management role. Upon completing the Level 5 Diploma, you will positively contribute to decision-making, process management and people management in your organisation.

Entry Requirements

The Level 5 Diploma has been designed to be accessible to all motivated learners. An interview is required for entry into the programme, and you must hold a Qualifi Level 4 Diploma or similar, and appropriate work experience.

Course Content

- Responding to the changing business environment
- Effective decision making
- Business development
- Business models and growing organisations
- Customer management
- Risk management and organisations

Upon completion of the Level 5 Diploma, you should be able to progress to:

- The final year or two of an undergraduate degree; or
- Employment in an associated profession.

Qualifi have transfer agreements with UK and US universities that recognise and transcript the Level 5 Diploma.

Fees: £1,500
Duration: 9-months
Location: Luton-London, Online, Blended.

Degree & Postgraduate

Certificate in Health and Social Care

Introduction
The Level 4 Certificate in Health and Social Care is designed to give you the knowledge, understanding and skills you need to succeed in a health and social care career at a supervisory or management level. The certificate's mandatory units provide a strong foundation in the profession while allowing you an optional unit in a specialisation focus area.

Entry Requirements
The Level 4 Certificate is designed to apply to your professional requirements. Therefore, you must have a recognised Level 3 National Certificate or Diploma in Health and Social Care or its equivalent and AVCE/Advanced GS/NVQ in an appropriate vocational area, as well as related work experience. Qualifi provides Level 4 Certificate holders access to higher education pathways.

Course Content

- Communicating in Health and Social Care Organisations
- Principles of Health and Social Care, Health and Safety in Health and Social Care
- Personal and Professional Development in Health and Social Care
- Working in Partnership in Health and Social Care
- Empowering Users of Health and Social Care Services, Safeguarding in Health and Social Care
- The Sociological Context of Health and Social Care, The Role of Public Health in Health and Social Care
- Physiological Principles for Health and Social Care, Managing Human Resources in Health and Social Care
- Managing Financial Resources in Health and Social Care
- Psychology for Health and Social Care, Community Development Work
- Developing Counselling Skills for Health and Social Care Influences on Health and Social Care Organisations

Upon completion of the Level 4 Certificate you should be able to progress to:
- The Qualifi Level 5 Diploma in Health and Social Care; or
- The first year of undergraduate university study in health and social care; or

Qualifi have transfer agreements with UK and US universities that recognise and transcript the Level 4 Certificate.

Fees: £1,200
Duration: 6-months
Location: Luton-London, Online, Blended

Degree & Postgraduate

Diploma in Health and Social Care

Introduction

The Level 5 Diploma in Health and Social Care provides a solid grounding in core principles and skills needed for a supervisory role in health and social care.
The course of study's unique design combines foundational learning with the opportunity to focus on an area of specialisation.

Entry Requirements

The Level 5 Diploma has been designed to be accessible to all motivated learners. However, you will likely benefit more from the programme if you have a Qualifi Level 4 Certificate in Health and Social Care and a recognised National Certificate or Diploma in Health and Social Care and related work experience.

Course Content

- Principles of health and social care practice
- Working in partnership in health and social care
- Understanding specific needs in health and social care
- Contemporary issues in health and social care, Managing quality in health and social care
- Understanding the learning process, Facilitating change in health and social care
- Health promotion, Social policy
- The sociological context of health and social care
- Empowering users of health and social care services
- The role of public health in health and social care

Optional

- *Complementary therapies, supporting independent living, supporting significant life events, Employability skills, Work-based learning, Physiological principles in health and social care, managing human resources in health and social care, Managing financial resources in health and social care, Psychology for health and social care*
  Community development work, Developing counselling skills for health and social care, Influences in health and social care organisations

Upon completion of the Level 5 Diploma, you should be able to progress to:

- The final year or two of an undergraduate degree; or
- Employment in an associated profession.

Qualifi have transfer agreements with UK and US universities that recognise and transcript the Level 5 Diploma.

Fees: £1,500
Duration: 6-months
Location: Luton-London, Online, Blended.

Degree & Postgraduate

Level 7 Dip in Strategic Management and Leadership (PGD)

Introduction
The Level 7 Diploma in Strategic Management and Leadership provides a solid grounding in core management concepts, models, principles and key skills associated with leading an international organisation in the 21st century.
The Diploma coursework consists of a core set of six foundational units and four optional units (of which you must select two) to allow for specialisation in focused career areas.

Entry Requirements
The Level 7 Diploma has been designed to be accessible to all motivated learners. However, you will likely benefit more from the programme if you have a Level 6 qualification or a university degree or work-related experience at a senior management level.

Course Content

- Manage team performance to support strategy
- Information management and strategic decision making
- Leading a strategic management project
- Strategic direction
- Strategic planning
- Development as a strategic manager
- Finance for managers
- Strategic marketing
- Organisational change strategies
- Human resources planning

Progression:
The Level 7 Diploma is equivalent to graduate study at universities in the United Kingdom and the United States. Upon completion of the Level 7 Diploma, you should be able to progress to:

- The Qualifi Level 8 Diploma in Strategic Management and Leadership;
- Another post-graduate level study including a Doctor of Business Administration (DBA);
- A role that provides career advancement

Fees: £2,500
Duration: 9-months
Location: Luton-London, Online, Blended.

Degree & Postgraduate

Level 8 Diploma in Strategic Management and Leadership

Introduction

The Level 8 Diploma in Strategic Management and Leadership is an advanced programme designed for senior managers or directors with authority across organisations who aspire to lead by translating strategy into effective performance.

The Level 8 Diploma is focused on organisations that have a cross border or global interests and structures but can also be applied nationally in understanding how to work with a variety of stakeholders, partners, suppliers and competitors.

Entry Requirements

The Level 8 Diploma has been designed to be accessible to all motivated learners. However, you will likely benefit more from the programme if you have a Level 7 qualification or a post-graduate university degree or work-related experience at a senior management level.

Course Content

- Leadership qualities and practice
- Personal leadership development as a strategic manager
- Strategy development in cross border and global organisations
- Strategic planning for cross border and global organisations
- Strategic direction in cross border and global organisations
- Strategic communication
- Culture and its impact on strategy

Optional

- Organisational change strategies
- Human resources planning
- Learning outcomes

Progression:

The Level 8 Diploma is equivalent to advanced graduate study at universities in the United Kingdom and the United States. Upon completion of the Level 8 Diploma, you should be able to progress to:

- Postgraduate study such as a Doctor of Business Administration (DBA); or
- PhD programme, subject to having completed the Research Methods unit

Qualifi have transfer agreements with UK and US universities that recognise and transcript the Level 8 Diploma, including one pathway to a DBA degree.

Fees: £4,500
Duration: 9-months
Location: Luton-London, Online, Blended.

University Progression Routes

Introduction

We offer several progression routes from our regulated qualifications directly into University. Below are examples that can save the learner significant time and costs. We continue to extend our range of qualifications so for more options and further information; please contact us.

We have identified some of our University partners below who offer students with Qualifi qualifications accelerated entry into degree and master's degree programmes (MBA/ MSc).

Partner Universities

- University of Northampton
- Buckinghamshire New University
- Birmingham City University
- University of Wolverhampton
- De Montfort University
- Northwood University (USA)
- Anglia Ruskin University
- Kharkiv University (Ukraine)
- University of East London
- University of Gloucestershire
- De Montfort University
- University of Bolton
- University of Lincoln
- University of West of Scotland
- University of Wolverhampton
- Birmingham City University
- University of Derby
- Arden University
- University of Law
- Bath Spa University
- Bangor University
- Leeds Beckett University
- University of Bedfordshire
- BPP University
- University of Chichester
- Cardiff Metropolitan University
- University of Cumbria
- Glasgow Caledonian University
- Northumbria University
- University of Huddersfield
- Liverpool John Moores University
- London South Bank University
- The Open University
- Staffordshire University

We engage with employers to encourage a learning organisation philosophy so that employees are encouraged to continually develop both academically and professionally and achieve a degree or Masters in the workplace.

We can evaluate your employment achievements and offer credit against our qualifications. The University pathways we offer provide flexibility in the time to achieve and much-reduced fees.

Progression Example:

→ Students who complete Qualifi Level 4 can either enter Qualifi Level 5 or year 2 of a University degree

→ Students who Complete Qualifi Level 5 can either enter the final year of a university degree.

→ Students who Complete Qualifi Level 7 can enter the University to do a dissertation and receive a master's degree.

→ Students who complete Level 7 can enter Qualifi Level 8.
→ Students who complete Level 8 may be eligible to progress to a DBA

Progression Opportunities Chart

Students with appropriate work experience may be eligible for credit recognition.
Students who have appropriate work experience and Qualifi Level 5 may be able to enter Qualifi Level 7 passing the final year of a degree.
Qualifi can recognise prior learning (RPL) and offer options to transfer to our qualifications.

