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TRAINING LOCATIONS

GLOBAL ANALYTICS CONSULTING LIMITED offers international training courses in various cities in the countries listed below..



United State
of Americas



United Arab
Emirates



United
Kingdom



Malaysia

Singapore



South
Africa



Ghana



Kenya



Rwanda





CONTENTS

• PUBLIC SECTOR MANAGEMENT AND PUBLIC AFFAIRS	3
• DATA MANAGEMENT AND ANALYTICS	11
• FINANCE AND BUDGETING	20
• PURCHASING LOGISTICS AND SUPPLY CHAIN MANAGEMENT	36
• OFFICE ADMINISTRATION	43
• HUMAN RESOURCE MANAGEMENT	51
• SALES AND MARKETING	61
• AUDIT, RISK AND GOVERNANCE	68
• RISK MANAGEMENT	75
• STRATEGY AND STRATEGIC PLANNING	85
• MANAGEMENT AND LEADERSHIP	94
• PROJECT MANAGEMENT	102



PUBLIC SECTOR MANAGEMENT AND PUBLIC AFFAIRS

- Corporate Governance & Risk Management for Public Sector Organisations 5
- Customer Service for the Public Sector 6
- Developing Effective Public Policy & Policy Delivery 6
- E-Government, Digital Transformation in Government, Innovating Public Policy & Service 7
- Public Policy Development 8
- The Strategic Public Manager 8
- Critical Thinking & Problem Solving for Public Service Leaders 9
- Performance Measurement in Government 9

PUBLIC SECTOR MANAGEMENT AND PUBLIC AFFAIRS

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Corporate Governance & Risk Management for Public Sector Organisations	London	9-13		13-17		22-26		19-23		25-29		20-24	
Customer Service for the Public Sector	Malaysia		13-17		17-21		5-9		21-25		16-20		11-15
Developing Effective Public Policy & Policy Delivery	Singapore	23-27		20-24		15-19		12-16		4-8		13-17	
E-Government, Digital Transformation in Government,	Dubai		4-8		8-11		10-14		12-16		9-13		9-13
Innovating Public Policy & Service	USA	16-20		6-10		8-12		5-9		11-15		6-10	
Public Policy Development	Rwanda		6-10		24-28		12-16		7-11		23-27		18-22
The Strategic Public Manager	Kenya	9-13		27-31		1-5		26-30		25-29		13-17	
Critical Thinking & Problem Solving for Public Service Leaders	USA		20-24		24-28		19-23		14-18		2-6		4-8
Performance Measurement in Government	Kenya	25-29		13-17		15-19		19-23		11-15		20-24	

CORPORATE GOVERNANCE & RISK MANAGEMENT FOR STATE & PUBLIC SECTOR ORGANISATIONS



Course Overview

This training course provides you with the latest tools & techniques to apply the corporate governance fundamentals in the public sector. It will assist your organization to have appropriate systems and structures to achieve a high level of organizational performance. It also provides all the participants with a valuable to the implications, and the benefits, which arise from good governance standards and practices.

This exciting training course is designed to present, discuss and provide guidance on key governance principles, rules, best practice recommendations and various issues, pertinent to public-sector organizations. It will provide you with a guide of good governance, focusing on accountability, compliance, risk assessment, disclosure and transparency requirements, to ensure that administration and reporting obligations impacting on your organization are identified and addressed. As well It also designed to develop and enhance your skills and knowledge of risk management for state & public sector.

This training course will equip the board of directors, senior executives' managers and head of departments to effectively discharge their staff and collective governance roles, responsibilities and accountabilities, and lead the organization to mitigate their risk and ensure the success and sustainability through governance excellence and efficient risk management. It will support to implement them effectively and achieve critical stakeholder outcomes by acting appropriately and fairly. As effective management of risk is now recognized as a critical element of good governance and assurance arrangements in public service organizations and state agencies.

Expected Outcomes

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

- Define the nature, important components and importance of governance and how to achieve it for the state and public sectors
- Identify the requirements of good governance with relevant roles, responsibilities and accountabilities within the state and public sector
- Establish, lead and manage the specialist functions to meet the requirements of current corporate governance codes and standards, and manage the required change and development effectively for the state and public sector
- The role and responsibilities of the Board and those with whom they interact, and Management in implementing good governance principles
- Identify the types of risk for the state and public sectors with a potential impact on corporate governance
- Appreciate the role of risk management in the governance and management of organization
- Conduct Monitor program of risk management policy obligations and risk registers

Expected Outcomes

This training course is suitable for a wide range of professionals but will greatly benefit:

- Managers in the regulators, state and local government and other key Stakeholders within the public sector
- Business Consultants and professional advisers to the public sector
- Members of Audit and Advisory Committees for public-sector organizations
- Risk and Compliance Managers
- Middle managers who require a more in-depth understanding the concept of governance & Risk Management for state & Public Sector
- Senior Officials in national, provincial and local government
- Staff who support the Board or with a responsibility for governance
- New or aspiring Board members
- Heads of Departments, Directors, Senior Managers, Managers, Company Secretaries, accountants and Finance Professionals responsible for Governance & Risk Management
- Executives and Senior Officials of state-owned companies, and as well listed, non-listed organizations

CUSTOMER SERVICE FOR THE PUBLIC SECTOR



Course Overview

The benefits of a customer-centric strategy aren't limited to private sector businesses. Government agencies at every level can gain by putting the needs and wants of citizens first. Consumer expectations are only increasing as technological advances such as smartphones and apps open new frontiers of convenience, speed, and transparency for private sector customers. At the same time, tightening government budgets are making it difficult for the public sector to deliver services of a similarly high quality. With consumer expectations only increasing, it's perhaps no surprise that interactions with government agencies frustrate and disappoint many people.

This training course is designed to give participants the communication skills, negotiation strategies, and public-sector customer service best practices they require to significantly improve customer service while lowering costs and increasing employee satisfaction. Delegates will walk away from this programme with the ability to measure customer satisfaction and apply the design elements necessary to structure their organisation in a customer-centric manner to respond effectively as customer service needs and conditions change.

This training seminar will highlight:

- Evaluate public sector customer service best practices
- Improve communication effectiveness by developing nonverbal, listening and questioning skills
- Measure and monitor public sector customer service satisfaction
- Enhance persuasion, negotiation, and conflict resolution skills
- Utilize Social Media to increase public sector customer service engagement

Expected Outcomes

At the end of this training seminar, you will learn to:

- Develop proactive customer service policies and procedures

- Successfully handle working with the four types of customer personalities
- Calm upset or difficult customers over the phone and in person
- Manage your emotions in stressful situations
- Enhance listening and questioning skills to better understand your customer's real needs
- Set SMART goals to continuously improve customer service satisfaction

Expected Delegates

Specifically designed for public services and government agencies, this training course uses real-world examples to train public employees how to increase customer satisfaction.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Service Personnel at all levels of federal, state and local government agencies
- Public Sector Employees
- Department Managers and Customer Service Supervisors
- Nonprofit Organisation Employees
- Public Transportation and utilities employees

DEVELOPING EFFECTIVE PUBLIC POLICY & POLICY DELIVERY



Course Overview

Delivering effective public policy is one of the central functions of government but is rarely straightforward. Public officials have to reconcile competing points of view and interests, manage with limited budgets, persuade a wide range of stakeholders and ensure attention in a crowded political agenda. At the same time, stakeholders expect ever higher standards of public policy delivery.

The performance of public officials is also under closer scrutiny due to the wider availability of information and the role of social media. Developing and implementing effective policies and engagement with a wide range of stakeholders are essential skills for government officials at all levels, whether appointed or elected.

This training course will provide strategies and tools to enhance the development and delivery of effective public policies.

This training course will highlight:

- Ethics and values of public policy
- The elements of effective policies
- The policy development process
- Effective policy delivery
- Measuring impact and success
- Stakeholder management

Expected Outcomes

By the end of this training course, participants will learn:

- Global trends and developments in policy development and delivery
- The importance of human rights, transparency and accountability
- How to ensure high ethical standards
- Effective strategies and tools for developing and delivering high quality policy
- How to measure impact and success
- Effective stakeholder management

Expected Delegates

This training course is suitable to a wide range of government professionals who are interested in developing their strategic leadership capability:

- Senior Government Officials
- Aspiring Government Leaders
- State-owned Company Executives
- Parliamentarians
- Civil Servants
- Regulatory Officials
- Officials from Public Bodies and Committees
- Non-executive Directors of Government Agencies
- Officials from Government Agencies

E - GOVERNMENT, DIGITAL TRANSFORMATION IN GOVERNMENT, INNOVATING PUBLIC POLICY & SERVICE: HOW TO PROVIDE GOVERNMENT SERVICES AT CITIZEN FINGERTIPS

Course Overview

Technology has brought about unprecedented opportunities to drive efficiencies, enable automation and change how society interacts and engages in all facets of life. The pace of change is advancing, as are citizen expectations, and globally Governments are, and need to, transform their operations to be more accessible, transparent and accountable. Apart from aligning to the global trend to move to E-Government, countries need a clear and defined agenda and supporting process to drive change and leverage technology, as a global exemplar.

E-Government is ultimately about realizing the benefits of technology for transforming the way

services are delivered to citizens and improving their experience through a 'Citizen Centric' model. This has created a pressure to e-enable, transform and innovate in an environment filled with buzzwords Artificial Intelligence, Blockchain, Big Data, Machine Learning, Virtual Reality, Robotics.... etc, etc. Yet, Governments are mired in legacy and are not 'start up' businesses, and are obligated to deliver policies and serve all citizens, including those not ready to embrace technology.

Technology must be applied as an 'enabler' at the right time for the right reasons and not just because it is available or the latest trend – the question in mind must always be 'why are we investing in technology?'

This training seminar will highlight:

- **E-Government** –What is E-Government and how governments can adapt and deliver e-services, and encourage a shift to new services to improve the citizen's experiences and how to define suitable Key Performance Indicators
- **Digital Transformation** – What is digital transformation really means, the benefits it can deliver and how to prioritize opportunities for automation, making use of the most appropriate delivery methodologies and seeking opportunities to share services
- **Technological Developments** – All too often people use technological buzz words or feel obliged to apply them when they don't necessarily understand the value and applicability. We will provide a brief overview of the current key buzzwords and how the technologies are being applied
- **A Citizen Centric Approach** – How are citizens expectations changing and how can we best meet their requirements by applying appropriate technology to the delivery of services
- **Innovating Public Policy & Services** – What is the role of Government and how can it better develop policies to deliver outcomes and create a structure and environment for innovation that delivers efficiency and improved services to Citizens. Benchmarking and learning from others – successes and failures
- **Excellence, Tools & Awards** – Countries with a long-term vision for Public services, typically operate various tools, guidelines and awards to drive change

Expected Outcomes

At the end of this training seminar, you will learn to:

- Recognize the opportunities e-government can bring and Identify and prioritize where technology can be best applied to drive

efficiencies, enable change and improve service delivery for Citizens

- To understand, analyze and where to apply technologies appropriately, to enable a digital transformation that serves the Department and citizens
- Develop and implement a 'Channel Shift' strategy to encourage Citizens to take up and move to the most efficient e-enabled services
- Ask the right questions and have the confidence to engage in conversations when seeking support to deliver policies, e-enable existing services or seek to improve the citizens experience
- Recognize the needs of the 'Citizen' in all areas of work whether writing policy, creating a communications plan or creating or improving a service
- Understand the meaning of a Key Performance Indicator, how to create them and ensure that they align to the outcomes sought from the application of technology
- Have insight and basic understanding of the latest 'buzzword' technologies and their application

Expected Delegates

This training course is about enhancing participants' knowledge and their role in supporting the delivery of E-Government and Digital Transformation to drive efficiencies and deliver Citizen Centric services.

This course is suitable to a wide range of professionals but will greatly benefit:

- Technologist New to Government
- Business Process and Quality Employees
- Finance Managers
- Customer Service Managers
- Policy Writers
- Marketing & Communications Delivers
- Excellence Employees

PUBLIC POLICY DEVELOPMENT: UNDERSTANDING AND CONTRIBUTING TO POLICY-MAKING FROM A BUSINESS PERSPECTIVE

Course Overview

Policy-making shapes the environment businesses operate in. Yet many businesses are still unaware on how to pro-actively contribute to defining policy either on a local, regional or national level. Defining, developing and benefiting from public policy is within everyone's reach.

This training seminar aims to provide attendees with practical knowledge to effectively engage with policy-makers and shape upcoming and existing legislation so that it aligns to business goals.

This training seminar will highlight:

- The objectives of Policy-making
- The impacts of different policies on business from an organizational, financial and cultural perspective
- How to effectively participate in policy-making
- Different approaches to engagement with policy-makers from a corporate perspective

Expected Outcomes

This training seminar intends to provide its participants with an in-depth knowledge of what Public Policy is and how to participate to its design from a corporate perspective.

At the end of this training seminar, you will learn to:

- Better understand the role of organisations in contributing to public policy
- Discern the different areas of meaningful impact organisations can have in policy creation
- Develop meaningful stakeholder engagement techniques
- Learn how to best leverage your knowledge for policy formulation

Expected Delegates

This training seminar is aimed at professionals with a leadership role or who are involved in public affairs or public policy:

- Public affairs practitioners at all levels
- Communication and liaison officers
- Public relations practitioners
- Operational managers impacted by public procurement and policy decisions
- Executives involved in strategic and operational functions

THE STRATEGIC PUBLIC MANAGER

Course Overview

Managers in the public sector face growing pressures from increasing demands, conflicting priorities and limited resources. Government ministers and ordinary citizens demand ever higher quality of service delivery but budgets remain constrained. Public sector managers have to more with the same or fewer resources. At the same time, they face increased scrutiny from parliamentarians, citizens, civil society and journalists.

Public managers need to develop a wide range of skills aside from their technical expertise including financial management, developing teams and personal interaction and communicating with a wide range of stakeholders.

This training course will provide strategies and tools to enhance the skill set of the public sector manager and allow them to take a strategic approach to managing the issues that face today's public administration.

This training course will highlight:

- Ethics and values of public sector management
- Developing core management skills
- Building high performing teams
- Using budgets effectively
- Crisis management
- Effective communications

Expected Outcomes

By the end of this training course, participants will learn:

- Global trends and developments in public sector management
- How to ensure high ethical standards are maintained
- How to develop high performing teams
- Effective strategies and tools for managing budgets and addressing priorities
- How to manage change
- How to manage crises
- Effective communication skills

Expected Delegates

This training course is suitable to a wide range of government professionals who are interested in developing their strategic leadership capability:

- Civil Servants
- Regulatory Officials
- Officials from public bodies and committees
- State-owned Company Executives
- Parliamentarians
- Officials from government agencies

CRITICAL THINKING & PROBLEM SOLVING FOR PUBLIC SERVICE LEADERS

Course Overview

Critical thinking is the ability to think clearly and rationally, using information to solve problems in our teams and organisations. It is an essential business skill that allows us to think outside the box, spot consequences and inconsistencies, construct and evaluate arguments, identify relevant ideas and systematically solve problems.

This training seminar enables delegates to apply the skills of critical thinking and problem solving in the global knowledge economy so that they can deal with change quickly and effectively. They will return to their organisations able to analyse information from diverse sources to solve problems.

This training course will highlight:

- Strategies for applying critical thinking in teams and organisations
- Solving problems using the range of techniques available
- Understanding personal preferences and adapting them to situations and other people
- Practical applications of critical thinking and problem solving tools in the workplace
- Developing critical thinking and problem solving skills within teams and business units

Expected Outcomes

During this training course, participants will develop the following competencies:

- Recognising when to use critical thinking in business situations
- Thinking clearly and solving problems rationally
- Analysing information from diverse sources in solving problems
- Developing, evaluating and selecting new ideas
- Critical self-reflection and self-evaluation for justifying decisions

Expected Delegates

This training programme is designed for leaders in public service organisations who are involved in decision making or lead teams of decision makers, including:

- Senior Management Team Members
- Programme Directors and Project Managers
- Heads of Functional Units in HR, IT, Finance and Strategy
- Heads of Customer Service, Marketing and Sales Teams
- People with Leadership Potential who are preparing for their next role

PERFORMANCE MEASUREMENT IN GOVERNMENT: MANAGING EFFECTIVE PERFORMANCE IN PUBLIC ORGANIZATIONS



Course Overview

Workplaces whether public or private, are experiencing massive changes that are challenging nominal ways of working and workforce expectations. The economic realities of ongoing financial constraints and reduced

headcounts and budgets; coupled with increasing stakeholder expectations are creating a demanding environment where employees are expected to deliver results regardless of the mounting challenges.

In addition, the working styles of a new generation and new technologies have created a plugged-in and connected workforce that is engulfed in real time response requirements via instant messaging, email, phone calls, and mobile and social network access. This connectivity has not necessarily translated into increased employee engagement, motivation or improved performance. Instead, employees are becoming increasingly overwhelmed by this new work context, while also trying to seek work life balance.

However, more so now than ever, by adapting effective performance management practices, leaders in the public sector can enable employees to identify organizational priorities and realign their efforts, ultimately helping to increase overall productivity and engagement. Effective performance management practices not only help organizations continue to raise the bar, but also engage employees on the efforts and behaviors required for both personal and organizational success.

The following are Key Learning Outcomes:

- Design and Introduce an Effective Performance Management Scheme for Public Sector Organizations
- Implement Proven best practice approaches for aligning programs and management initiatives to an integrated performance management system for your government organization
- Design proven strategies for gaining leadership buy-in for performance improvement initiatives via building a high performance team
- Leading with a resolve that focuses and aligns the critical balance between Accountability, Responsibility and Empowerment

Expected Outcomes

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

- Secure buy-in from all stakeholders for using performance management in the Public Sector
- Overcome resistance to performance measurement transparency and reporting requirements
- Integrate performance management initiatives into other ongoing management improvement efforts
- Lead cultural change within the public sector to achieve improved results
- Utilize performance measures with proven techniques of evidence-based analysis, performance measurements, reporting and benchmarking
- Devise and lead performance improvement teams – working across program silos to obtain effective results across the organization
- Make direct connections between Performance Management and Organizational Goals
- Demonstrate Best Practices in Addressing and resolving Work-performance related Problems

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Individuals who will lead or play a key execution role in performance improvement initiatives in their public sector organization
- Public Sector Managers and Team Leaders
- Supervisors responsible for the use and application of performance management and appraisal techniques within the Public Sector
- Performance Management Officers
- Human Resource Directors
- Employee Relations Managers



DATA MANAGEMENT AND ANALYTICS

- Advanced Data Analysis Techniques 13
- Advanced Data Management for Oil and Gas Professionals 13
- Advanced Energy Finance Analytics 14
- Analytical and Auditing Skills 15
- Big Data Analytics for Supply Chain Optimization 15
- Big Data Governance Bad Data or Better Data or Best Data 16
- Business Intelligence & Analytics for Finance Professionals 17
- Data Management, Security and Warehousing 17
- Enterprise Content Management Masterclass 18
- Infographics & Data Analytics for Oil & Gas Reporting 19

DATA MANAGEMENT AND ANALYTICS

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Advanced Data Analysis Techniques	Dubai		4-8		1-5		10-14		12-16		9-13		9-13
Advanced Data Management for Oil and Gas Professionals	London	9-13		13-17		22-26		17-21		18-22		20-24	
Advanced Energy Finance Analytics	Malaysia		13-17		17-21		5-9		21-25		16-20		11-15
Analytical and Auditing Skills	Singapore	23-27		20-24		15-19		10-14		4-8		13-17	
Big Data Analytics for Supply Chain Optimization	Dubai		11-15		1-5		10-14		26-30		14-18		16-20
Big Data Governance Bad Data or Better Data or Best Data	Dubai	7-11		18-22		6-10		22-26		16-20		18-22	
Business Intelligence & Analytics for Finance Professionals	USA		13-17		17-21		5-9		14-18		16-20		11-15
Data Management, Security and Warehousing	Ghana	23-27		20-24		15-19		10-14		4-8		13-17	
Enterprise Content Management Masterclass	Kenya		6-10		17-21		19-23		7-11		23-27		11-15
Infographics & Data Analytics for Oil & Gas Reporting	Kenya	9-13		20-24		22-26		3-7		11-15		6-10	

ADVANCED DATA ANALYSIS TECHNIQUES



Course Overview

The Statistical Analysis of Numerical Information is proven to be a powerful tool, providing everyday insight into matters like corporate finance, production processes and quality control.

However, the advent of the Internet of Things, the consequential growth in Big Data, and the ever-increasing requirements to model and predict, mean that many of the analytical opportunities and needs of a modern, high performing company cannot be met using conventional statistical methods alone.

More and more companies are wrestling with complex modelling and simulation problems, addressing matters like trying to optimise production systems, to maximise performance efficiency, to minimise operating costs, to combat risk, to detect fraud and to predict future behaviour and outcomes.

Expected Outcome

This Analytics training seminar on Advanced Data Analysis aims to provide those involved in analysing numerical data with the understanding and practical capabilities needed to convert data into meaningful information via the use of a range of very powerful modelling, simulation and predictive analytical methods. The specific objectives are as follows:

- To teach delegates how to solve a wide range of business problems which require modelling, simulation and predictive analytical approaches
- To show delegates how to implement a wide range of the more common modelling, simulation and predictive analytical methods using Microsoft Excel 2010 (or higher) and in particular the Solver tool
- To provide delegates with both a conceptual understanding and practical experience of a range of the more common modelling, simulation and predictive analytical, including Bayesian models, conventional and genetic optimisation methods, Monte Carlo models, Markov models, What If analysis, Time Series models, Linear Programming, and more

- To give delegates the ability to recognize which modelling, simulation and predictive analysis methods are best suited to which types of problems
- To give delegates sufficient background and situation experience to be able to judge when an applied technique will likely lead to incorrect conclusions
- To provide a clear understanding of why the best companies in the world see modelling, simulation and predictive analytics as being essential to delivering the right quality products and optimised services at the lowest possible costs

Expected Delegates

This Analytics training seminar on has been designed for professionals whose jobs involve the manipulation, representation, interpretation and/or analysis of data. This training seminar involves extensive modelling and analysis using Excel 2010 (or higher) and therefore delegates must not only be numerate, but must enjoy detailed working with numerical data to solve complex problems.

Full familiarity with Microsoft Excel (version 2007 or higher), and the ability to analyse data using common statistical methods, are fundamental prerequisites for attendance on this Advanced Data Analysis training seminar. Only delegates who have attended the Data Analysis training will be eligible to attend this training course with the reason of, without mastery of the capabilities taught in the aforementioned training, a delegate will not be able to succeed on this training course.

ADVANCED DATA MANAGEMENT FOR OIL AND GAS PROFESSIONALS



Course Overview

This training seminar is designed for professionals and companies that want to take the full advantage of the data as an important asset of the company. The data revolution and the benefits as well as risks arising from it have propelled the data into the status of the lifeblood of today industry.

As the project management becomes standardized, the Data Management is becoming more and more standardized, and the data that the oil and gas companies gather and use needs to be properly valued, acquired, stored, managed and used in analysis in a way that will fully utilize the data as the very valuable enterprise asset.

With Big Data comes the challenge of data management, as just having the data does not suffice, the Data Management is defined as an administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. This training course comprises the full scope of the master data management of the spatial-geophysical and well data for the oil and gas industry.

Expected Outcome

This training course focuses on presenting the delegates with the opportunity to learn the essentials of data governance, ensuring the data quality, how to gather and maintain the well data, how are wells identified and classified, geospatial data collection and management, data security, record retention and data transfer and results communication. The whole course helps delegates prepare for the role of Petroleum Data Analyst, and can help delegates in their certification as data analysts.

At the end of this training seminar, you will:

- Learn to identify the impact of data governance on the enterprise
- Acquire the knowledge about data vendors and data domains
- Get acquainted with the legal requirements for well identification
- Learn how to prepare and implement the strategies of data security
- Be able to determine data retention schedule
- Identify the legal documents defining the master data management
- Learn how to gather, transform and use the spatial data
- Identify the relations between the master data management and Exploration and Production

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Petroleum Data Analysts
- Systems Analysts
- Programmers
- Data Analysts
- Database Administrators
- Project Leaders

- Software Engineers
- Managers
- Any Professional involved in Data Analytics

ADVANCED ENERGY FINANCE ANALYTICS



Course Overview

Corporations involved in the energy sector need executives who understand the extreme volatility of global energy markets and how to manage the financial risks created by changing energy prices.

This training course is designed to give participants an in-depth understanding of energy finance by addressing three areas of finance in an energy context: *Pricing, asset valuation and risk management*. This S training course will increase your comprehension of the energy markets, as well as demonstrate how to model and forecast energy and forward/futures prices.

This training course will build knowledge of energy-related derivatives, including the different derivative products and how to apply them in the energy markets to develop hedging and risk management strategies.

This S training course on Advanced Energy Finance Analytics will develop an understanding of pricing, risk management, asset valuation and derivatives within the energy markets:

- Learn to use financial models to analyze and forecast energy prices; extrapolate forward prices beyond the liquidity tenor
- Understand the risk of and return from futures and options contracts on energy commodities
- Manage and optimize your organization's energy risk exposure
- Learn to estimate and calculate volatility in energy prices
- Utilize real options theory to value energy assets; use information from futures / option prices to make optimal production decisions: Optimal timing for extraction, optimal rate at which to extract oil (gas) from a field; value oil fields, pipelines and storage facilities, power plants

Expected Outcome

The objectives of this training course are to give an introduction into the basics of energy trading as well as price formation mechanism in the oil and gas industry and to introduce delegates to the manner by which energy corporations manage their business risk (esp. price) exposures, and the derivative securities which can be utilized for this purpose:

- General Overview about Trading (*terminology, tools, etc.*)
- Overview of Energy Markets
- Principles of Risk Management: Objectives and Tools
- Proper Role of Derivatives in Firms' Risk Management
- Differences between exchange and OTC Markets

Expected Delegates

This training course is designed for individuals working in financial analysis, valuation, trading, marketing, risk management or quantitative analysis positions with oil and gas exploration companies; investment and commercial banking, consulting, and financial services firms working in the energy sector; production and distribution companies; energy trading firms; and corporations outside the energy industry with a significant cost exposure to energy prices, such as energy-intensive manufacturing industries, transportation including air, coal companies and oil-field services.

ANALYTICAL AND AUDITING SKILLS



Course Overview

Audits inspect internal control systems, ensuring they are sufficiently strong and working properly. An effective audit helps organizations achieve goals and objectives by measuring overall performance and productivity based on transactions and business records. Further, audits reduce risk and protect against fraud. Audits provide investors and shareholders with trusted information concerning financial statements and how well an organization is run.

Audits depend on the collection and analysis of data. Many companies have plenty of data but little information. The ability to analyse data and interpret the findings is a critical skill. It enables us to make correct assertions, based on facts,

and helps companies make the right decisions in complex situations. It also provides an audit trail and mitigates risk.

This training course equips trainees with the skills to extract secrets from data against tight deadlines and provides clear and consistent standards for analytical work. This is a highly practical course, with the emphasis on learning by doing rather than "Death by PowerPoint". Nearly all of the time is spent with delegates working through case studies and exercises.

This training course will highlight:

- Key Analytical Skills
- Quantitative Analysis
- Data Integrity
- Key Auditing Skills
- Reporting

Expected Outcome

By the end of this training course, participants will learn to:

- Understand how data analysis can improve decision making
- Cleanse a data set
- Select and apply appropriate analytical methods
- Perform an effective audit
- Prepare succinct reports, including graphs and charts

Expected Delegates

This training course is aimed at increasing the value of personnel to their organisation. Trainees will learn skills to enable them to conduct audits and use data to improve decision making and identify opportunities for improvement.

The training course is suitable to a wide range of professionals but will greatly benefit:

- Engineers
- Design and Production Managers and Specialists
- Business Analysts
- Sales and Marketing Personnel
- Auditors and Quality Assurance Specialists

BIG DATA ANALYTICS FOR SUPPLY CHAIN OPTIMIZATION

Course Overview

As the Industry 4.0 appears the lifeblood of it will continue to be the Supply Chain and Logistics, and the clogs and interruptions in the flow can choke the life out of the Industry 4.0 and reduce the benefits from the improvements in the industry, as these improvements will not be able to reach the customers in time. Therefore, the Supply Chain and Logistics 4.0 is needed to carry

all the goods and information that the industry is creating and enable the final product to reach the customers.

Even if we consider the 3D printing technology as a new way of manufacturing, entities and companies will still need to transport the same 3D printers to the place where they will perform the printing. As the availability of the data grows so that the opportunity to move away from the previously used techniques of forecasting and transfer into the realm of Big Data and Artificial intelligence. Data Analysis, planning and real time reaction to the changes in supply chain become the “must haves”, and with the use of the tools available for the Big Data analysis and dynamic simulation we are able now to have a glimpse into the future and make a decision based on the dynamic simulation of agent and processes behavior.

This training course is there to help institutions, companies and individuals transform their existing supply chain to a Supply Chain 4.0 and be competitive within the fourth industry revolution.

Expected Outcome

At the end of this training seminar, attendees will learn to:

- Use Big Data analysis tools and techniques to identify patterns in Supply Chain behavior
- Create virtual models of Supply Chains and choose between alternatives with highest profits
- Identify the sources of Big Data in their Supply Chain and Logistics and streamline their use
- Create a customer behavior patterns and recognize possible changes in these patterns
- Plan for the improvement in their Supply Chain with existing facilities and workforce
- Prepare for the incoming Supply Chain 4.0 as integral part of Industry 4.0

Expected Delegates

This training seminar designed for any professionals within industries and entities which are heavily dependent on Supply Chain and Logistics as well as production, mass services, etc.

This training course is suitable to a wide range of professionals within many industries but will greatly benefit:

- Business Improvement Specialists
- Industry 4.0 Pioneers and Practitioners
- Supply Chain Managers
- Operation Managers
- Project Managers
- Finance Managers
- IT Managers
- Consultants

BIG DATA GOVERNANCE BAD DATA OR BETTER DATA OR BEST DATA

Course Overview

Big Data as a term is everywhere in every situation but the journey from vision to value is neither short nor cheap. The journey is fraught with risk and other challenges. Combined with these risks is the reality that the story is not about big data but rather the use of Big Data for decision-making insights. The use of Big Data requires high tech and high touch elements.

The high tech aspects include technologies, technical software, technical professionals, and other technical / scientific elements. The high touch aspects include human decision making, human responses to the Artificial Intelligence [AI] possibilities, human responses to the automation possibilities, human responses to the machine learning possibilities, and human responses to the business and social changes to the organization and to society. In other words, **BIG DATA** changes everything is not just a catchy phrase.

This training seminar shows by example how to consider the governance, management, and use of Big Data. The delegates should be interested in the realities of Big Data and recognize the transformational aspects but need not to be experts in specific tools.

This **BIG DATA** Governance training seminar provides an overview and synthesis of how Big Data must be governed, managed, and used in decision making.

Expected Outcome

This training seminar aims to provide those involved in decision-making at all levels with the perspective needed to consider the resource allocation process for Big Data governance, management and uses. The specific objectives are as follows:

- To alert delegates to the transformational aspects of the term Big Data is not about data but rather about decision-making
- To show delegates several demonstrations of current tools and use cases
- To provide delegates with perspectives on the risks and challenges of Big Data
- To give delegates the ability to recognize that some data are Bad Data, some data are Better Data, and some data are Best Data
- To give delegates perspectives on the Big Data implementation process
- To provide a clear understanding of why Big Data cannot be avoided regardless of definition

Expected Delegates

This training seminar has been designed for professionals whose jobs involve decision making using any and all kinds of data. This training seminar involves extensive thinking about and examining issues to solve complex and ambiguous problems where Big Data may provide insights for improved decision-making.

This Data Management & Analytics training seminar on **BIG DATA** is intended for delegates who have an interest in exploring the high and high touch environment needed to move from vision to value with BIG DATA.

BUSINESS INTELLIGENCE & ANALYTICS FOR FINANCE PROFESSIONALS



Course Overview

This training seminar will highlight how, in a world where firms face intense competition for customers and investors, the key challenge for today's finance professional is to step-up and support the value creation process by moving from a narrow reporting role to embrace and exploit the full opportunities provided by today's Business Intelligence (BI) and Business Analytics (BA) systems. This Data Management & Analytics training course will focus on the tools and techniques used by world-class finance functions to provide the critical business insights C-Suite executives need for effective data driven decision management.

This training seminar will highlight:

- The Vital Role of the 21st Century Finance Function
- How Finance Professionals can fully exploit BI and BA tools
- Using BI and BA to improve business processes and performance
- Principles and Practice in Statistical Analysis and Forecasting
- Practical Skills for Data Visualisation and Infographics
- Applying Agile Methods to BI and BA Systems Development

Expected Outcome

This training seminar will explain and practically demonstrate how finance professionals can make effective use of Business Intelligence and

Business Analytics techniques to optimise the information and insights presented to managers and senior executives in the context of data driven decision management.

At the end of this training seminar, you will learn to:

- Frame financial insights in the context of business process improvement
- Exploit the tools of Business Intelligence and Analytics systems
- Develop financial and non-financial key performance measures
- Apply the tools and techniques of predictive analytics
- Design powerful graphics for data visualisation and infographics

Expected Delegates

This training seminar will significantly raise the skills and effectiveness of any finance professional engaged in financial planning, performance management reporting or decision making support in any organisation using modern Enterprise Resource Planning systems supported by Business Intelligence and Business Analytics tools.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Finance Professionals across the organisation
- Head Office Planning Managers
- Budgeting and Forecasting Teams
- Commercial Managers
- Finance Strategic Business Partners

DATA MANAGEMENT, SECURITY AND WAREHOUSING

Course Overview

This training seminar is designed for professionals and companies that want to take the full advantage of Big Data thrive. As the Big Data phenomenon appeared the companies are relying more and more on adequate Data Analytics and Data Science to properly plan, prepare, react to the business challenges, as well as to innovate the way they are conducting their business and increase the level of service to their customers while at the same time reduce costs and streamline their processes. It has become so widespread that the term Industrial Revolution 4.0 becomes a household name.

With Big Data comes the challenge of data management, as just having the data does not suffice, the Data Management is defined as an administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility,

reliability, and timeliness of the data for its users. This training course focuses on the need to properly warehouse the data as in the era of big data, a wide variety of data warehousing and security solutions exist, and choosing the right approach is the most difficult decision the companies need to make.

This training seminar will highlight:

- Operational vs. Decision Support Systems
- Strategic Information from the Data Warehouse
- Significance of Data Management in Big Data era
- Data Security Strategies for Next Generation Data Warehouses
- Extract-Transform-Load (ETL) Process

Expected Outcome

This training course focuses on presenting the delegates with the opportunity to learn how to plan and prepare a data warehousing project, data warehouse architecture and how to safely store, communicate and use the company data.

At the end of this training seminar, you will:

- Learn how to plan the steps in data warehousing project
- Acquire the knowledge to determine why there is an escalating need for strategic information
- Get acquainted with the fundamental problem of data management and data warehousing
- Learn the strategies of data security
- Be able to determine what methods and tactics you should use in Big Data era

Expected Delegates

This training seminar has been designed for professionals whose jobs involve the data gathering, data analysis, decision making.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Systems Analysts
- Programmers
- Data Analysts
- Database Administrators
- Project Leaders
- Software Engineers
- Managers
- Any Professional involved in Data Analytics

ENTERPRISE CONTENT MANAGEMENT MASTERCLASS

Course Overview

The abundance of data makes it difficult to stand out in today's world, and to make your message seen, understood and accepted by the stakeholders, customers, regulator and other enterprises. Research shows that approximately 70-90% of information of any organization or enterprise is unstructured information.

As the companies strive to work in a paperless environment, and information is the real intellectual property of an organization they usually focus on implementing Enterprise Content Management (ECM) solutions which can be either successful and lead the company or organization far in front of their peers or unsuccessful and create a problem and even a pullback system for an organization.

The main difference between successful Enterprise Content Management (ECM) projects and disasters indicate either people behavior (acceptance, training, and involvement) or planning problem.

It is often the case that business users are demanding an Enterprise Content Management (ECM) solution and just expect IT departments to implement it, without the understanding that the solution is actually not a department wise but rather company wise.

This training seminar will highlight the elements, principles and implementation paths for a successful Enterprise Content Management (ECM) solution for any organization.

Expected Outcome

The delegates will:

- Understand Content Management legal requirements, standards and best practice
- Create information and documentation policies, procedures and requirements
- Understand the Enterprise Content Management (ECM) structures, architecture and team organization
- Learn how to use metadata, business classification scheme for Enterprise Content Management (ECM) implementation
- Learn the requirements of ISO 15489 Records Management and ISO 27001 Information Security
- Recognize the requirements of General Data Protection regulation (GDPR) in relation with Enterprise Content Management (ECM)
- Prepare for Enterprise Content Management (ECM) implementation in relation to content lifecycle
- Understand the use of eDiscovery

- Develop content maturity model for their enterprise

Expected Delegates

This course is designed for:

- Document Controllers
- Secretaries
- Administrators
- People Supporting Management and/or working in project teams
- Marketing Specialist
- Project Managers
- Public Relations Specialists
- Marketing Managers
- Campaign Managers
- Business Development Managers

INFOGRAPHICS & DATA ANALYTICS FOR OIL & GAS REPORTING: GRAPHIC AND IMAGE PRESENTATION, DATA ANALYSIS AND PROFESSIONAL REPORTING STYLE



Course Overview

The abundance of data makes it difficult to stand out in today's world, and to make your message seen, understood and accepted by the people therefore all the sophisticated data and analytics in the world won't matter, if it can't be consumed by an end user or a decision maker, client or colleague. Once you gather the data and perform your analysis, you need to be able to present that data in a way that makes sense to your end user. In other words, you have to visualize the data.

Information graphics or infographics are graphic visual representations of information, data or knowledge intended to present complex information quickly and clearly.

The presentation of data through Infographics makes a combination of graphs and charts that are focused on the main story that you want to tell to the audience.

Recently, Oil and Gas companies began using infographics, which integrate graphics into data presentations. This training course is aimed to equip the delegates with necessary skills to analyze numerical data, reporting and using graphics to present the data.

This training seminar will highlight:

- What is the Infographic, what makes them a great tool for the presentation?
- How to plan the design of Infographic?
- How to tell a focused story?
- How to use data to support your presentation?
- Using effective combination of graphs and charts to create Infographic

Expected Outcome

This training seminar aims to provide professionals and analysts' in Oil and Gas companies, the necessary tools needed to present the abundance of data in one effective infographic, using available software like Tableau Public app. They will enhance their skills of using infographics to present the data in a way that can be readily communicated to others in the organization.

At the end of this training seminar, you will learn:

- Common analytical techniques and representation methods using Infographics
- The ability to recognize the types of analysis are best suited to Oil and Gas companies
- Understand what is important in designing Infographics
- Learn how to plan the Infographic
- Develop their skills in using presentation software
- Learn the steps in creating Infographic
- Create graphs from the data
- Combine graphs and charts to effectively support the storyline
- Understand the best ways to test and promote their Infographic

Expected Delegates

This training course has been designed for Oil and Gas professionals whose jobs involve the manipulation, representation, interpretation and/or analysis of data. Familiarity with a PC and in particular with Microsoft Excel is assumed. This training course involves extensive computer-based data analysis using Excel 2010 and therefore delegates will be expected to be numerate and to enjoy working with numerical data on a computer. This training course is suitable to a wide range of professionals but will greatly benefit:

- Marketing Specialist
- Project Managers
- Public Relations Specialist
- Marketing Managers
- Campaign Managers
- Business Development Managers
- Operational Managers involved in the data analysis
- Financial Managers
- Risk Managers
- Board Level Executives and Non-executives



FINANCE AND BUDGETING

• Advanced Budgeting & Cost Management	22
• Advanced Cash Flow & Working Capital Management	22
• Advanced Energy Finance Analytics	23
• Advanced Enterprise Risk Management	24
• Advanced Finance & Accounting Strategies in the Oil & Gas Industry	24
• Advanced Financial Statements Analysis	25
• Anti-Money Laundering (AML) Compliance Masterclass	26
• Blockchain and other Emerging Technologies	27
• Financial Management for Oil and Gas Companies & Petrochemical Industries	27
• Cost Accounting and Cost Management in Oil Refineries	28
• Cost Planning, Control & Optimization in a Major Oil & Gas Company	28
• Financial Analysis, Modelling & Forecasting	29
• Financial Modelling and Petroleum Project Economics	30
• Forecasting the Prices of Crude-Oil, Natural-Gas and Refined Products	30
• Fraud and Forensic Auditing	31
• Global Banking, Money Markets, FOREX, and Swaps	32
• IFRS for the Oil & Gas and Petrochemical Sectors (Upstream, Midstream & Downstream)	32
• Project Analysis: Tools & Techniques for Managing Risk & Uncertainty	33
• International Financial Reporting & Treasury Risk Management for the Oil & Gas Industry	34
• Advanced Financial Modelling & Petroleum Project Economics	35

FINANCE AND BUDGETING

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Advanced Budgeting & Cost Management	USA	23-27		20-24		22-26		10-14		4-8		13-17	
Advanced Cash Flow & Working Capital Management	Dubai		11-15		8-12		3-7		12-14		7-11		16-20
Advanced Energy Finance Analytics	London	16-20		6-10		15-19		3-7		11-15		6-10	
Advanced Enterprise Risk Management	Malaysia		6-10		3-7		5-9		7-11		2-6		4-8
Advanced Finance & Accounting Strategies in the Oil & Gas Industry	Singapore	9-13		27-31		8-12		17-21		25-29		20-24	
Advanced Financial Statements Analysis	Dubai		4-8		1-5		10-14		5-9		14-18		2-6
Anti-Money Laundering (AML) Compliance Masterclass	Dubai	14-18		4-8		6-10		1-5		2-6		4-8	
Blockchain and other Emerging Technologies	USA		6-10		17-21		12-16		14-18		9-13		11-15
Financial Management for Oil and Gas Companies & Petrochemical Industries	South Africa	9-13		20-24		1-5		24-28		18-22		13-17	
Cost Accounting and Cost Management in Oil Refineries	Ghana		20-24		24-28		19-23		7-11		16-20		4-8
Cost Planning, Control & Optimization in a Major Oil & Gas Company	Ghana	23-27		13-17		22-26		3-7		4-8		6-10	
Financial Analysis, Modelling & Forecasting	Kenya		13-17		3-7		5-9		21-25		23-27		18-22
Financial Modelling and Petroleum Project Economics	USA	16-20		6-10		15-19		10-14		11-15		20-24	
Forecasting the Prices of Crude-Oil, Natural-Gas and Refined Products	Dubai		11-15		8-12		17-21		26-30		21-25		9-13
Fraud and Forensic Auditing	London	16-20		27-31		8-12		17-21		25-29		6-10	
Global Banking, Money Markets, FOREX, and Swaps	Malaysia		20-24		24-28		12-16		14-18		9-13		11-15
IFRS for the Oil & Gas and Petrochemical Sectors (Upstream, Midstream & Downstream)	Dubai	21-25		11-15		1-13		8-12		16-20		11-15	
Project Analysis: Tools & Techniques for Managing Risk & Uncertainty	USA		13-17		17-21		19-23		21-25		2-6		18-22
Advanced Financial Modelling & Petroleum Project Economics	Ghana	23-27		13-17		1-5		10-14		4-8		13-17	
International Financial Reporting & Treasury Risk Management for the Oil & Gas Industry	Malaysia	9-13		20-24		22-26		24-28		18-22		20-24	

ADVANCED BUDGETING & COST MANAGEMENT: ESTIMATING, BUDGETING & COST CONTROL

Course Overview

This training seminar provides participants with key cost awareness and budgetary skills, which are essential for managing and controlling resources in times of increasing global competition where the budgets are inextricably linked with both the achievement of strategic objectives as well as with evaluation of future plans and initiatives.

Budgeting and cost analysis are crucial elements for the management of contemporary organizations. Nowadays, if companies want to stay competitive, they are urged to link their strategies with accurate systems of resource allocation and performance measurement. Along this line, budgeting, as well as tracking, controlling & reducing cost represent essential activities to be performed and monitored by organizations as they implement their key processes, activities and operations. In addressing these issues, this training course is relevant for those professionals & analysts facing the difficult challenge of improving performance while reducing costs of those processes for which there are accountable.

In particular, this training seminar enables participants to:

- Link budgeting and costing with strategy execution
- Understand the critical factors which have an impact on business processes
- Discuss about modern system of cost analysis for budgeting purposes
- Master the budgeting and financial skills required for better decision-making
- Identify sources of financial and operational data to support the budgeting process
- Explore the best practices required to manage the multiple organizational performances

Expected Delegates

This training programme is suitable for a wide range of professionals but will greatly benefit:

- The staff person who will be responsible for entering data into the budget system or training others how to enter information
- Those who want to gain control of the firm's financial standing and obtain a firm grasp on the numbers side of their job
- Financial Professional, Professional R&D, Sales/Marketing Professional, General Accounting Professional, Business Unit Professional
- Anyone who wants to refine and advance the budgeting and costing knowledge

Expected Outcomes

This course is expected to help participants to:

- Refine costing and budgeting terminology used in business
- Understand the importance of a well-defined costing and budgeting process
- Determine full costs of outputs for the goods and services provided
- Master traditional techniques and recent best practices on budgeting / cost management
- Link finance and operation for budgeting purposes and strategy execution
- Learn how to build a comprehensive performance measurement system.

ADVANCED CASH FLOW & WORKING CAPITAL MANAGEMENT: BOOSTING THE FUEL OF BUSINESS



Course Overview

This leading edge seminar will provide you with not just the theory but also the practical tool kit you will need to supercharge the working capital and cash flow engine that is at the very heart of business performance and strength. There is no question that profit is a key component of long-term success and growth but business history is littered with the names of profitable companies that collapsed through lack of cash resources. Not only is cash the essential fuel that keeps the engine running – modern economic theory recognizes cash flow as being the key driver of business and shareholder value.

This very practical hands-on workshop style training course will comprehensively cover the principles of effective working capital and cash flow management and will also provide an extensive toolkit of practical methodologies for optimising each of the components of working capital and managing the other key drivers of business cash flow.

This training seminar will highlight:

- Fundamentals of accounting for cash and working capital
- Understanding the drivers of cash flow, liquidity and solvency
- Managing and improving operating cash flows
- Techniques for optimising the components of working capital
- Business funding and capital structure

- Principles of capital investment decision-making
- Advanced techniques for cash flow forecasting

Expected Delegates

This training course is designed to provide useful insights and practical skills to professionals from a wide range of disciplines and industry sectors, but particularly those involved in planning, forecasting and managing business cash flow and working capital.

- This training course is suitable to a wide range of professionals but will greatly benefit: Treasury Staff
- Commercial Managers
- Supply Chain and Procurement Team Members
- Receivables and Payables Team Members
- Planning and Budgeting Managers
- Financial and Management Accountants
- Capital Investment and Project Team Members

Expected Outcomes

This training course has been designed to provide you with up to date knowledge and practical skills in the preparation and interpretation of public sector financial statements and budgets.

By the end of this training seminar you will have learned to:

- Master the principles of accounting for cash flow
- Develop your skills in analysing and interpreting cash flow statements
- Implement effective practical strategies for working capital optimisation
- Be proficient in capital investment evaluation methods
- Provide relevant advice on business funding strategy
- Use financial models to produce cash flow forecasts.

ADVANCED ENERGY FINANCE ANALYTICS: MARKETS, INSTRUMENTS & RISK MANAGEMENT

Course Overview

Corporations involved in the energy sector need executives who understand the extreme volatility of global energy markets and how to manage the financial risks created by changing energy prices.

This training course on Advanced Energy Finance Analytics is designed to give participants an in-depth understanding of energy finance by addressing three areas of finance in an energy

context: Pricing, asset valuation and risk management. This training course will increase your comprehension of the energy markets, as well as demonstrate how to model and forecast energy and forward/futures prices.

This training course will build knowledge of energy-related derivatives, including the different derivative products and how to apply them in the energy markets to develop hedging and risk management strategies.

This training course will develop an understanding of pricing, risk management, asset valuation and derivatives within the energy markets:

- Learn to use financial models to analyze and forecast energy prices; extrapolate forward prices beyond the liquidity tenor
- Understand the risk of and return from futures and options contracts on energy commodities
- Manage and optimize your organization's energy risk exposure
- Learn to estimate and calculate volatility in energy prices
- Utilize real options theory to value energy assets; use information from futures / option prices to make optimal production decisions: Optimal timing for extraction, optimal rate at which to extract oil (gas) from a field; value oil fields, pipelines and storage facilities, power plants

Expected Delegates

This training course is designed for individuals working in financial analysis, valuation, trading, marketing, risk management or quantitative analysis positions with oil and gas exploration companies; investment and commercial banking, consulting, and financial services firms working in the energy sector; production and distribution companies; energy trading firms; and corporations outside the energy industry with a significant cost exposure to energy prices, such as energy-intensive manufacturing industries, transportation including air, coal companies and oil-field services.

In terms of job titles, these individuals include:

- Financial Analysts
- Quantitative Analysts or Researchers
- Energy Traders dealing with commodities
- Risk Managers dealing with commodities
- Commercial and Investment Bankers dealing with commodities
- Consultants in the commodity arena
- Government and Regulatory Officials, especially those with responsibilities for the energy sector

Expected Outcomes

The objectives of this training course are to give an introduction into the basics of energy trading as well as price formation mechanism in the oil and gas industry and to introduce delegates to the manner by which energy corporations manage their business risk (esp. price) exposures, and the derivative securities which can be utilized for this purpose:

- General Overview about Trading (terminology, tools, etc.)
- Overview of Energy Markets
- Principles of Risk Management: Objectives and Tools
- Proper Role of Derivatives in Firms' Risk Management
- Differences between exchange and OTC Markets

ADVANCED ENTERPRISE RISK MANAGEMENT: FULLY EMBEDDING THE ERM PROCESS



Course Overview

The turmoil in the world is continuing – with increasing public unrest fluctuating oil prices, natural disasters of a scale thought unimaginable, volatile stock markets and world economic uncertainty.

In this time of global uncertainty how do you steer a course through these difficult waters?

Thankfully many organisations have realized that an Enterprise Risk Management (ERM) approach was needed. This has ensured that risks that were previously managed in isolation can be aggregated and prioritized across the entire business.

However, stopping here is like driving a plane on a highway – it might go faster than the cars but it hasn't reached its full potential.

Advanced ERM goes one step further. Risks are evaluated based on business materiality. A new understanding of the risks then emerges, and efficient controls can be implemented to tackle what really matters to the business. In short, the focus becomes strategic value creation instead of risk avoidance.

This training seminar will provide the opportunity to:

- Take Enterprise Risk Management (ERM) to a strategic level
- Learn lessons from Global risk events
- Determine a clear risk attitude and appetite process
- Identify the key emerging risks
- Link risk clearly with decision making

Expected Delegates

This course is specially designed for

- Chief Risk Officers
- Risk Managers
- Managers and Directors responsible for the risk management function or process
- Heads of Internal Audit
- Heads of Assurance Functions
- Senior Finance Professionals

Expected Outcomes

After completing this training course you will be able to:

- Implement appropriate and varied techniques for the identification and assessment of risks
- Generate measurable value by aligning the Enterprise Risk Management (ERM) framework with corporate performance expectations
- Engage the Board in the analysis of enterprise risk scenarios
- Foster a culture that reinforces appropriate risk-taking to balance value creation and value protection
- Clarify Enterprise Risk Management (ERM) accountabilities of all employees from executives to the front line
- Implement Key Risk Indicators (KRI's) for each line of business
- Enhance achievement of corporate objectives by linking performance targets, and risk management actions.

ADVANCED FINANCE & ACCOUNTING STRATEGIES IN THE OIL & GAS INDUSTRY: FINANCIAL STRATEGIES RELEVANT FOR THE 21ST CENTURY

Course Overview

This training seminar focuses on the essential skills and techniques required to enable the participants to make appropriate strategic decisions to maximize profit, reduce costs and financial risks. Given the substantial capital costs, long lead times from exploration to sale and pressure to meet reserve replacement ratios, implementing and managing strategies in Oil & Gas finance and accounting are critical success factors.

In today's competitive Oil and Gas industry, with volatile oil prices, demand and supply uncertainties, the need to reduce operating costs, whilst maintaining quality and safety, improving returns for investors and company stakeholders, what strategies should companies adopt to ensure sustainable growth?

This training seminar will feature:

- The current and future challenges within the sector
- The strategic decisions facing companies in this challenging environment & the techniques to enable informed strategic decision making
- Financing strategies to determine the optimum capital structure & undertake capital investment appraisal to maximising shareholder wealth
- Strategies to reduce and/or eliminate financial risk
- Strategies to manage new initiatives to ensure companies met their Strategic Aims & Objectives

Expected Delegates

This training programme is suitable to a wide range of professionals but will greatly benefit:

- Key Personnel in the Oil and Gas Industry
- Accountants & Finance Professionals responsible for financial accounting, treasury, budget preparation and management reporting
- Process and Non-technical professionals who require a more in-depth understanding of strategic issues facing the Oil & Gas sector now and in the future
- Managers involved in making CAPEX decisions
- Bankers and Professionals who work in Energy Lending

Expected Outcomes

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

- Identify & evaluate the challenges facing the Oil & Gas sector now & in the future
- Use skills & techniques to assist with key strategic decisions facing their company
- Recommend appropriate financing decisions & make capital investment decisions
- Advise on methods to eliminate or reduce financial risks facing Oil & Gas companies
- Manage new projects/initiatives effectively, meeting Strategic Aims & Objectives

ADVANCED FINANCIAL STATEMENTS ANALYSIS: EVALUATION AND INTERPRETATION OF FINANCIAL POSITION AND PERFORMANCE



Course Overview

This interactive training seminar will update and develop your skills in analysing business activities. It will guide you through the key steps of analysing financial statements, evaluating new investments and measuring the performance of your organisation. This training seminar will develop your ability to generate growth and improve profitability, as well as pinpointing problem areas for remedial action. You will have the opportunity to acquire skills and technical knowledge that will enable you to manage more effectively.

This training course will consider the key risks that organisations face in today's uncertain economic, political, and physical environment. Effective risk management is of vital importance in the global business environment. This training course will explore how organisations may analyze, manage and mitigate/minimize their exposures to both business and financial risk. Throughout the training course worked examples, exercises and case studies will be used to ensure that delegates can relate their learning to real-world issues and problems.

This training seminar will highlight:

- The value of the annual report and accounts and other sources of key financial information
- Use of a range of tools and techniques to analyse and evaluate financial position and financial performance
- Effective acquisition and use of financial resources
- Analysis and valuation of capital investment projects and businesses
- Analysis and management of business and financial risk

Expected Delegates

This training seminar is suitable for a wide range of personnel from companies, corporations and governmental organisations. In addition to anyone working in the Finance, Accounting, Costing, Budgeting and Planning departments, this training seminar will greatly benefit:

- Project Managers and other Professionals
- CFOs, Controllers and Treasurers responsible for the Financial Management of the Organisation
- And any other Managers who wish to improve, refresh and update their understanding of analysis of financial information, and application to effective decision-making

Expected Outcomes

By the end of this training programme, participants will have learned how to:

- Analyse and interpret an organisation's annual report and accounts
- Use ratio analysis to evaluate financial position and financial performance
- Use analytical techniques to forecast future performance
- Critically evaluate the impact on financial position
- Performance of the subjective nature of accounting policies
- Identify the impact of profit, cash flow and risk on capital investment projects and business valuations

ANTI-MONEY LAUNDERING (AML) COMPLIANCE MASTERCLASS: PROTECTION AGAINST THE RISKS OF MONEY LAUNDERING AND TERRORIST FINANCING



Course Overview

This course is designed to develop the essential skills necessary to enable you to understand how to support your company in Anti-Money Laundering and countering terrorist finance and how to prevent, detect, and report money laundering activities.

This training course covers regulatory environment and focus on the importance of Know your Customer (KYC), the importance of Customer Due Diligence (CDD), sanctions monitoring and the role of the Money Laundering Reporting Officer in practical terms. You will learn about studying the AML risks involved in emerging industry sectors.

This is an intensive and highly practical training program qualifying you to become proficient in the Anti-Money Laundering process and the laws that make it a crime. It will raise awareness

of financial crime risks, global laws and regulations, laws and regulations applicable to your jurisdiction, and the systems and controls aimed at detecting and preventing financial criminal acts.

This training course also covers several topics regarding the nature of the services and products offered by the financial services industry (namely managing, controlling and possessing money and property belonging to others) means that it is vulnerable to abuse by money launderers and the aspects of money laundering and initiatives undertaken to combat terrorism including regulations that govern financial institutions.

Expected Delegates

This training course is designed to deliver the knowledge and skills, providing details of the latest policies and procedures to:

- Staff with specific anti-money laundering duties
- Anti-Money Laundering (AML)/Compliance Professionals
- Senior Management
- All Staff working in financial services who want an introduction to anti money laundering
- Anyone who works within the regulated financial sectors, or to a career in anti-money laundering or fraud prevention
- Consultants
- Treasury Managers
- Auditors
- Lawyers
- Regulator or Advisor of Product/Services
- Credit Mangers

Expected Outcomes

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

- The process of Money Laundering
- Regulations applicable to firms / banks
- FATF roles in Anti-Money Laundering
- The penalties for non-compliance with AML legislation
- How Anti-Money Laundering and Countering Terrorist Financing (CTF) might be prevented
- How to define the ways in which a Firm / Bank and its staff should protect themselves against the risks of Money Laundering and Terrorist Financing
- Due diligence measures to deter money laundering and terrorist financing
- The "red flags" might help you to identify, prevent and report any (suspicious or actual) criminal activity
- The implications of offshore financial center on ML

BLOCKCHAIN AND OTHER EMERGING TECHNOLOGIES: DIGITAL TRANSFORMATION – GETTING READY FOR THE FUTURE

Course Overview

This training course will teach you everything you need to know to provide your management team with high-level strategic representation on digital issues for the next 12 months. It will give you enough information to understand the importance, and future impact, of a range of emerging technologies and to feel confident discussing the impact of those technologies with anyone in your organisation. You will understand the commercial, organizational, managerial, and indeed personal opportunities that these new technologies represent.

You will leave with an understanding of the challenges and opportunities that these technologies bring without getting lost in their often bewildering jargon and technical detail. After completing this course you will feel confident taking part in conversations about Blockchain and other Emerging Technology with everyone from your CEO to your most advanced technologists - and maybe even impress your friends and family with your newly acquired knowledge.

This training seminar will highlight:

- Blockchain (crypto-currencies)
- Blockchain (smart contracts)
- Artificial Intelligence
- Automation
- Social Media

Expected Delegates

This training seminar will greatly benefit:

- Anyone in work whose future will be affected by digital technologies – which means anyone!
- Those who have a responsibility to their organisations to identify the opportunities and threats represented by digital technology
- In addition, this training seminar will be of great interest to those people involved in:
 - HR
 - Marketing
 - Technology
 - Line Management
 - Communications
 - Finance

Expected Outcomes

At the end of this training seminar, you will learn to:

- Understand in broad terms how each technology works
- Apply this understanding in the context of your business

- Explain the impact of new technologies to colleagues
- Analyse the likely future impact of digital technologies
- Develop this understanding as change continues

FINANCIAL MANAGEMENT FOR OIL AND GAS COMPANIES & PETROCHEMICAL INDUSTRIES: APPRAISAL OF LONG-TERM INVESTMENT IN OIL & GAS



Course Overview

When the training course addresses a number of economic, legal, accounting, taxation, auditing, budgeting, controlling, planning, information system, managerial and strategic planning issues in a context, it is our Financial Management course.

This training course provides a deeper knowledge on accounting in the oil industry and to introduce the tools of financial analysis and management. Participants in this training course will be provided with knowledge that can be shared amongst their own colleagues, and with other departments.

This training course will introduce the practical realities of today's world, and the understanding of the various financial techniques available that will enable delegates to communicate better with financial professionals, within and external to their organization, and to become more effective managers.

Specifically, you will learn to:

- Appreciate the specificities of the international petroleum accounting standards
- Define fundamentals of cost analysis and control
- Analyze and review the financial report of a company
- Review alternative methods of accounting for exploration and production companies
- Use the methodology and techniques of audit

Expected Delegates

This course is designed for:

- Corporate Accountants, Financial Controllers, Treasury Officers, Management Accountants
- Finance Staff in General Accounting, Payables, Receivables, Inventory, Fixed Assets, etc.
- Joint Venture Accountants and Auditors
- External, Financial and Internal Auditors
- Government Regulators and Auditors
- Financial and Investment Analysts

Expected Outcomes

This training course will give participants the required level of financial awareness and practical application, by enabling them to:

- Analyze the profit and loss account (income statement), balance sheet, and cash flow statement, and use ratios to interpret financial statements the Oil & Gas sector and petrochemical industry
- Appreciate the significant importance of cash flow (rather than profit) and Discounted Cash Flow (DCF) in Oil & Gas companies and petrochemical industries
- Develop costing systems such as Activity-Based Costing (ABC) for optimal decision-making to maximize shareholder wealth
- Appreciate the role of managers in the budget process and the use of Activity Based Budgeting (ABB)
- Determine the cost of capital to evaluate alternative sources of financing and optimal financial structure (gearing)
- Effectively manage cash and working capital to reduce costs and improve cash flow in Oil & Gas companies and petrochemical industry

COST ACCOUNTING AND COST MANAGEMENT IN OIL REFINERIES

Course Overview

With increased competition and volatility in prices, it is essential to manage costs effectively in the Oil Refinery sector in order to preserve profits, sustainability and market share. Cost Management is one of the most effective and essential tools for planning and monitoring organizational activities, as well as supporting future strategic decisions.

This training course provides the essential knowledge and skills to enable delegates to successfully control costs; prepare, manage and control budgets in the Oil Refinery sector. It also provides solutions to the strategic issues currently facing major international Oil Refineries, enabling delegates to effectively managing existing projects and recommend sustainable growth strategies in an efficient and cost effective manner.

This training course will highlight:

- The structure of the Income Statement and major costs
- Best Practice Costing Methods in Oil Refineries
- How to Manage & Control Costs to maintain profitability
- Inventory Management techniques to reduce costs
- Management techniques to stimulate cost control throughout the entire organisation

Expected Delegates

This training seminar is suitable to a wide range of professionals but will greatly benefit:

- Professionals responsible for Costs – Managing, Monitoring & Controlling
- Those whose role requires an understanding of the latest Costing Techniques
- Anyone with Planning Responsibility
- Advisors, Accountants and Business Consultants
- Professionals seeking a better understanding of the Costs & Prices within your organization

Expected Outcomes

By the end of this training seminar, participants will learn to:

- Determine the Costs associated with your department / company
- Assess and Manage Costs / Price Volatility
- Use the very latest Costing Methods
- Analyse Cost & Price Volatility to enable better decisions
- Control Costs effectively

COST PLANNING, CONTROL & OPTIMIZATION IN A MAJOR OIL & GAS COMPANY



Cost control within the Oil & Gas Industry presents certain challenges. Costs must be managed without compromising either safety or production. This innovative training course presents the delegates with practical tools and techniques which can easily be applied right now within their company and work. It also introduces delegates to emerging tools and techniques to develop for the future.

This training course will help the delegates to

save their employers money without damaging the business. This training course will feature practical, engaging and innovative new techniques from different organisations. This development will primarily focus on the software systems used to manage and control operational and capital costs. This training course will also help the delegates to identify and deliver savings without damaging performance, capability, strategy, delivery or safety.

Expected Delegates

This training course is essential for many professionals but especially for managers with financial responsibility for departments or projects or those who are involved in the analysis of costs to support decisions within the business.

This training course is suitable for a wide range of professionals but will greatly benefit:

- Finance Managers
- Budget Holders
- Project Managers
- Professional Engineers
- People providing direct support to the above

Expected Outcomes

As a result of this training course, delegates will gain better control of costs and it will provide opportunities for immediate savings and long term sustainable saving for the organisations. Delegates will be engaged, challenged and motivated to make a significant difference within their organizations.

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

- Proactively manage costs
- Seek opportunities for cost reduction
- Effectively control costs
- Make better use of cost budgets, plans and forecasts
- Understand project appraisal
- Control costs with projects

FINANCIAL ANALYSIS, MODELLING & FORECASTING: ESSENTIAL SKILLS FOR MANAGING BUSINESS RISK AND PERFORMANCE

Course Overview

This leading edge seminar will provide you with the essential financial modelling skills to analyze and manage risk and business performance in the turbulent conditions of the 21st century. In today's globally competitive world decision-makers face unprecedented levels of risk and uncertainty and traditional financial analysis and forecasting tools do not provide the flexibility and responsiveness to manage in these demanding conditions.

This practical hands-on workshop will provide you with the methods and techniques of financial modelling in Excel that will equip you with a set of powerful financial tools with which to anticipate and manage the opportunities and threats confronting your organisation.

This training seminar will highlight:

- Competitive challenges for 21st century business
- Advanced skills in financial modelling with Excel
- Mastering the tools and techniques of financial analysis
- Improving forecasting quality and minimising error
- Effective capital investment decision-making
- Models and techniques for managing risk and uncertainty

Expected Delegates

This training seminar is designed to provide useful insights and practical skills to professionals from a wide range of disciplines and industry sectors, but particularly those involved in planning, forecasting and investment decision-making in an age of risk and uncertainty.

This training seminar is suitable to a wide range of professionals but will greatly benefit:

- Financial Accounting Team Members
- Cost and Management Accounting Staff
- Finance Managers
- Planning Managers
- Commercial Managers
- Capital Investment and Project Team Members

Expected Outcomes

This training course has been designed to provide you with up to date knowledge and practical skills in the preparation and interpretation of public sector financial statements and budgets.

By the end of this training seminar you will have learned to:

- Design and build practical and effective financial models in Excel
- Improve your skills in analysing and interpreting financial statements
- Build financial forecasting models for a range of business applications
- Apply financial modelling techniques to investment decision-making
- Use a range of tools to analyse and manage business risk
-

FINANCIAL MODELLING AND PETROLEUM PROJECT ECONOMICS



Course Overview

Many senior and middle managers do not utilize Excel to its maximum potential. Instead they use it as they would a calculator. If you fall into this category then this training course is for you. Having completed this training course you will have the requisite tools to utilize Excel to its fullest and be better equipped to challenge decisions. In addition, if you work in the upstream or downstream, and your career progression is being restricted by outdated knowledge of modelling techniques then this Financial Modelling and Petroleum Project Economics training course will help you move your career forward.

Highlights of this training course include:

- A course which takes delegates from Excel basics to the most advanced use of Excel
- Real world approach to the discipline
- Numerous examples based around the oil and gas industry
- Dual approach that not only develops modelling skills but also financial management skills

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Oil & Gas Field Engineers
- Oil & Gas Managers
- Oil & Gas Auditors
- Oil & Gas Planners
- Financial Analysts
- Decision-makers and Financial Modelers in the up-stream and down-stream Oil and Gas industry
- High level Managers integral to the decision making process who wish to develop their financial modeling skills

Expected Outcomes

This training seminar provides delegates with the tools required to find better answers to questions such as:

- How to improve the quality of the quantitative analysis of my corporate presentations
- How to model and advise on hedging price changes in the oil and gas industry
- How to model investment appraisal techniques and utilise decision trees to model the option to abandon

FORECASTING THE PRICES OF CRUDE-OIL, NATURAL-GAS AND REFINED PRODUCTS: A FINANCIAL-ECONOMICS APPROACH TO FORECASTING

Course Overview

A critical component of decision-making in the energy industry deals with the aspect of "Whither oil prices?": Where do we expect prices to move in the near- and distant-terms? Participants in the Energy Industry are constantly confronted with a wide range of information regarding current and prospective prices in their industry. Broadly, this data comes from analyses of supply-and-demand changes, geopolitical events and the financial markets, including the commodity markets.

While providing the requisite background on the economics of financial commodity markets, as well as the statistical tools required to understand them, this training course demonstrates how the financial and commodity markets provide useful information for the generation of "expected prices", or forecast prices, in the critical areas of oil, natural-gas and refined products. In so doing, the course will also demonstrate the important distinction between valuation and risk / return analysis.

This training course on Forecasting the Prices of Crude-Oil, Natural-Gas and Refined Products will develop an understanding of pricing, risk management, asset valuation and derivatives within the energy markets:

- Learn to use financial models to analyze and forecast energy prices; extrapolate forward prices beyond the liquidity tenor
- Understand the risk of and return from futures and options contracts on energy commodities
- Manage and optimize your organization's energy risk exposure
- Learn to estimate and calculate volatility in energy prices
- Utilize real options theory to value energy assets; use information from futures / option prices to make optimal production decisions: Optimal timing for extraction, optimal rate at which to extract oil (gas) from a field; value oil fields, pipelines and storage facilities, power plants

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit individuals working in financial analysis, valuation, trading, risk management or quantitative analysis positions with oil and gas exploration companies; investment and commercial banking, consulting, and financial services firms in the energy sector; production

and distribution companies; energy trading firms; and corporations outside the energy industry with a significant cost exposure to energy prices.

In terms of job titles, these individuals include:

- Financial Analysts
- Quantitative Analysts or Researchers
- Energy Traders
- Risk Managers
- Commercial and Investment Bankers dealing with Commodities
- Consultants in the Commodity Arena
- Government and Regulatory Officials with responsibilities for the Energy Sector

Expected Outcomes

The objectives of this training course are to provide a comprehensive introduction to the computation and application of forecast prices in the energy industry, with a focus on the oil, natural-gas and refined products segments. Inter alia, the course presents the basic statistical tools required to operationalize these concepts.

At the end of this training course, participants will learn to:

- Use financial models to analyze and forecast energy prices; extrapolate forward prices beyond the liquidity tenor
- Understand the risk of and return from futures and options contracts on energy commodities
- Manage and optimize their corporations' energy risk exposure
- Estimate expected returns and calculate volatility in energy prices
- Obtain a comprehensive understanding of the financial-economics techniques used to forecast prices
- Apply option valuation techniques to the energy markets
- Utilize real options theory to value energy assets; use information from futures / option prices to make optimal production decisions: Optimal timing for extraction, optimal rate at which to extract oil (gas) from a field; value oil fields, pipelines and storage facilities, power plants

FRAUD AND FORENSIC AUDITING: IDENTIFICATION, DETECTION & PREVENTION

Course Overview

This training seminar is designed for those who wish to learn about the most common white collar crime in business – fraud. Fraud is a phenomenon encompassing the fraud triangle – opportunity, rationalization and pressure – which includes many human psychological components. This training course is designed to

diverge deep into the why, the how and the who, as we discuss what the typical fraudster 'looks like' and why they decide to perpetuate a crime against a company.

Upon studying the various ways in which white collar criminals do their work, the course reviews, with real examples, the ways in which companies combat fraud, in both preventive and detective ways. Further, we explore some of the more common types of fraud discovery, including the use of big data and analytics tools, through case study. Finally, we look at ways in which internal controls can help or hinder fraud prevention via the use of hands on exercises where YOU design the fraud control. Come learn about how to protect your company's assets against white collar crime!

This training seminar will highlight:

- The History and Psychology of Fraud in the Workplace
- Key Traits and Triggers that may suggest Fraud is or could take place
- Internal Controls Discussions that, if absent, can open the door to white collar crime
- Preventive and Detective Controls that combat Fraudulent Behaviors
- Case Studies of Companies who experienced Fraud, as well as those who have implemented actionable internal controls

Expected Delegates

All people, all ages, all places around the globe and at all levels within an organization can benefit from fraud training. Fraudulent behavior favors no single type or size of organization and as such, fraud a topic important to anyone with an association to a business, not-for-profit or organization that has assets. That being the case, these people tend to have the most interest in fraud topics:

- Middle-level and Upper Management within small, medium and large companies
- Internal Auditors
- Compliance / Security Officers & Staff
- Front-line Staff at any organization

Expected Outcomes

At the end of this training seminar, you will learn to:

- Identify the signs of possible fraud within the workplace
- elect the appropriate audit procedures to be followed in conducting a fraud audit
- Select and explaining the areas of risk and exposure to fraud in a company situation
- Describe the various remedies available to those who suffer a loss through fraud
- Utilize cutting-edge tools in fraud discovery and prevention

GLOBAL BANKING, MONEY MARKETS, FOREX, AND SWAPS: UNDERSTANDING CONTEMPORARY FINANCIAL INTERMEDIATION

Course Overview

This training seminar focuses on understanding the contemporary functional roles of global banking and financial intermediation and the short-term money markets, foreign exchange markets, and swap markets. It will examine a wide range of modern-day case examples regarding money transfers and the various products-services that support banking intermediaries. This seminar will also review the full range of global banking and money markets, including: country and regional monetary policies, overnight deposits, SWIFT wire transfers, M1-M2-M3 L and "prime" [LIBOR] lending-rate benchmarks. The focus will be on terminology, models, risk positions, hedging, and the role of monetary on lending, borrowing, and short-term marketable securities worldwide.

This training seminar will highlight:

- The roles and relative interactions of central banks in London, EU, China, Japan, and the U.S.
- All types of daily currency transactions between individuals, businesses, and nations
- The function of money markets' short-term lines of credit on daily/overnight balances
- The function of money market interest-bearing instruments on short-term liquid holdings
- How financial engineering developed the swap markets for interest and currency
- How monetary policies affect short-term cash flow strategies and risk positions
- The role of FOREX [foreign exchange] markets cash and futures, also put and call options
- Strategies for managing banking and money market transactions and relationships

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Anyone looking to expand their working knowledge about how global monetary policies impact cash flow cycles for both foreign receivables coming in and payables going out
- Anyone looking to improve the financial positioning of corporate/organizational short-term funds management for both global lines of credit and liquid marketable securities
- Senior Operational Executives who want to incorporate cash flow risk mitigation into the business model for all facets of the company's global operations

- Board Members who want to enhance their fiduciary capacity to manage and mitigate FOREX risk exposure in global partnerships, markets, and transactions
- Business Development executives who want broader valuation impacts for potential commercial opportunities in foreign industries and markets

Expected Outcomes

At the end of this training seminar, you will be able to:

- Review any company's short-term money-market positions on assets and liabilities
- Analyze the risk exposure of FOREX transactions in both cash and futures positions
- Differentiate M1 M2 M3 and L balances in central bank monetary policy structures
- Explain the process of balancing daily cash flow transactions through financial intermediaries
- Develop a rubric to analyze any company's short-term "returns on money"
- Evaluate the pros and cons of using put and call options on FOREX futures to manage risk
- Explain the key differences between currency swaps and FOREX cash and futures markets
- Determine a workable interest-rate swap strategy for a firm's short-term liabilities
- Analyze all types of short-term money market securities vs. cash balances and credit terms

IFRS FOR THE OIL & GAS AND PETROCHEMICAL SECTORS (UPSTREAM, MIDSTREAM & DOWNSTREAM): ESSENTIAL GUIDE TO IFRS RELEVANT TO THE OIL & GAS SECTOR



Course Overview

This training seminar develops an essential understanding of oil & gas accounting, reporting and performance measurement issues and practices.

This training seminar develops your ability to prepare, use and critically evaluate information on Upstream, Midstream & Downstream Oil & Gas activities, applying specialist industry knowledge and relevant analytical skills.

This training seminar will feature:

- Analysis and evaluation using practical case studies
- Facilitated group discussions on current issues, policies, procedures
- Real Life issues within delegates' organisations and other oil and gas companies

Expected Delegates

This training seminar is designed specifically for those who have a basic understanding of accounting, and want to learn more about accounting and financial reporting policies and practices in the Oil & Gas and Petrochemical industry (upstream, midstream & downstream).

In particular, this training seminar will be suitable for:

- Corporate Accountants, Financial Controllers, Treasury Officers, Management Accountants
- Finance Staff in General Accounting, Payables, Receivables, Inventory, Fixed Assets, etc.
- Joint Venture Accountants and Auditors
- External, Financial and Internal Auditors
- Government Regulators and Auditors
- Financial and Investment Analysts

Expected Outcomes

By the end of this training seminar, delegates will learn how to:

- Develop an understanding of the accounting standards, policies and practices used by companies in the Oil & Gas industry
- Appreciate the nature and financial implications of Production Sharing Contracts and other agreements between host governments and international companies
- Examine issues and guidelines in accounting for Joint Ventures
- Identify and know how to apply international and national accounting standards most relevant to the industry
- Improve relevance and reliability of financial reports to better meet the needs of users
- Review and use publicly available information for benchmarking the business performance of companies in the industry

PROJECT ANALYSIS: TOOLS & TECHNIQUES FOR MANAGING RISK & UNCERTAINTY

Course Overview

Large capital-intensive projects in all major industries require substantial - and mostly risky - investments in the acquisition, exploration, and subsequent operation and maintenance of new organizational assets.

The decision whether or not to invest in new capital projects, starts with critical decisions during the exploration phase of a new development, or the expansion of an existing field. The decision-making tools used to analyze project risk under conditions of uncertainty will help companies to determine the probability of success or loss, and will drive the decision to develop or abandon the well.

Of paramount importance therefore, is the systematic and comprehensive evaluation of potential investments, and the development of detailed cash-flow analyses to determine as accurately as possible, the expected returns to the organization under varying conditions of uncertainty over the expected productive life of the project.

This requires the development of sound, realistic, and carefully structured cash-flow projections, reflecting both the initial capital expenditures required for the acquisition of the asset, as well as the operational expenditures required for successful operation and maintenance of the asset over its anticipated productive life.

World-wide an alarming number of large capital projects fail to meet, or overrun their planned budgets, failing to realize both the financial and strategic goals of the organization - the very reason for their being undertaken in the first place - often with sizable increases in capital and operational expenditures, and with substantial financial losses to the organization. In the majority of cases, this is the inevitable consequence of failing to apply the tools and techniques of modern project decision-making, evaluation, financial planning, capital management and cash flow analysis when considering investment into new capital projects.

This training seminar will highlight:

- Understanding the decision-making process
- The power of the business case
- Financial decision-making tools
- The importance of Project Risk Management
- How to identify risks during development and respond appropriately

Expected Delegates

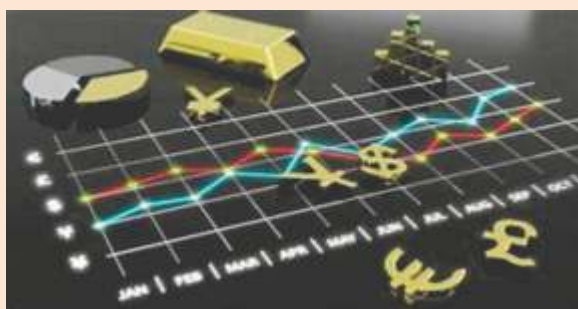
This training seminar is designed for programme and project management professionals, project leaders, project engineers, cost engineers, and other senior project control and business services professionals who are responsible for or involved in evaluating projects and managing cash flow throughout the duration of project delivery.

Expected Outcomes

At the end of this training seminar, you will learn to:

- Understand how to manage organization's investments in large capital-intensive projects
- Identify how to make and understand financial decisions and be able to present these back to the stakeholder community
- Identify how to manage the cash flow of projects and manage and appraise the financial risk mitigation strategies
- Understand proper cash-flow and sensitivity analyses to forecast and control potential future conditions
- Define and manage project success factors and maximize the return on the capital invested in projects
- Understand how to define financial strategies and incorporate these into project risk mitigation strategies

INTERNATIONAL FINANCIAL REPORTING & TREASURY RISK MANAGEMENT FOR THE OIL & GAS INDUSTRY: ESSENTIAL GUIDE TO IFRS AND RISK MANAGEMENT



Course Overview

This training seminar will provide delegates with the essential knowledge and skills to manage the Treasury effectively thereby improving liquidity, investment returns and international cash flow as well as risk management. This highly interactive training course will also develop an improved understanding of International Financial Reporting enabling reports to be written in accordance with IFRS and evaluated to improve decision making.

The Treasury & Risk Management function and Financial Reporting are essential to the success and sustainability of all leading corporate organisations. Never has this been truer, given the ever increasing pace of change in regulation, compliance, technology and financial risk within the Oil & Gas industry.

Treasury Management ensures sufficient liquidity to meet its obligations, whilst managing payments, receipts and financial risks such as Credit Risk, Oil Price, Exchange Rate and Interest Rate Risk effectively. In addition, effective

Treasury & Risk management will enable companies to make informed and better strategic decisions, providing the analysis, finance and risk assessment.

Financial Reporting develops an essential understanding of Oil & Gas accounting, reporting and performance measurement issues and practices. It develops your ability to prepare, use and critically evaluate information, applying specialist industry knowledge and relevant analytical skills.

This training seminar will highlight:

- The Role of Scope of Treasury & Risk Management
- The latest international tools and techniques to enable you to identify; measure and manage risk effectively
- Methods to ensure, liquidity, improved investment returns and smooth cash operations
- Capital Investment Techniques and Methods of Finance to support Strategic Objectives
- The features and Benefits of Derivatives as Risk Management tools
- The main requirements of International Financial Reporting Standards (IFRS) relevant to the Oil & Gas industry
- The Analysis & Evaluation of Financial Reports to improve decision making and performance

Expected Delegates

Given the importance of the Treasury & Risk Management and Financial Reporting & Analysis, this training course is suitable to a wide range of professionals but will greatly benefit:

- Professionals who wish to up-date and improve their knowledge and skills of Treasury, Risk management and Finance
- Financial decision makers, whose techniques of decision making and analysis will be improved through attendance
- Managers and those with financial responsibilities
- Professionals acting upon the financial decisions of others, who will gain an appreciation for decision making thereby ensuring shared values within the organisation
- Professionals with an interest in finance and the latest market developments

Expected Outcomes

At the end of this training seminar, you will learn to:

- Manage Cash; Liquidity & Working Capital to reduce finance costs and improve returns
- Make informed Strategic Decisions
- Determine and Implement the company's Risk Management Strategy
- Recommend Hedging and Risk Management Decisions

- Improve the Corporate Governance of the organization
- Apply International Financial Reporting Standards most relevant to the Oil & Gas industry
- Analyse and evaluate financial reports to better meet the needs of users
- Review and use publicly available information to benchmark the business performance of your company in the Oil & Gas industry

ADVANCED FINANCE PROGRAMME: MODERN TECHNIQUES IN DECISION MAKING PROCESS AND THEIR APPLICATIONS

Course Overview

This leading edge course is a must for all those who would like to attend a course that comprehensively deals with all the key topics of strategic management, financial planning, and financial management. It is also for those who wish to sharpen up their financial management skills, or who wish to refresh or update the skills they already have.

The training seminar highlights:

- Strategic decision-making, financial planning, forecasting and budgeting
- The financial statements and their links with financial planning, budgeting and decision-making
- Ratio analysis of the income statement, balance sheet, and statement of cash flows
- Traditional costing, and Activity Based Costing (ABC), Budgeting (ABB) and Management (ABM)
- Financing decisions, capital structure optimisation, and Weighted Average Cost of Capital (WACC)
- Performance measurement systems including budgeting and budgetary control, and the linking of KPIs to strategies using a balanced scorecard
- Interest rate and foreign currency exchange rate risk exposures, and financial risk management
- Capital project investment appraisal using Discounted Cash Flow (DCF), business valuations, acquisitions and restructuring

Expected Delegates

This training seminar is designed for business professionals that need or wish to understand the financial aspects of the strategic decision-making process. It is crucial for every role and at every management level in the organisation, including for example:

- Sales and Marketing
- Engineering

- Project Management
- Purchasing
- Logistics
- Human Resources, and is a 'must' for:
- Interns, financial analysts, financial controllers, accountants, treasurers, corporate planning and business development professionals, and others active in the planning process
- Middle and junior management as a useful element in their career advancement

All participants will be able to offer their input, based on their individual experiences, and will find the training seminar a useful forum for upgrading and enhancing their understanding of best corporate financial practices in the areas covered.

Expected Outcomes

This training seminar provides delegates with the knowledge required to find better answers to questions such as:

- How are business strategies developed?
- How does financial management support strategic development?
- What is the exact nature and scope of the business problems to be analysed?
- Which specific variables, relationships, and trends are likely to be helpful in analysing problems?
- Are there possible ways to obtain a quick 'ballpark' estimates of likely outcomes of decisions?
- How precise an answer is necessary with regards to problem-solving and decision-making?
- How reliable are available financial data, and how is uncertainty and risk likely to impact on the outcomes of decisions?
- In economic and financial analysis, what are the implications and relative importance of cash flow as distinct from accounting profit?
- What limitations are inherent in financial data and the key financial statements, and how will these affect financial analysis?
- How important are qualitative judgments in the context of decision-making?



PURCHASING LOGISTICS AND SUPPLY CHAIN MANAGEMENT

- Advanced Logistics & Material Management 38
- Advanced Tendering Procedures & Bid Evaluation 38
- Data Management, Security and Warehousing 39
- Dynamic Simulation of Supply Chain and Logistics 40
- Fleet Management Safety Management Training 40
- Global Procurement & Supply Chain Management for the Oil & Gas Industry 41
- Intelligent Transportation System 41
- International Freight Management 42

PURCHASING LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Advanced Logistics & Material Management	Dubai	7-11		18-22		6-10		1-5		2-6		18-22	
Advanced Tendering Procedures & Bid Evaluation	Dubai		11-15		1-5		3-7		19-23		7-11		9-13
Data Management, Security and Warehousing	USA	2-6		20-24		1-5		17-21		4-8		6-10	
Dynamic Simulation of Supply Chain and Logistics	South Africa	9-13		27-31		8-12		24-28		25-29		13-17	
Fleet Management Safety Management Training	Ghana	23-27		6-10		15-19		3-7		11-15		20-24	
Global Procurement & Supply Chain Management for the Oil & Gas Industry	Rwanda		20-24		17-21		5-9		21-25		16-20		18-22
Intelligent Transportation System	Kenya	16-20		13-17		22-26		10-14		4-8		6-10	
International Freight Management	Kenya	23-27		20-24		1-5		24-28		18-23		13-17	

ADVANCED LOGISTICS & MATERIAL MANAGEMENT



Course Overview

This training course fully covers the role and impact of Logistics and Supply Chain Management affecting an organization through the understanding of Supplier Management in Purchasing, Transportation Models, and Inventory Models from a cost efficient and optimization perspective.

This highly interactive advanced training course is designed for the course delegates to practice and develop key facets of advanced logistics and materials management which will enable delegates to strategically manage international shipping systems and inventory. Examples of global best practice are delivered throughout the training course to enable delegates to fully embed the learning in order that they can apply within their roles upon returning to their work following the course.

This training course will feature:

- Process mapping the Supply Chain and internal processes for optimized results
- Management of risks and the actions of both internal departments and external stakeholders
- The impact of advanced logistics management both upon the organization's financial resources and the impact on internal and external customer service
- Integrating logistics forecasting with peak demands and resource planning to optimize the cost efficiency in managing inventory
- Inventory models to effectively manage and where appropriate reduce inventories
- Global best practice in purchasing, inventory controls and materials management

Expected Outcome

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

- Appreciate the implication of the impacts of logistics & materials management and purchasing functions both internally and external to the organization
- Apply the concepts of international logistics/freight procedures & documentation
- Appreciate the importance of effective resources planning

- Develop optimized work processes and financial areas such as cashflow, cost reduction and management
- Learn how to effectively manage inventory utilizing selective inventory strategic policies
- Develop specific action plans to further develop their role and organizational benefit

Expected Delegates

This training course is intended for a number of professionals who have an experience of supply chain and logistics management functions, and who are looking for new and innovative techniques for achieving a competitive edge for their team and organization will benefit from this training course. It is also beneficial to:

- Senior Professionals in Logistics Functions
- Purchasing, Warehouse and Inventory Personnel
- Financial and Materials Management Teams

ADVANCED TENDERING PROCEDURES & BID EVALUATION

Course Overview

The engagement and management of contractors and suppliers is a vital part of the oil, gas and petro-chemicals industry: huge sums of money are at stake, with projects of all types and sizes dependent on successful selection and management of contractors, vendors, providers of professional services and other third party suppliers.

Procurement teams need to be able to put the right contracts in place – which means clearly and accurately defining user requirements, attracting and selecting the right bidders to make proposals, correctly evaluating their proposals and ultimately making a contract award.

This training seminar will cover the key elements of the procurement cycle up to and including contract signature. It addresses the needs of professionals carrying out purchasing functions in the petroleum industries, and will enable them to develop and improve their key skills to manage tenders, bids and other competitive proposals.

This training course will feature:

- Setting the best strategy for the procurement
- Planning and managing a tender process
- Selecting the best form of contract
- Examining the inherent risks in bids and tenders
- Techniques to attract suitably qualified vendors to your bid opportunity
- Methods to sift out unsuitable vendors
- How to optimize the interaction between Requesting Departments and Procurement teams

- Alternative methods for developing requirements documentation, such as the specification or scope of work
- Model clauses in Commercial terms and conditions
- Technical and Commercial evaluation methodologies
- Effective Management of the results after the competition

Expected Outcome

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

- Determine the procurement strategy choices available for a given opportunity
- Plan and manage a competitive tender process from A to Z
- Identify, assess and make proposals on how to manage procurement risks
- Select and apply alternative approaches to defining user requirements
- Create an appropriate evaluation methodology to judge bids and tenders
- Evaluate vendor proposals from a technical and commercial perspective
- Handle the outcomes from a competitive bid process

Expected Delegates

This training course is suitable to a wide range of professionals in the petroleum industries, but will greatly benefit:

- Contract Professionals and Administrators
- Contract Analysts and Engineers
- Specifiers, Buyers, Purchasing Professionals and Procurement Officers
- Anyone involved in the preparation, evaluation and management of commercial invitations to tender, requests for bids and proposals and contracts for the purchase of services, materials or equipment

DATA MANAGEMENT, SECURITY AND WAREHOUSING

Course Overview

This training seminar is designed for professionals and companies that want to take the full advantage of Big Data thrive. As the Big Data phenomenon appeared the companies are relying more and more on adequate Data Analytics and Data Science to properly plan, prepare, react to the business challenges, as well as to innovate the way they are conducting their business and increase the level of service to their customers while at the same time reduce costs and streamline their processes. It has become so widespread that the term Industrial Revolution 4.0 becomes a household name.

With Big Data comes the challenge of data management, as just having the data does not suffice, the Data Management is defined as an administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. This training course focuses on the need to properly warehouse the data as in the era of big data, a wide variety of data warehousing and security solutions exist, and choosing the right approach is the most difficult decision the companies need to make.

This training seminar will highlight:

- Operational vs. Decision Support Systems
- Strategic Information from the Data Warehouse
- Significance of Data Management in Big Data era
- Data Security Strategies for Next Generation Data Warehouses
- Extract-Transform-Load (ETL) Process

Expected Outcome

This training course focuses on presenting the delegates with the opportunity to learn how to plan and prepare a data warehousing project, data warehouse architecture and how to safely store, communicate and use the company data.

At the end of this training seminar, you will:

- Learn how to plan the steps in data warehousing project
- Acquire the knowledge to determine why there is an escalating need for strategic information
- Get acquainted with the fundamental problem of data management and data warehousing
- Learn the strategies of data security
- Be able to determine what methods and tactics you should use in Big Data era

Expected Delegates

This training seminar has been designed for professionals whose jobs involve the data gathering, data analysis, decision making.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Systems Analysts
- Programmers
- Data Analysts
- Database Administrators
- Project Leaders
- Software Engineers
- Managers
- Any Professional involved in Data Analytics

DYNAMIC SIMULATION OF SUPPLY CHAIN AND LOGISTICS



Course Overview

This training seminar will help identify potential risks and plan for mitigation measures before the risks actually arise, adequately plan lead times, warehousing and inventory resources, as well as optimal number of transportation resources.

The analytical thinking alone is not enough to address the issues and challenges that are presented in modern supply chains. In order to be able to recognize the possible bottlenecks and opportunities, the Supply Chain and Logistics specialists need to have a tool that will enable them to model the supply chain and logistics activities and visualize the actual process in real time. They need to be able to perform experiments in a virtual world, which will enable them to execute their ideas, without the risk of disturbing the supply chain in the real world.

This training seminar will highlight:

- Use of Dynamic simulation in the processes of Supply Chain Design and Analysis
- Planning for the potential risk and disturbances within a supply chain
- Optimization of inventory and transportation policies and resources

Expected Outcome

The objective of this training course is to teach the delegates how to use simulation tools and techniques for the Design, Analysis and Risk Management of Supply Chain and Logistics activities.

At the end of this training seminar, you will learn to:

- Perform a Greenfield Analysis of the Supply Chain
- Understand the risks of Supply Chain and Logistics and the ways to simulate them
- Perform simulations that will help you with your inventory optimization
- Acquire the knowledge to predict possible bullwhip and ripple effects
- Visually present the whole process flow of your Supply Chain and Logistics processes
- Use the tools for effective transportation planning

- Present the effects of the proposed changes through the changes in simulation outputs

Expected Delegates

This training seminar has been designed for any professionals within Supply Chain and Logistics, production, business analytics, service provision etc. The simulation techniques are applicable for multiple industries, and therefore professionals from many disciplines can attend this training course.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Operation Managers
- Project Managers
- Supply Chain Managers
- Risk Managers
- Plant Managers
- Production Planners
- HR Managers
- Logistics Managers
- Plant Managers
- Business Improvement Specialists
- Consultants

FLEET MANAGEMENT SAFETY MANAGEMENT TRAINING

Course Overview

This training seminar is designed to help the delegates understand the importance of Fleet Safety for their business operations, as losses from transportation incidents are significant which include death, injury, wage losses, hiring and training expenses, higher insurance, premiums, property damage, and business losses.

As the logistics and transportation costs can account for more than 70% of organizations Supply Chain costs and are related to many risks and disruptions, many disruptions are unfortunately caused by accidents. Adequate Fleet Safety management is essential for optimal execution of delivery of goods and transport of people.

This training seminar will highlight:

- Importance of having Fleet Safety Plan
- Requirements in regard to the use of vehicle and transport of personnel
- Adequate qualification standards and driver selection
- Driver training requirements for the organizations and international transport
- Appropriate way of driver behavior monitoring and evaluation
- Incident investigation and reporting

Expected Outcome

At the end of this training seminar, you will learn to:

- Embed safety culture in your fleet
- Develop a fleet safety plan
- Comply with the requirements for driver training and evaluation
- Prepare for the upcoming requirements regarding the professional drivers
- Adequately select the vehicles for the fleet
- Properly investigate and report incidents and use lessons learned

Expected Delegates

This training course is designed for all professionals involved in Supply Chain and Logistics, Transportation, Fleet Management, as well as project planning, traffic police, judiciary involved in traffic cases and people working and managing vehicle inspection facilities.

GLOBAL PROCUREMENT & SUPPLY CHAIN MANAGEMENT FOR THE OIL & GAS INDUSTRY



Course Overview

Maintaining best practice in procurement and supply chain management is a core requirement for those operating in the global Oil and Gas industry. Supplier/operator relationships are now so very crucial since the drop in oil prices is causing real monetary concern across the industry. It is now vital that the procurement and supply chain functions collaborate its efforts and expertise to cope with the complexity of the present operating environment. Procurement and supply chain management are being relied upon to make a difference to the depressed market and are under constant pressure to make dynamic and meaningful contributions to the bottom line operating costs and capital expenditure.

This innovative Global Procurement and Supply Chain Management for the Oil & Gas Industry training course will assist delegates to reassess their organization's Procurement and Supply Chain strategies beyond short term cost cutting. It will focus on real time issues to counteract the downturn and think differently about global

procurement. This training course had been designed to provide delegates with practical approaches for transforming their organization's procurement team to become more competitive and resilient.

Expected Outcome

It is essential for Procurement and Supply Chain professionals to adapt supply chain practices to fit the current market and they must understand the need for:

- Reassessment of current E & P procurement strategies
- Streamlining processes
- Adopt contemporary practices
- Building robust internal supply planning capabilities
- Collaborative relationship with vendors
- Tools and techniques to effectively renegotiate contracts

Expected Delegates

This course is for:

- Procurement Professionals
- Supply Chain Professionals
- Tender or Bidding Managers
- Contract Administrators
- Contracting Unit Supervisors
- Project Engineers and Project Managers

INTELLIGENT TRANSPORTATION SYSTEM

Course Overview

This training seminar focuses on Intelligent Transport Systems (ITS) trends and applications, as well as ways of evaluating the features of Intelligent Transport Systems (ITS).

The mobility of the people has become the prevalent element of everyday life, as the roads and parking become more crowded, the investment in the infrastructure focuses more on the use of intelligence rather than on the basic infrastructure, as the basic infrastructure built for the maximum capacity becomes unused for the most of the time, and achieve its full return on investment only in the peak hours, while outside of the peak hours its capacity is heavily underutilized.

Intelligent Transport Systems (ITS) use electronics, information and communications technologies to deliver transport improvements instead of extending physical infrastructure, thereby saving money, reducing costs, increasing return on investment while at the same time reducing environmental impact. Intelligent Transport Systems (ITS) are based on a wide variety of information about transport, users, participants, and vehicles.

The Intelligent Transport Systems (ITS) systems also have the wide variety of applications, can be deployed on infrastructure to improve road network management and increase productivity; on vehicles to improve safety, reduce journey times and reduce polluting emissions, simplify ticketing and payment and deliver better information; and they can connect all of the transport sectors these sectors to improve mobility and accessibility, providing also the basis for the simulation as a way of advanced traffic and transport planning and control.

Expected Outcome

At the end of this training seminar, you will learn to:

- Identify the project management principles of Intelligent Transport Systems (ITS)
- Learn the details of Intelligent Transport Systems (ITS) architecture
- Acquire the knowledge needed to implement the Intelligent Transport Systems (ITS) projects and perform Intelligent Transport Systems (ITS) inspection
- Learn the risk mitigation measures for Intelligent Transport Systems (ITS) projects
- Adopt the use of simulation for traffic and transportation management and prediction
- Use the emerging and existing technologies for improving the level of service in traffic and transport

Expected Delegates

This training course is designed for all the people involved in urban development, traffic and transport planning and organization, IT experts, as well as researchers and consultants involved into management, analytics, optimization, project management and transport optimization.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Researchers and Practitioners in Traffic Engineering
- Professionals in Urban Planning
- Architects involved in Urban Design
- Project Managers
- Technology Engineers, Chief Technology Officers (CTOs) and Chief Information Officers (CIOs)
- Strategic Development Personnel
- Transport Engineers and Researchers

INTERNATIONAL FREIGHT MANAGEMENT

Course Overview

Freight forwarding involves planning and executing shipments by all modes of transport. Equally, understanding routes, rates, and carriers, making arrangements for shipments, monitoring shipments, and managing transportation documentation is important. In this International Freight Management training seminar, it is critical to work closely with shippers, consignees, carriers, warehouses, packaging companies, financial institutions, and government agencies.

This training course will also enable delegates to appreciate and manage international shipping systems and documentation. Examples of global best practice are delivered throughout the training course to enable delegates to fully embed the learning in order that they can apply within their roles upon returning to their work following the course.

Expected Outcome

This training course will help you, learn how to:

- Understand and demonstrate the application of the appropriate INCOTERMS is critical in optimization
- Understand international logistics / freight procedures & documentation
- Understand and develop effective resources planning
- Develop optimized work processes and financial areas including cost management and reduction
- Develop specific action plans to further develop their role and organizational benefit

Expected Delegates

This training program is designed to meet the education needs of two main groups:

- Individuals who are new to the international transportation, trade, logistics and supply chain industries and need to acquire new skills and knowledge to become more employable
- And those who are currently working in the international transportation, trade, logistics and supply chain industries, but wish to upgrade their skills and knowledge to advance their career



OFFICE ADMINISTRATION

- **Advanced Presentation Skills** 45
- **Administrative Excellence for Secretaries and Administrators** 45
- **Advanced Office Management & Effective Administration Skills** 46
- **Developing Core Skills for Administrators & Secretaries** 46
- **Info-Graphics: Data Analysis and Reporting Techniques** 47
- **Information & Documentation Compliance** 47
- **The Senior Secretary Development Programme** 48
- **Developing and Implementing a Corporate Social Responsibility (CSR) Framework - Taking a Sustainable Approach to Business Planning and Operations** 49

OFFICE ADMINISTRATION

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Advanced Presentation Skills	Dubai	21-25		11-15		6-10		1-5		2-6		11-15	
Administrative Excellence for Secretaries and Administrators	Malaysia		13-17		17-21		5-9		7-11		23-27		4-8
Advanced Office Management & Effective Administration Skills	Singapore	23-27		20-24		15-19		10-14		4-8		6-10	
Developing Core Skills for Administrators & Secretaries	Dubai	7-11		4-8		12-17		15-19		9-13		25-29	
Info-Graphics: Data Analysis and Reporting Techniques	Dubai	14-18		18-22		27-31		22-26		16-20		18-22	
Information & Documentation Compliance	USA		20-24		24-28		19-23		14-18		16-20		11-15
The Senior Secretary Development Programme	South Africa	16-20		6-10		22-26		17-21		11-15		13-17	
Developing and Implementing a Corporate Social Responsibility (CSR) Framework - Taking a Sustainable Approach to Business Planning and Operations	Ghana	9-13		27-31		1-5		24-28		18-22		20-24	

ADVANCED PRESENTATION SKILLS



Course Overview

The most important key to great leadership is great presentation. To be competent, a leader needs to focus on three elements: mission, people, and teamwork. Effective presentation skills impact all of these areas. If you want to inspire and influence people, win business, gain respect, or simply give clear, unambiguous messages, then you need this training course.

The highly interactive training course on course starts by looking at the characteristics and behaviours of top performers and, with the close help of a skilled coach, works out where you could develop further. Using state-of-the-art management techniques from NLP and Emotional Intelligence combined with insights from professionals and their support services, this course will guide delegates through the world of presentation skills relevant to your business.

Participants on the training course will develop:

- A greater understanding of themselves and others
- Greatly improved public speaking skills
- Highly professional, competent and confident presentation style
- Greater powers of persuasion
- Masterful body language and gesture

Expected Delegates

This training course is helpful to:

- Anyone wanting to hone their presentation skills and develop their image
- Anyone seeking career advancement into the top echelons of leadership
- Anyone who would like to improve ability to present to groups
- Anyone who need to influence others, either socially or commercially
- Professionals who has to achieve a successful outcome from any meeting

Expected Outcomes

Participants on training course will be able to:

- Inspire confidence, trust and admiration when presenting in front of colleagues, customers and VIPs
- Understand listener's behavioural patterns and how to adapt to them
- Practice the most up-to-date presentation skills and be confident to use them in even the most stressful situations
- Use appropriate body language, voice and tone in order to create a positive and lasting first impression with every interaction
- Read the body language of your audience and adjust your delivery accordingly
- See conflict resolution as a challenge not a threat

ADMINISTRATIVE EXCELLENCE FOR SECRETARIES AND ADMINISTRATORS: COMPETENCE DEVELOPMENT TOOLS

Course Overview

This training seminar is designed to give delegates a better understanding of the 'people skills' and 'individual skills' which are needed in a business environment and which can help them develop their existing competencies into superior skills.

This training seminar focuses on:

- The 'HOW?' - using critical skills and behaviour to develop personal competencies
- The 'WHAT?' - developing task competencies needed to achieve successful process delivery
- Building on your existing personal knowledge and skills-set
- Giving you a better understanding of how you and your colleagues might work together more effectively in any office environment
- The production of a follow-up action plan which can help you implement new skills back at work

Expected Outcomes

Attendance on this unique training seminar will enable delegates to:

- Identify, develop and improve key competencies necessary for superior performance
- Improve creative thinking, problem solving and decision-making skills
- Develop reading skills and note-making effectiveness
- Learn to use and apply simple memory systems
- Be better able to understand personality and behavioural characteristics in order to achieve what they want from other people
- Develop a plan and approach for self-development

Expected Delegates

This course is designed for:

- Anyone involved in the operational supervision of an office environment
- Secretaries and Administrative Support Personnel needing to develop superior performance in their working environment
- Senior Personal Assistants
- Senior Secretaries

ADVANCED OFFICE MANAGEMENT & EFFECTIVE ADMINISTRATION SKILLS: MANAGING AND SUPPORTING YOUR ORGANISATION



Course overview

This training seminar will help you to develop and refine the skills needed to excel as an Office Manager, Administrator or Executive Secretary. It will explore in depth the interpersonal and behavioral skills necessary to ensure you are well prepared for the challenges of working with a variety of management styles. On this training course, you will also learn how to stay in control whilst dealing with conflicting priorities.

Becoming more effective as an Office manager will definitely make your job easier and make you more valuable in the eyes of your managers and the company stakeholders. Office Managers need to be expert multi-taskers – even if you're doing more than four things at once, that's probably still not enough! You need to be indispensable – to know exactly who to call to fix that pesky problem your boss has. And to be truly indispensable you need to be organised, be an excellent communicator, and be able to deal with whatever challenging situation your working life presents you with. This training seminar will help you to do that.

This training seminar will highlight:

- Effective communication and interpersonal skills
- The importance of time management and streamlining work flow
- Developing the skills to successfully build

relationships and to network effectively

- Building personal resilience and an ability to handle stress in a challenging work environment
- Using techniques to help you think creatively, solve problems, plan and make decisions

Expected Outcomes

At the end of this training seminar you will:

- Recognise how to prioritise and cope with multiple tasks
- Develop the skills necessary to plan, make effective decisions and solve problems, and handle pressure
- Apply practical techniques to improve communications skills
- Understand how to manage challenging behaviours
- Apply assertiveness to be more effective in the workplace

Expected Delegates

This course is designed for:

- Office Managers
- Team Leaders
- Administrators
- Supervisors
- Secretaries
- Support Staff
- PA's

DEVELOPING CORE SKILLS FOR ADMINISTRATORS & SECRETARIES: EFFECTIVE APPROACHES TO HANDLING INFORMATION AND INTER-PERSONAL COMMUNICATIONS

Course Overview

This training seminar aims to help you develop skills needed to be really effective at work.

It teaches powerful approaches to handling information (including techniques for quickly finding key points in what you are reading) and gives great tips on how to organise your thoughts and get your point across in emails, meetings, interviews and presentations.

You'll also learn strategies for dealing with difficult people and organising your time to better achieve results.

This training seminar will highlight:

- Techniques for handling information and getting your point across
- How to improve communications with "difficult" people
- How to deal with "time stealers"
- The concept of results-oriented time management
- How you can be more effective in your reading, note-making and memory skills

Expected Outcomes

This training seminar aims to:

- Give easy-to-learn tips for improving your effectiveness at work
- Take you to the next stage in efficient reading and note-making techniques
- Update your thinking about managing time and planning for results
- Build your confidence in your ability to remember things
- Help you improve inter-personal communications and team working skills

Expected Delegates

This course is designed for:

- Anyone wanting to raise personal efficiency levels and improve effectiveness
- People who want to succeed in an office environment
- All staff working in groups and project teams
- Anyone wanting ideas for handling information overload in daily life

INFO-GRAPHICS: DATA ANALYSIS AND REPORTING TECHNIQUES

Course Overview

This training seminar in Info-Graphics aims to provide those involved in analysing numerical data with the understanding and practical capabilities needed to convert data into information via appropriate analysis, and then to represent these results in ways that can be readily communicated to others in the organisation.

Corporate ethos which demands continual improvement in work place efficiencies and reduced operating, maintenance, support service and administration costs means that managers, analysts and their advisors are faced with ever-challenging analytical problems and performance targets. To make decisions which result in improved business performance it is vital to base decision making on appropriate analysis and interpretation of numerical data.

Expected Outcomes

This programme will afford the delegates an opportunity to:

- To provide delegates with both understanding and practical experience of a range more common to analytical techniques and representation methods for numerical data
- To give delegates the ability to recognize which types of analysis are best suited to particular types of problems
- To give delegates sufficient background and theoretical knowledge to be able to judge when an applied technique will likely lead to incorrect conclusions

- To provide delegates with a working vocabulary of analytical terms that will enable them to converse with people who are experts in the areas of data analysis, statistics and probability, and to be able to read and comprehend common textbooks and journal articles in this field
- To introduce some basic statistical methods
- To explore the use of Excel 2010 or 2013 for Data Analysis and the capabilities of the Data Analysis Tool

Expected Delegates

This training course has been designed for project management professionals whose jobs involve the manipulation, representation, interpretation and/or analysis of data. Familiarity with a PC and in particular with Microsoft Excel (2003, 2007, 2010 or 2013) is assumed.

This training course involves extensive computer-based data analysis using Excel 2010 and therefore delegates will be expected to be numerate and to enjoy working with numerical data on a computer.

INFORMATION & DOCUMENTATION COMPLIANCE



Course Overview:

This training seminar covers advanced strategies, tools, and technologies used to capture, categorize, manage, store, preserve (archive), and deliver vital information and documentation compliance in support of business processes, in accordance to key ISO standards such as ISO9001, ISO15489 (Records Management) and ISO27001 (Information Security). As the companies and institutions face the ever-growing amount of documents, records and files they are dealing with, and more and more the documents are records are only considered in their electronic form, the data management, compliance and security become a vital element of the enterprise content management system (ECM).

There are growing legal, audit and compliance requirements and issues for managing vital business documentation, records and information. Business documentation like contracts, financial records, project information and signed paper hardcopy documents are growing massively each year for all businesses and organizations.

In this training seminar, you will learn how to:

- Understand advanced information and documentation management policies
- Understand procedures and standards including ISO15489, ISO9001 and ISO27001
- Develop key strategies for meeting compliance, legal and audit requirements
- Create records management business tools like electronic file plan, retention and disposal rules, security rules, archiving, confidentiality and privacy
- Link hardcopy and electronic documentation systems and records management systems and implement across your organization
- Explore the implications of an Enterprise Content Management (ECM) strategy in conjunction with records management and information security

Expected Outcomes

At the end of this training seminar, you will learn how to:

- Understand information and documentation compliance
- Understand regulations, standards and best practice
- Create information and documentation policies, procedures
- Create standards including information security standards
- Create an information and documentation action plan to implement in their organization
- Learn from best practice implementations and case studies
- Learn advanced concepts for managing information and documentation
- Review industry leading solutions and vendors in this marketplace
- Use metadata, business classification scheme, taxonomy and setting retention plan
- Learn how to implement legislation, standards and regulation
- Create advanced policies and procedures
- Set up access controls and security procedures
- Develop storage models, audit trail and storage technologies
- Understand the Data Management Body of Knowledge principles

Expected Delegates

This training seminar will greatly benefit all individuals who wish to improve their leadership skills and develop their personal power and effectiveness:

- Secretaries and Administrators wanting to raise their efficiency levels, improve their effectiveness and develop skills that will help their career-development
- People working in an office role supporting management and/or working in project teams
- Anyone wanting to develop their practical skills and personal strengths to help them succeed in an office environment

THE SENIOR SECRETARY DEVELOPMENT PROGRAMME: DEVELOPING AND ENHANCING YOUR ADMINISTRATIVE EFFECTIVENESS



Course Overview

The Senior Secretary holds a key position of influence and a powerful partnership with the senior management team. Success in this role has a direct effect on the success of executive operations. The Senior Secretary who understands the role and pressures of management and even thinks like the team will achieve improved performance, outstanding results and respect from superiors and the executive team.

You already hold this position because of your current capability, therefore this Senior Secretary Development training seminar seeks to supplement your current set of capabilities and competence by:

- Presenting you with an additional set of competences to add to your skills portfolio
- By using interactive team and group exercises to practice the skills learned
- By presenting a series of videos to supplement the theories & learning presented
- Interaction with fellow students from a variety of different organizations for learning & networking

- By developing your skills and capabilities for the future
- By concentration on developing your people and social skills

Expected Outcomes

Attendance on this training seminar will expose participants to a variety of personal and organizational development skills, knowledge and competences designed to improve the effectiveness of individuals in the workplace and their working relationships with colleagues and clients. The main objectives are:

- Creating opportunities for your personal development and accepting the challenges when they arise
- Managing yourself, your subordinates, your colleagues and your boss more effectively
- Developing the competence & managerial aspects of your role
- Improving your confidence, assertiveness and communication skills
- Managing the stress and pressure in an increasingly challenging environment
- Understanding your own and others personality & its effect on behavior
- Make better and more effective decisions

Particular competences that will be developed are:

- How to communicate better with a wide range of people
- How to negotiate with other more effectively
- How to use a variety of time tools effectively
- Improvement in memory skills
- How to motivate yourself and others
- How to analyse your performance for future development opportunities

Expected Delegates:

Delegates should have several years' experience and be comfortable with the requirements of their role and have the sense that they are able to take on greater responsibilities now or in the near future. This, in particular applies to:

- Ambitious PA's and Secretaries who are confident in their current position
- Those who wish to be more proactive, grow in their position and take on more management responsibility
- PA's and Secretaries who wish to increase their portfolio of skills and competences
- Senior Administrators who wish to improve their effectiveness or promotional prospects

DEVELOPING AND IMPLEMENTING A CORPORATE SOCIAL RESPONSIBILITY (CSR) FRAMEWORK: TAKING A SUSTAINABLE APPROACH TO BUSINESS PLANNING AND OPERATIONS



Course Overview

Stakeholder expectations of how companies will carry out their operations have never been higher. In former times, an organisation might have focused almost exclusively on delivering a financial return to its business owners. Nowadays communities, governments and other stakeholders clamour for their share of the rewards. They expect to see some social or economic benefit from the extraction, distribution, processing, or other productive functions that the company is involved in.

There are compelling reasons for companies to understand, analyse, and mitigate negative impacts from their operations, and they are expected to go further and create significant positive outcomes for the community.

This training course will assist attendees in learning about how to adopt new and better sustainable business practices to increase the social responsibility of their organisations. This training course will focus on how corporate social responsibility (CSR) can deliver a positive and strategic impact on host communities and other local stakeholders, using purpose-built tools and techniques.

Participants in the training course will develop the following competencies:

- Identification and analysis and Stakeholders expectations and needs
- Application of the ISO 26000 definition of Social Responsibility
- Assessment and management of Sustainability risks
- Assessing the corporate impact on host communities
- Planning for Stakeholder Engagement and Management

- Recognition of bad CSR practices in the supply chain
- Management competencies for CSR projects
- Measurement of positive CSR impacts
- Reporting and communicating CSR results
- Using tools and techniques from the SEAT toolbox

Expected Delegates

Developing and Implementing a CSR Framework is a stimulating and practical training course appealing to a broad spectrum of executives and decision makers, in operational and strategic functions, including;

- Professionals involved in setting up or administering corporate responsibility or sustainability programmes in industries that impact communities, such as the extractive industries
- Individuals involved in planning and managing infrastructure development such as road construction and maintenance, water projects, or environmental services management
- Team members working in operational functions, including community relations, human resources, supplier or public relations, and government affairs

- Officials in state-owned enterprises or government ministries involved in meeting the needs of stakeholders in their communities

Expected Outcomes

By the end of this training course participants will have:

- Learned the meaning and relevance of corporate social responsibility to their own organisation
- Learned tools and techniques to reduce the risks to and improve the impacts their organisations have on the communities and environments in which they operate
- Practiced methods to develop or improve CSR projects and programmes in their own environment
- Observed examples of good and bad business conduct across different economic sectors, including the resource extraction industries, and infrastructure development industries
- Identified where business practices within an organisation are failing to meet new expected standards
- Developed the building blocks of an action plan to apply the lessons learned

People

Educate

Train

Empower

ward

HUMAN RESOURCE MANAGEMENT

- e-HR: Latest Trends and Applications 53
- Organisation and Relationship Systems in the Workplace
- Exploring the Changing Nature of Teams, Organisations
and People 53
- Advanced Selection, Interviewing & Recruitment Skills 54
- HR Analytics: Using Data to Drive Results 55
- HR Master Class on the Future Changes in Human Resources 55
- HR Processes, Culture & Change Management Programme 56
- Industrial Relations (IR), Employee Relations (ER) &
Trade Union Harmony 57
- Innovations in Workforce Planning, Organizational Development,
Business Efficiency and Analysis 57
- Policy Initiatives to Transform HR 58
- Strategic Talent Management in the Oil and Gas Industry 59
- Strategic Workforce Planning Masterclass 60

HUMAN RESOURCE MANAGEMENT

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
e-HR: Latest Trends and Applications	South Africa	9-13		13-17		22-26		17-21		18-22		20-24	
Organisation and Relationship Systems in the Workplace - Exploring the Changing Nature of Teams, Organisations and People	Ghana		13-17		17-21		5-9		21-25		16-20		11-15
Advanced Selection, Interviewing & Recruitment Skills	Ghana	16-20		20-24		15-19		10-14		4-8		13-17	
HR Analytics	Rwanda		6-10		24-28		12-16		14-18		9-13		4-8
HR Master Class on the Future Changes in Human Resources	Kenya	23-27		27-31		8-12		3-7		11-15		6-10	
HR Processes, Culture & Change Management Programme	Kenya		20-24		3-7		19-23		7-11		23-27		18-22
Industrial Relations (IR), Employee Relations (ER) & Trade Union Harmony	USA	9-13		6-10		1-5		24-28		25-29		20-24	
Innovations in Workforce Planning, Organizational Development, Business Efficiency and Analysis	Dubai		4-8		15-19		24-28		5-9		7-11		2-6
Policy Initiatives to Transform HR	Malaysia	16-20		13-17		22-26		17-21		18-22		13-17	
Strategic Talent Management in the Oil and Gas Industry	Dubai		18-22		1-5		10-14		12-16		14-18		9-13
Strategic Workforce Planning Masterclass	Dubai		11-15		15-19		3-7		26-30		21-25		16-20

E-HR: LATEST TRENDS AND APPLICATIONS

Course Overview

Human Resources are changing rapidly, the work HR will be expected to do in the next few years will be different and more challenging. There is lots of evidence that HR is to become a value centre, directly contributing to organisational effectiveness. The e-HR looks specifically at harnessing existing and new processes to demonstrate the real financial value a modern HR function can deliver.

This training course will provide you with the latest changes in processes, organisational design and how e-HR applications will be essential for anyone looking to be part of a world class HR function. This new approach will help to increase productivity from the HR with better and more focused tools and techniques.

Participants attending e-HR training course will develop the following competencies:

- Upgrade their knowledge on the latest HR Processes and integrated e-HR
- Discover the new shape of HR to take advantage of new processes and technology
- See how existing processes will lead into transparent bonus schemes and reward systems
- Take early advantage in the tidal wave of change happening in HR
- Focus on the new area of differentiation to maximise the contribution of talented employees
- Carry out a self-diagnostic survey to ensure you have all the right skills needed
- Put HR function into the fast lane with an e-HR focus

Expected Outcomes

e-HR training course is not an IT course. This course aims to help participants to achieve the following objectives:

- Master and be able to implement the HR structure for the future
- Understand and be able to use the latest in projective forecasting tools
- Analyse and be able to develop new skills in alignment with HR as a Business partner
- Vastly improve and implement key HR processes based on latest research
- Present and show other the financial advantage of new e-HR
- Understand and be able to show others how to produce HR value examples
- See and be able to explain to other new advances in projective trends e-software
- Significantly upgrade your skills and knowledge for now and the future
-

Expected Delegates

This e-HR: Latest Trends and Applications training course is suitable for a wide range of HR and training practitioners, especially:

- HR Team Leaders
- Workforce Planners
- Training Personnel
- Organisational Design Professionals
- Rewards and Benefits Supervisors
- Productivity Team Leaders and their Staff

ORGANISATION AND RELATIONSHIP SYSTEMS IN THE WORKPLACE: EXPLORING THE CHANGING NATURE OF TEAMS, ORGANISATIONS AND PEOPLE



Course Overview

The workplace is changing at an increasingly faster rate. The Internet, technology, job design, forms of work, employee attitudes and behaviour, technology, even artificial intelligence (AI) are changing the very meaning of work. The structure, content, and process of work have changed. Work is no more team-based and collaborative, more cognitively complex and facing change at speed never before witnessed. If an organisation is going to prosper over the next decade, it is vital that leaders or all disciplines understand the need to redesign and improve organisation and relationship systems in their workplace.

This training course will provide a focus on issues about the changing work environment, leading the next generation of workers, and improving workplace relationships and teams. This is a very innovative training course that will add value to the participants, their teams and their organisations.

Expected Outcome:

- Upon the successful completion of this course, participants will be able to:
- Understand the key drivers for change
- Identity changes in organisational structure and relationships
- How to improve communication in any organisation
- How to manage and lead change in the workplace
- Understand team dynamics and high-performance teams

- Describe the significant changes impacting on the workplace
- Discuss 'best practices' in teamwork and organisational design
- Apply knowledge to increase worker retention
- Differentiate between change management and change leadership
- Design communication systems to enhance organisational systems

Expected Delegates:

This training course is suitable for a broad range of professionals but will greatly benefit:

- All Leaders and Managers in any organisation
- Those working in organisations wanting to increase their people and leadership skills
- Human Resources (HR) personnel at all levels
- Technical professionals who need better people management skills
- Anyone responsible for the management or leadership of change in their organisation

ADVANCED SELECTION, INTERVIEWING & RECRUITMENT SKILLS: PROVEN TECHNIQUES FOR DRAMATICALLY TRANSFORMING YOUR ABILITY TO HIRE EFFECTIVELY



Course Overview

In this training you will learn the latest process and techniques covering all critical steps of interviewing. This is a very practical training program with numbers being limited so you can learn, practice and build confidence. When you finish this engaging and enjoyable program you will be in a position to put the techniques into practice immediately upon return to work. This program is compliant with HR Analysis best practice.

Recruitment and the selection process is one of the key management tools. The cost of making a mistake is often concealed, but its massive and avoidable do it right – that's the theme for this international program. It's not by chance that

Intel, Google and Apple are all successful – they all have outstanding recruitment processes, which are never compromised.

Here are some reasons why you should attend this training programme:

- Everyone in their career will have to do some form of interview, for recruitment, appraisal or discipline – learn the right way and it will always help you
- Master the entire process of the interview cycle with the latest techniques & to improve on boarding procedures after recruitment
- Find out how to master interpreting body language and detect when candidates are not telling the truth – a vital skill
- Be able to pre-write score, competency knowledge-based questions that get straight to the point

Expected Outcomes

Participants attending this course will be able to:

- Memorise and master the new recruitment process and be able to explain it to others
- Demonstrate that you are able to write recruitment criteria and write precise score able interview questions
- Evaluate and be able to explain to others the value of using different types of testing
- Appreciate having used a personality profile and be able to explain to others their value for recruiting development and succession planning
- Analyse and be able to decode different types of body language, specifically when people are not telling the truth
- Prepare having practiced interviewing to ensure the theory is put into practice and be able immediately upon returning to work be able carry out or lead a professional interview

Expected Delegates

This training program is specifically targeted for anyone who interviews or takes part in the interviewing process. It is particularly suited to those who have not been trained yet as this is due to the new advances in interview psychology back up by new research. The techniques can also be used for appraisal, and where disciplinary interviews are used. Anyone involved in talent selection and development would also benefit.

- HR and Training Personnel
- Line Managers and Supervisors
- Succession Planners & Developers
- CEO's and Directors
- Department Heads

HR ANALYTICS: USING DATA TO DRIVE RESULTS

Course Overview

HR Analytics is the use of people-data in analytical processes to drive organisational success by evaluating and designing better systems and solving business problems. Critically, it enables evidence-based decisions to be made using data collected and synthesized from a variety of sources both within and outside the organisation. HR analytics uses people-data, collected by HR systems and business information systems within the context of the operating environment. At its core, HR analytics enables HR professionals and the organisation to gain insights into the performance of the workforce so that the investment in the 'Human Capital' brings improved performance, higher productivity and guarantees the organisation is ahead of the competition.

HR analytics enables HR and the major stakeholders to measure and report on workforce performance, well-being, productivity, innovation and alignment. Additionally, analytics allows HR teams to demonstrate the impact that HR policies and processes have on workforce and organisational performance and used to demonstrate ROI and SROI investment for HR activity. Line managers are increasingly interested in how to manage their teams more effectively; HR concepts and analytics demonstrate how to evaluate and improve people and business performance.

This training seminar will highlight:

- The HR's role in corporate strategy
- Problem analysis and decision-making
- Technological advances in workforce analytics
- Successful change management
- Using data for improved daily people management
- Analytics role in Learning & Development

Expected Outcome

At the end of this training seminar, participants will learn to:

- Understand the fundamental changes in the operating environment
- Conduct analysis of data for predictive and corrective planning
- Define the principles of organisational change
- Use a range of HR assessment tools to improve organisational performance
- Develop HR metrics, apply them and align them with organisational strategy

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Those charged with implementing HR Analytics
- HR Professionals interested in using data to determine better outcomes
- Data Analysts interested in maximizing the return on human capital investments
- Line Managers wishing to understand how data can improve human performance
- Any HR Professional wishing to broaden their skills and adaptability
- Those new to HR and who wish to specialise in the growing field of analytics

HR MASTER CLASS ON THE FUTURE CHANGES IN HUMAN RESOURCES: THE ARTIFICIAL INTELLIGENCE CHANGES THAT WILL TRANSFORM HR, AS WE KNOW IT



Course Overview

This training seminar will share with you the latest research from Stanford, Harvard and Cambridge Universities and how that will impact on employment and businesses processes. If you want to be ahead of the wave of change, this informative and interactive program is for you.

CHANGE, massive change is coming; this advanced program explains how radical change will impact on the world of work and the structure of organisations. Breakthroughs in Artificial Intelligence in late 2017 will change the world of work forever; find out what's changing and how it will affect everyone connected with the Human Resource.

Generation Z also referred to as iGen will account for 24% of the working population by 2020 – find out how to maximise on this challenging group and what organisations will need to do to utilise their value and expectations.

During this training programme you will:

- Master key strategies for change
- Be able to maximise on existing processes
- Upgrade Appraisal systems
- Design automated seamless pay and rewards systems
- Calculate the optimum size for your current organisation

Expected Outcomes

Participants will gain the following upon the completion of this programme:

- Gather information and create a strategic framework for change
- Analyse and produce the right size of the organisation that best suits future needs (Organisational design)
- Maximise and take steps to automate or significantly improve recruitment and selection processes and demonstrate the value to others
- Examine, test and master how to design a seamless bonus and reward system and explain it to others
- Maximise your existing HR and produce strategies to capture the value of Generation Z (iGen)
- Learn how to; and be able to implement automated training needs analysis and training evaluation
- Examine, review and be able to upgrade processes within the organisation and demonstrate and explain their value, including succession planning

Expected Delegates

All but the most junior levels of the HR, Workforce Planning and OD functions. Senior Management responsible for the change, productivity or organisational efficiency.

Anyone who wants to see what the future holds for organisations and the impact of Artificial Intelligence:

- Senior Training Managers
- Senior HR Staff
- Workforce Planning Managers
- Recruiters and Staff Developers
- Organisational Design Managers
- Board Directors

HR PROCESSES, CULTURE & CHANGE MANAGEMENT PROGRAMME: BECOMING A STRATEGIC BUSINESS PARTNER

Course Overview

This training seminar focuses on vital areas of modern Human Resource Management (HRM). It is a unique seminar that addresses core HR issues in a critical and evaluative way. This training seminar also provides a theoretical background, guidelines on best practice, and skills development in organisational development processes, all from a HR perspective.

This exciting training seminar will bring you up to date on the latest techniques and approaches that are appropriate in effective management of Human Resources, Culture and Change including:

- Strategic HRM (SHRM)
- Performance Management in a multi-cultural setting
- Reward, Learning & Development
- Talent Management & Nationalisation
- Organisational Development (OD)
- Work Psychology
- The Difference between Change Management and Managing Change
- Methodology & Application
- An Understanding of Workplace Culture and Change
- Leadership and Change

Expected Outcomes

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

- Understand Strategic HRM approaches (SHRM)
- Demonstrate a thorough understanding of employee resourcing, recruitment & reward
- Describe best practice in working with employees with problems
- Understand performance management in a multi-cultural environment
- Design a suitable change management model in their workplace
- Understand organisational culture
- Identifying change management practices that may be culture-bound
- Develop practical skills in Organisational Development (OD)

Expected Delegates

This course is for:

- Anyone involved in HRM at all levels
- Those who have joined a HR or Personnel Department in past few years but who have no formal HR Training
- Those who would benefit from an understanding of the HR role and function
- Professionals and Supervisors who wish to enhance their competencies in change management
- HRM Personnel who need to stay up-to-date on current practices and trends in change management and organisational development
- Occupational Health & Safety and Training Staff involved in change management
- Those who received their training in past years and need to be brought up to date with best practice in Change Management

INDUSTRIAL RELATIONS (IR), EMPLOYEE RELATIONS (ER) & TRADE UNION HARMONY NEGOTIATION, CONFLICT RESOLUTION, AND ENGAGEMENT IN AFRICAN ORGANISATIONS

Course Overview

This exciting and innovative training course will introduce you to the latest and world best practices in Industrial and Employee Relations (ER-IR), suitable for all African organisations. This course is very practical and highly rewarding. It is about the maintenance of the employment relationship, essentially how trade unions and management of an organisation interact and can cooperate to encourage capacity building.

This interactive training course will provide participants with current and important information on the structure, functions and objectives of Trade Unions. It will also explore transformational IR/ER and encourage good working relationships with all stakeholders.

Industrial Relations (IR) & Employee Relations (ER) has undergone many changes over the past decade, but it continues to be a critical area for all organisations, particularly those in Africa. In the last 40 years, African trade unions and Industrial Relations (IR) Professionals have built capacity skills, especially in education, gender issues, and health issues.

Expanding on this important work, this training course will highlight:

- The importance of a Management – Trade union partnership
- The employment relationship and the psychological contract
- Managing workplace conflict, mental-health first aid and workplace bullying
- Negotiation techniques that promote a win-win approach
- Ways to keep any Trade Union strategically evolving and relevant

Expected Outcomes:

By the end of this course, participants will learn to:

- Develop a collaborative approach to Industrial Relations (IR) & Employee Relations (ER)
- Examine techniques for enhancing & transforming Industrial Relations (IR), Employee Relations (ER) and Trade Unionism
- Appreciate the importance of employee engagement and empowerment
- Critically analyse effective conflict resolution and workplace mediation
- Describe the emerging challenges to trade unions globally and in Africa

Expected Delegates:

This training course is suitable to a wide range of Professionals, but will greatly benefit:

- Anyone involved in Industrial Relations (IR), Employee Relations (ER) or Labour Relations
- Union Delegates and Officials
- Human Resource Management (HRM) Professionals
- Employee Relations (ER) Personnel
- Industrial Relations (IR) Personnel
- Those Managers who would benefit from an understanding of trade union and IR issues
- Anyone who wants to learn practical skills in labour negotiation and workplace mediation

INNOVATIONS IN WORKFORCE PLANNING, ORGANIZATIONAL DEVELOPMENT, BUSINESS EFFICIENCY AND ANALYSIS: HOW ARTIFICIAL INTELLIGENCE WILL CHANGE THE WORLD OF WORK



Course Overview

Dramatic and significant improvement can best sum up what this international training course can offer. Also referred to as HR Analytics; this innovative and engaging Human Resource Management training program on Innovations in Workforce Planning, Organizational Development, Business Efficiency and Analysis will focus on what's new, including the impact of artificial intelligence and what will produce a high level of results in any organisation.

The latest techniques and case studies will show how you can maximise your Human Resource and make the organisation very effective. The possible ROI after attending this Human Resource Management training program is immense. The skills and knowledge gained will be valuable to any organisation.

This training seminar will show you how to:

- Use a strategic template to organise New Workforce Planning objectives and outcomes
- Understand and be able to design structures in organisations using three templates
- Use a new set of formulas that work and be
- able to show the right size of your organisation

- Use trend and correlation information to produce predictive forecasts
- Master the new approaches and innovations in succession planning, workflow design and Business Process Mapping

Expected Outcomes

At the end of this training program delegates will be able to:

- Assemble the key inputs to form a Strategic Workforce Plan
- Analyse and be able to use the organisational change model to forecast organisational change and when restructuring is appropriate
- Demonstrate and calculate using new formulas and be able to dispense with those old formulas that no longer add value
- Interpret and be able to select form design models for the best organisation design
- Apply new techniques for predictive forecasting using your existing data
- Show and master the key new methods for succession planning, emergency planning, productivity management, workflow techniques and Business Process Re-Engineering techniques

Expected Delegates

This HR Management training program on Innovations in Workforce Planning, Organizational Development, Business Efficiency and Analysis is specifically targeted for anyone who is responsible for organisational design, forecasting or producing workforce-planning information. CFO's and CEO's would also benefit for find out the new techniques to maximize the Human Resource.

- HR Personnel
- Those responsible for providing workforce data
- Strategic Planners
- Succession Planners
- Organizational Development Professionals
- CEO's and Directors
- Department Heads
- Anyone interested in the measurement of the Human Resource
- Those interested in transforming HR into a profit center
- Graduates on management development programs
- Personnel who are involved in either workforce planning, HR Analytics, organisational design or planning or succession planning who wish to significantly upgrade their skills and knowledge

POLICY INITIATIVES TO TRANSFORM HR: TAKING HR TO THE NEXT LEVEL

Course Overview

This training course is designed for the HR Professional who wishes to move to the next step. This training course will extend knowledge beyond the basic aspects of HR into more advanced techniques such as Employee Engagement and Knowledge Management.

The concentration in this training course will be on the development of policy initiatives. The intention is to ensure that HR is moving on from an administrative function and maximising its contribution to the success of the organisation.

This Policy Initiatives to Transform HR training course will be led by an experienced HR Director and will be highly interactive with group and individual exercises, case studies and discussions.

Delegates will be provided with the opportunity to experience new techniques, to reflect and to formulate new approaches that will make a measurable improvement.

Each day will end with each delegate reflecting on the messages from the day and completing a summary of what has been learned that day and how the learning will be transferred back to the workplace.

This training seminar will highlight:

- The Use of Competencies
- Improvements to Recruitment Processes
- The Use of the Knowledge Management Technique
- Techniques for Employee Engagement and Empowerment
- The Development of a Learning Organisation
- The concentration throughout this GLOMACS training course will be on the relationship between the HR function and the line management team.

Expected Outcomes

Upon the successful completion of this course, participants will be able to:

- Define a competency and understand the distinction between competencies, skills and tasks
- Differentiate between Leadership competencies, Technical competencies and Behavioural competencies
- Link competencies to organisational objectives and values – manage not only what staff do but how they do it
- Use competencies for recruitment and assessment
- Develop a learning organisation using the technique of knowledge management

- Develop ideas for the introduction of techniques for employee empowerment and engagement
- Develop a healthy relationship between HR and the line management team

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- HR, ER and Personnel professionals who have previously attended a course covering the essential parts of HR
- Professionals in Training and Development
- Those who want to learn the skills involved in improving relations at work, improving productivity or improving behaviour at work
- Those who want to strengthen the relationship between HR and the line management team

STRATEGIC TALENT MANAGEMENT IN THE OIL AND GAS INDUSTRY



Course Overview

This highly-interactive training seminar will teach you the key talent management processes, systems and procedures in order to apply these in the multi-complex and diverse Oil and Gas industry. Identifying, developing and retaining your talent has never been more important for the oil and gas industry with the ever-changing economic market. An organisation's best and most valuable asset is undoubtedly the people; as it's the people who operate the systems, the equipment and who can really make the difference between growth or failure. Losing or not being able to recruit the best talent can have a disastrous impact on an organization's growth and sustainability.

On this Management & Leadership training course, you will gain insight into innovative talent identification methods, develop targeted grading structures, review and develop competency/behavioural frameworks as well as how to grade and assess your talent/high potentials with the effective use of psychometric tools and other assessment methods. In addition, you will define critical development

options ensuring the correct development for talent in the organisation. You will also learn how to create sustained growth through active succession planning and strategy in order to ensure positive career paths and development for talent and high potential employees.

The training seminar will highlight:

- Alternative and new perspectives around talent management and high potential identification
- Methods and techniques of aligning Business Strategy and Talent Management in the complex multi-discipline Oil and Gas industry
- Appropriate process and systems to identify, develop and retain your talent and high potentials
- Pro-active development strategies to ensure your talent and high potential achieve their optimum performance
- Strategic direction to optimize your talent and high potential pipeline in your organization to provide continued sustainable growth
- Succession planning as a key differentiator in an organisation's success and how this is achieved

Expected Outcomes:

In this training seminar, you will learn to:

- Understand the mechanisms to define talent, as well as manage your talent and high potential
- Develop key strategies to optimize your talent and high potential employees
- Engage and employ robust talent strategies within the complex multi-discipline oil and gas industry
- Produce develop effective and functional succession planning strategies
- Lead and manage OCR (Organisational Capability Review) meetings to ensure pro-active succession for sustained growth

Expected Delegates:

This training seminar will greatly benefit individuals, aligned to the identification, development and retention of talent and high potential people in the business, including:

- HR/L&D/Talent Professionals
- Training Managers
- OD Specialists
- Recruitment Officers and Managers
- Retention/Compensation Personnel
- Those who wish to develop their leadership knowledge and skills in strategically managing, developing and retaining talent and high potential people

STRATEGIC WORKFORCE PLANNING MASTERCLASS



Course Overview

Attend this Masterclass in Human Resources Management and get a grip with a new fully integrated approach to strategic workforce planning drawing in all the different facets to this business-critical process. Not only does it explore the core components to workforce planning, this masterclass also shows how to move the approach from backroom black box operations to gaining a place in the organization's strategic development process. Furthermore, this top-level approach will then inform the organization's resourcing, talent management and talent development strategies.

This training seminar will highlight:

- The Breadth of Activity that is incorporated in Modern Workforce Planning
- The Need for Broad Stakeholder involvement in planning and implementing Workforce Planning
- Workforce Planning will depend on the business strategy of the organization
- The Need to Create a Flexible Workforce
- The Need to Adopt evidence-based HR Practices
- The Need for both a Broad Mindset and the ability to collaborate across the Organisation

Expected Outcomes

Participants attending this programme will have the knowledge to:

- Apply appropriate workforce planning tools and techniques to your business strategy
- Review your own practices and make appropriate changes
- Think both strategically and tactically to enable effective workforce planning
- Understand the core HR components of modern workforce planning to ensure alignment
- Overcome challenges to effective workforce planning and build on enablers
- Apply good ideas from colleagues from other organisations

Expected Delegates

Workforce planning typically involves the HR function, finance and senior line management so it is aimed at these key stakeholder groups.

This training seminar is suitable to a wide range of professionals but will greatly benefit:

- HR Specialists in resourcing, talent and succession and L&D
- HR Business Partners
- Finance People involved in planning, strategic cost control
- Line Managers with responsibility for talent management
- Senior Managers with responsibility for resourcing their department/division/business
- Senior Managers with responsibility for defining and developing organizational strategy



SALES AND MARKETING

- Achieving Marketing Excellence in Service Organizations 63
- Client Management Strategies for Retention & Growth 63
- Disruptive Innovation: Managing Radical Change for High Growth 64
- Market Research and Intelligence 64
- Mastering Sales & Marketing in the Age of New Social Media 65
- The New Venture Development Process 66
- Measuring and Managing Customer Satisfaction 67

SALES AND MARKETING

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Achieving Marketing Excellence in Service Organizations	Kenya	9-13		27-31		8-12		24-28		25-29		13-17	
Client Management Strategies for Retention & Growth	Dubai		18-22		22-26		17-21		5-9		7-11		2-6
Disruptive Innovation	Singapore	23-27		13-17		22-26		17-21		11-15		20-24	
Market Research and Intelligence	South Africa		13-17		17- 21		5-9		21-25		16-20		11-15
Mastering Sales & Marketing in the Age of New Social Media	Rwanda	16-20		20-24		15-19		10-14		4-8		6-10	
The New Venture Development Process	Kenya	9-13		6-10		1-5		3-7		18-22		13-17	
Measuring and Managing Customer Satisfaction	Singapore		20-24		17-21		12-15		14-18		16-20		18-22

ACHIEVING MARKETING EXCELLENCE IN SERVICE ORGANIZATIONS



Course Overview

Globally, high performing and reputable services organizations rely increasingly on people not product for their success, and pay unprecedented attention to marketing. This unique, specialized Sales & Marketing training seminar on Achieving Marketing Excellence in Service Organizations presents participants with a first-hand opportunity to gain robust, in-depth skills and insights specific to the marketing of a professional service.

Professional service organizations are different to other organizations. Nowhere is this more evident than in marketing. What are the aspects of marketing that professional service staff, managers and operators need to know to build an organization wide market orientation, and engage successfully with customers and other stakeholders? What are the specific marketing approaches that work in a professional services environment to build its most valuable asset-reputation?

This training seminar on Achieving Marketing Excellence in Service Organizations draws on a range of fields to provide a holistic approach including tools and sector best practices that drive successful marketing in professional service organizations – including strategy, reputation management, and organizational culture. This training seminar enables participants to get to the heart of marketing as it should be applied to professional service organizations. Delegates will take away from this training the most effective ways to market the people centric professional services sector, a significant void when it comes to general marketing seminars.

This training seminar will highlight:

- Professional services marketing approaches for reputational and performance success
- Informed insights, concepts, strategies and tools to achieve market excellence
- Practical frameworks to design, implement and evaluate marketing specific to a professional service organization

- Provide leadership skills to build a whole organization marketing culture
- Techniques to build reputation, word of mouth and referral
- A comprehensive understanding of people centric marketing concepts and tactics
- Best practice metrics and benchmarks for professional services marketing

Expected Outcomes

This training seminar will highlight:

- Informed strategies and tools to achieve market excellence
- Practical frameworks to design, implement and evaluate marketing in a service context
- Provide leadership skills to build a whole of organization market orientation (buy in and culture)
- Specific techniques to build word of mouth and referral
- A comprehensive understanding of professional marketing concepts and tactics in an age of consumerism
- Best practice benchmarks in professional services marketing

Expected Delegates

This training seminar will be of particular professional benefit to all those working in:

- Government Ministries
- Education Sector - government systems, universities, colleges and schools
- Lawyers
- Hospitality
- Tourism and Leisure
- Medical and Health
- Logistics
- Insurance
- Finance

CLIENT MANAGEMENT STRATEGIES FOR RETENTION & GROWTH

Course Overview

The rationale for this training seminar centers on putting the client first in everything you do. In an increasingly competitive world, retaining clients is smart business. It has been estimated that it costs five times more to get a new customer than to retain an existing one. It is essential that you have a client management strategy for retention & growth.

Clients expect their suppliers to become trusted advisers. This training seminar shows how putting the client rather than services first can yield improved results in terms of client retention. It stresses the importance of having highly engaged employees and applying best marketing and business development practices in a highly competitive and dynamic

marketplace. This training seminar will also introduce you to our unique 'Client Management Model' which has been designed to suit the specific needs of organisations in the Middle East, Europe and Africa (EMEA).

This training seminar will highlight:

- An Effective Client Management Model
- How to retain clients?
- Steps Necessary to Retain Your Clients
- What to do (and what not to do) when a client leaves
- Cross-cultural Communication and Why it matters

Expected Outcomes

At the end of this training seminar, you will learn to:

- Describe the Client Management Model
- Discuss the Reasons for Clients Leaving
- Apply Continual Improvement Strategies to increase Customer Retention
- Differentiate between the Ways to Best Influence Others
- Design a Strategy for Client Retention and Growth

Expected Delegates:

This training seminar is suitable to a wide range of professionals but will greatly benefit:

- Any Manager responsible for Client Management and/or Customer Retention
- Project Managers and Engineers
- Anyone working in Customer Service type roles
- Marketing and Sales Staff
- Internal Consultants (Marketing, Finance, IT, HR, Strategy)
- Senior Managers needed to develop their skills in Client Management and Communication

DISRUPTIVE INNOVATION: MANAGING RADICAL CHANGE FOR HIGH GROWTH

Course Overview

This training seminar focuses on one of the most important challenges facing all businesses today - innovation. Product and business life-cycles are shortening and the intensity of competition is rising globally. Innovation is emerging as the most strategically significant aspect of business operations. It takes two forms: (i) innovation that improves product and process efficiency and (ii) innovation that result in a radical new way of doing business. The first can be termed an "enabling" innovation, the second a "disruptive" innovation. An enabling innovation will improve performance in existing operations; a disruptive innovation will take an organisation into a differentiated and leading position.

"Disruptive Innovation" is the subject of this training seminar. This training seminar is designed to enable an organisation to achieve and sustain superior performance - measured in terms of profitable growth - usually through radical change in its complete business model.

This training seminar will highlight:

- The Strategic Significance of Innovation
- The Significance of Enabling and Disruptive Innovation
- Disruptive Innovation as a Business Process
- Risk and Reward in Disruptive Innovation
- Introducing and Developing Disruptive Innovation in your Team

Expected Outcomes

At the end of this training seminar, you will learn to:

- Understand the potential strategic impact of innovation
- Identify the potential for disruptive innovation in your organisation
- Implement disruptive innovation programmes within your organisation
- Minimise the risk associated with disruptive innovation
- Manage enabling and disruptive innovation in all your activities

Expected Delegates:

This training course is suitable to a wide range of professionals but will greatly benefit:

- Strategic and Operational Planning Specialists
- Marketing and Commercial Managers
- Financial Managers
- Research and Development Scientists and Technologists
- Human Resource Managers
- Logistics and Supply Chain Managers

MARKET RESEARCH AND INTELLIGENCE

Course Overview

This training seminar is designed to give marketing professionals the marketing tools they need to increase sales, get maximum return from marketing dollars, and strengthen customer loyalty. Market research describes what is occurring as it occurs, so you can react tactically. Market intelligence provides situational insight and interpretation, so that you can anticipate strategically. This training course will help you gain familiarity with both fundamental and state-of-the-art market research design and analysis techniques and procedures. Participants will learn how to identify the underlying business issues, design the research programme, collect the data, and analyze the results.

Simply stated, market intelligence uses multiple sources of information to create a broad picture of the company's existing market, customers, problems, competition, and growth potential for new products and services. The competitive advantages afforded by market intelligence are manifold and the risks of not investing in such data can be huge. The core learning objectives in this training course will be especially beneficial for delegates who are responsible for planning sales and marketing initiatives to increase revenue growth.

This training seminar will highlight skills to:

- Develop marketing strategies to build and sustain a competitive advantage in the marketplace
- Use marketing research to increase sales and customer satisfaction
- Describe the different marketing research data collection methods
- Translate essential business challenges into cogent research objectives that are tied to specific action steps
- Identify the appropriate use of, advertising, sales promotions, and Internet-based communications when developing an integrated marketing campaign

Expected Delegates

This training course is for anyone who desires to expand their expertise in marketing best practices, policies and procedures. Delegates do not require any previous marketing experience to benefit from this training programme. This training course is suitable to a wide range of professionals, but will greatly benefit:

- Chief Marketing Officers
- Marketing VPs
- Marketing Directors/Managers
- Market Research/Intelligence Professionals
- Customer Relationship Managers
- Sales Managers
- Brand Managers
- Business Owners

Expected Delegates

At the end of this training seminar, you will learn to:

- Understanding the power of market intelligence and how it incorporates marketing research
- Quickly and accurately interpret your customer's nonverbal communication
- Conduct a SWOT Analysis to identify business development opportunities
- Analyze current market research trends and best practices
- Differentiate among the many questionnaire design formats based on survey requirements
- Develop a marketing research and intelligence strategy to achieve marketing objectives

MASTERING SALES & MARKETING IN THE AGE OF NEW SOCIAL MEDIA



Course Overview

This training seminar will provide delegates with the practical knowledge needed to successfully plan, implement, manage, and measure social media sales and marketing efforts. Social media technologies take on many different forms including magazines, internet forums, web blogs, social blogs, micro blogging, wikis, podcasts, pictures, and YouTube videos. Approximately 100 million users access Facebook through their mobile phone and Twitter processes over 40 million tweets per day. It's important to realize that social media marketing works best when integrated with other components of your marketing plan.

This highly-interactive Mastering Sales & Marketing in the Age of Social Media training seminar has been specifically designed to provide sales and marketing professionals the tools, tactics and techniques they require to help them avoid the pitfalls and exploit the incredible marketing opportunities associated with the effective use of social media.

Delegates will walk away from this training with practical knowledge on best practices in using social media platforms to create strong on-line brand identities, improve sales effectiveness, and enable better customer loyalty and retention.

Expected Outcomes

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

- Design a comprehensive social media sales and marketing plan
- Integrate social media tools with traditional marketing activities to improve customer service and increase business development opportunities
- Demonstrate familiarity with the range and variety of social media platforms and tools
- Understand how to monitor and measure the effectiveness and ROI of a social media marketing plan

- Monitor social media to protect brand reputation and build customer relationships
- Develop persuasion and communications skills to enhance sales effectiveness

Expected Delegates

This course is designed for:

- Sales & Marketing Professionals
- Business Development Team Members
- Customer Service Professionals
- Team Leaders & Supervisors
- Administrators
- HR & Training Professionals
- Accounts Personnel
- Public Relations Professionals

THE NEW VENTURE DEVELOPMENT PROCESS: PRACTICAL APPROACHES, MODELS, AND PREPARATION FOR ENTREPRENEURS AND CORPORATE INTRAPRENEURS

Course Overview

This training seminar focuses on addressing the essential “8 Facets of New Ventures” in a hands-on, experiential process-flow that results in producing an original, professional, venture capital standard business plan that fully integrates the:

- Product-Service Concept
- Market
- Competition
- Business Model
- Sales Strategy
- Operations Plan
- Management Team
- Financial Plan

This training course is applicable for both traditional entrepreneurs pursuing an innovative start-up venture, as well as planning teams within a corporation tasked with launching a new product-service initiative. Delegates will also develop a professional industry-standard slide-deck that parallels the business plan and is ready for making formal presentations to capital providers-investors, as well as corporate senior leadership/boards.

This training seminar will highlight:

- Creating a product-service feasibility for either the lowest cost or most differentiated position
- Researching the size (breadth and depth) and valuing a target market for a product-service
- Developing a detailed competitive matrix across multiple product-service features and pricing
- Building a product-service specific Business Model

- Structuring a specific sales strategy for getting the product-service into the target market
- Managing all resources, timelines, and key benchmarks in the new venture launch process
- Building comprehensive financial models of cash flows, sources-and-uses of funds, investors' capitalization sheet, projected sales and profit growth, and firm valuation
- Producing a high-quality, professional Business Plan and accompanying slide-deck

Expected Outcomes:

At the end of this training seminar, you will learn to:

- Write a professional Business Plan
- Put an initial valuation on a new enterprise (traditional start-up or corporate venture)
- Perform a detailed market/industry analysis
- Perform a feasibility analysis for a proposed product-service innovation
- Analyze a competitive matrix across multiple dimensions of product-service features and price
- Present a new venture idea and critique other proposed new ventures
- Design a detailed Business Model for a new product-service concept
- Make a professional 8-point new venture presentation with accompanying slides

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Individual entrepreneurs who already have an existing company and want to gain broader and deeper understanding of the new venture development process
- Individual entrepreneurs who would like to plan/prepare to launch their own new venture
- Corporate product-service development professionals who want to bring a greater degree of entrepreneurial perspective to designing and launching new product-service initiatives
- Individual investors who want to expand their understanding of the key facets that determine “best” new venture opportunities and funding types (debt vs. equity)
- Research & Development/Product Development Teams looking to infuse an entrepreneurial creative-innovative mindset to their ideation, feasibility, and assessment processes
- Business Development Directors looking to proactively be the drivers and initiators of new product-service opportunities within the corporation
- Financial professionals who want to expand their assessment metrics for valuing new ventures

MEASURING AND MANAGING CUSTOMER SATISFACTION (ISO 9001 AND BEYOND)



Course Overview

Quality is something every company strives for and is often times very difficult to achieve. ISO 9001 standards helps an organisation give its customers the confidence that they are buying their products from a company that makes quality and customer service a high priority. The focus of this training course is to provide delegates with an understanding of the key terms, definitions, and requirements of ISO 9001 and how the standard can help their organisations increase customer satisfaction.

Delegates will learn effective customer-centric strategies and best practices to provide world-class customer service. This training course gives customer service professionals the communication skills and best practices they require to develop a customer-centric organisation. Providing excellent customer service helps differentiate your brand and makes it easier to stand out in a crowded marketplace.

This seminar will highlight:

- An understanding of the concept of quality control and its historical evolution
- The philosophy, methodology, and structure of the ISO 9001 standard
- Measure and assess customer service standards and objectives
- Develop communication, negotiation and conflict resolution skills
- Identify the required steps associated with ISO 9001 implementation

Expected Delegates

Whether participants are seasoned quality management professionals, or just looking to learn more about ISO 9001, this training course will be beneficial. This course is suitable to a wide range of professionals, but will greatly benefit:

- Customer service managers
- Quality Assurance managers
- Customer service representatives
- Individuals who need to understand ISO 9001 and how it works

Expected Outcomes

At the end of this programme, participants will learn to:

- Apply the application of quality management principles in the context of ISO 9001
- Create employee "buy-in" to the company's ISO 9001 quality management system
- Relate quality management practices to improve customer service satisfaction
- Describe the responsibilities of internal auditors and their role in improving management systems
- Explain the key concepts of Quality Assurance and Continuous Improvement
- Set SMART objectives to measure, assess and improve customer satisfaction



AUDIT, RISK AND GOVERNANCE

- Advanced Enterprise Risk Management 70
- Auditing Corporate Governance 70
- Compliance Regulatory Professionals 71
- Corporate Governance & Risk Management for State & Public Sector Organisations 72
- Fraud and Forensic Auditing 72
- Fraud Prevention, Detection and Investigation 73
- Managing Fraud in a Digitized World 74

AUDIT, RISK AND GOVERNANCE

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Advanced Enterprise Risk Management	Ghana	9-13		27-31		1-5		24-28		25-29		13-17	
Auditing Corporate Governance	London		20-24		24-28		19-23		7-11		2-6		4-8
Compliance Regulatory Professionals	Rwanda	23-27		13-17		8-12		17-21		11-15		20-24	
Corporate Governance & Risk Management for State & Public Sector Organisations	Kenya		13-17		17-21		5-9		21-25		16-20		11-15
Fraud and Forensic Auditing	South Africa	16-20		20-24		15-19		10-14		4-8		13-17	
Fraud Prevention, Detection and Investigation	USA	9-13		6-10		22-26		3-7		18-22		6-10	
Managing Fraud in a Digitized World	Dubai		18-22		15-19		10-14		19-23		14-18		9-13

ADVANCED ENTERPRISE RISK MANAGEMENT: FULLY EMBEDDING THE ERM PROCESS



Course Overview

The turmoil in the world is continuing – with increasing public unrest fluctuating oil prices, natural disasters of a scale thought unimaginable, volatile stock markets and world economic uncertainty.

In this time of global uncertainty how do you steer a course through these difficult waters?

Thankfully many organisations have realised that an Enterprise Risk Management (ERM) approach was needed. This has ensured that risks that were previously managed in isolation can be aggregated and prioritized across the entire business.

However, stopping here is like driving a plane on a highway – it might go faster than the cars but it hasn't reached its full potential.

Advanced ERM goes one step further. Risks are evaluated based on business materiality. A new understanding of the risks then emerges, and efficient controls can be implemented to tackle what really matters to the business. In short, the focus becomes strategic value creation instead of risk avoidance.

This training seminar will provide the opportunity to:

- Take Enterprise Risk Management (ERM) to a strategic level
- Learn lessons from Global risk events
- Determine a clear risk attitude and appetite process
- Identify the key emerging risks
- Link risk clearly with decision making

Expected Outcomes

After completing this training course you will be able to:

- Implement appropriate and varied techniques for the identification and assessment of risks

- Generate measurable value by aligning the Enterprise Risk Management (ERM) framework with corporate performance expectations
- Engage the Board in the analysis of enterprise risk scenarios
- Foster a culture that reinforces appropriate risk-taking to balance value creation and value protection
- Clarify Enterprise Risk Management (ERM) accountabilities of all employees from executives to the front line
- Implement Key Risk Indicators (KRI's) for each line of business
- Enhance achievement of corporate objectives by linking performance targets, and risk management actions

Expected Delegates

This course is designed for:

- Chief Risk Officers
- Risk Managers
- Managers and Directors responsible for the risk management function or process
- Heads of Internal Audit
- Heads of Assurance Functions
- Senior Finance Professionals

AUDITING CORPORATE GOVERNANCE: ASSESSING HOW YOUR BUSINESS IS DIRECTED AND CONTROLLED

Course Overview

Corporate Governance is now one of the hottest topics in the business world. It is both a regulatory requirement and a business enabler.

But do you know whether your Corporate Governance activities are extracting maximum value? If not, this is probably because your Internal Audit team has not assessed this key topic.

This audit approach is crucial as the Board and the Audit Committee need comprehensive assurance about this strategic business process.

This training seminar will provide all the tools and techniques essential to audit the complex and wide-ranging field of Corporate Governance. It will help you ensure that you are applying the very best practices and meet all regulatory requirements.

- This training seminar will highlight:
- The Techniques for Assessing Governance Risks
- A Proven Method for Analysing Governance Controls
- The 15 Key Governance Board Risks to be Reviewed
- The Ways to Audit IT Governance

- The Approach to Review Keys Issues of Corporate Social Responsibility and Reputation Management

Expected Outcomes

After completing this training course on Auditing Corporate Governance, you will be able to:

- Audit the risk management process
- Meet stakeholder expectations regarding Corporate Governance (CG)
- Assess the effectiveness of business continuity planning
- Assist the Audit Committee in their Corporate Governance (CG) role
- Assess sustainability and environmental governance
- Audit joint ventures and partnerships
-

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Lead Auditors
- Senior Auditors
- Audit Managers and those about to be appointed to that role
- Assurance providers that need a greater understanding of Corporate Governance
- Managers needing a broader understanding of how to review
- Governance maturity

COMPLIANCE REGULATORY PROFESSIONALS: PERFORM BETTER BY PROTECTING THE FIRM FROM COMPLIANCE RISK

Course Overview

This training course is designed to provide with the knowledge and skills needed to understand and support regulatory compliance and enterprise wide risk management. Also, to know how to deal with the rules, the markets, products and transactions, to promote best practices and international standards that align with business and regulatory requirements.

This is an intensive and highly practical training program qualifying you to become proficient in compliance. It provides the necessary skills to build right relation with your regulators, your board of directors and to deal with individuals at all levels of your organization.

This training course also covers several topics regarding the regulatory bodies for all firms to establish and maintain effective systems and controls, to develop effective compliance monitoring program and to build a risk based Customer Due Diligence (CDD) process. It

provides you with the best techniques to manage effectively and responsibly in compliance with all applicable laws and regulations. As well the advanced tools to protect your business from compliance risk and support you with professional standards and internal policies in corporate governance and risk management.

Expected Outcomes

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

- Understand the objectives & roles of regulation
- Understand the responsibilities of compliance
- Develop a good understanding of compliance principles
- Understand the concept of Compliance and the efforts being made to manage the risk related to it
- Have the skills required to approach compliance and its related functions with confidence
- Identify and understand compliance risks, and the consequences of noncompliance, to mitigate effectively the risk of compliance breaches
- Develop an appropriate Compliance Manual
- Create a compliance culture
- Protect the organization's reputation
- The relationship between Compliance and Corporate Governance
- Develop compliance programs to fight money laundering practices, and to apply Corporate Governance rules
- Develop best strategies to help managers and prevent risk within your firm

Expected Delegates

This training course is designed to deliver the knowledge and skills, providing details of the latest policies and procedures to:

- Compliance Officers/Managers and their Deputies
- Managers with responsibility for internal compliance controls
- Legal, Audit, Risk, Operations and IT Specialists
- Risk Managers
- Staff working in risk functions
- Internal & External Audit Staff
- Regulatory Representatives
- AML Officers
- Accountants
- Lawyers
- All Staff working in or aspiring to work in the compliance area

CORPORATE GOVERNANCE & RISK MANAGEMENT FOR STATE & PUBLIC SECTOR ORGANISATIONS



Course Overview

This training course provides you with the latest tools & techniques to apply the corporate governance fundamentals in the public sector. It will assist your organization to have appropriate systems and structures to achieve a high level of organizational performance. It also provides all the participants with a valuable to the implications, and the benefits, which arise from good governance standards and practices.

This exciting training course is designed to present, discuss and provide guidance on key governance principles, rules, best practice recommendations and various issues, pertinent to public-sector organizations. It will provide you with a guide of good governance, focusing on accountability, compliance, risk assessment, disclosure and transparency requirements, to ensure that administration and reporting obligations impacting on your organization are identified and addressed. As well It also designed to develop and enhance your skills and knowledge of risk management for state & public sector.

This training course will equip the board of directors, senior executives' managers and head of departments to effectively discharge their staff and collective governance roles, responsibilities and accountabilities, and lead the organization to mitigate their risk and ensure the success and sustainability through governance excellence and efficient risk management. It will support to implement them effectively and achieve critical stakeholder outcomes by acting appropriately and fairly. As effective management of risk is now recognized as a critical element of good governance and assurance arrangements in public service organizations and state agencies.

Expected Outcomes

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

- Define the nature, important components and importance of governance and how to achieve it for the state and public sectors

- Identify the requirements of good governance with relevant roles,

responsibilities and accountabilities within the state and public sector

- Establish, lead and manage the specialist functions to meet the requirements of current corporate governance codes and standards, and manage the required change and development effectively for the state and public sector
- The role and responsibilities of the Board and those with whom they interact, and Management in implementing good governance principles
- Identify the types of risk for the state and public sectors with a potential impact on corporate governance
- Appreciate the role of risk management in the governance and management of organization
- Conduct Monitor program of risk management policy obligations and risk registers

Expected Delegates

This training course is suitable for a wide range of professionals but will greatly benefit:

- Managers in the regulators, state and local government and other key Stakeholders within the public sector
- Business Consultants and professional advisers to the public sector
- Members of Audit and Advisory Committees for public-sector organizations
- Risk and Compliance Managers
- Middle managers who require a more in-depth understanding the concept of governance & Risk Management for state & Public Sector
- Senior Officials in national, provincial and local government
- Staff who support the Board or with a responsibility for governance
- New or aspiring Board members
- Heads of Departments, Directors, Senior Managers, Managers, Company Secretaries, accountants and Finance Professionals responsible for Governance & Risk Management
- Executives and Senior Officials of state-owned companies, and as well listed, non-listed organizations

FRAUD AND FORENSIC AUDITING: IDENTIFICATION, DETECTION & PREVENTION

Course Overview

This training seminar is designed for those who wish to learn about the most common white collar crime in business – fraud. Fraud is a

phenomenon encompassing the fraud triangle – opportunity, rationalization and pressure – which includes many human psychological components. This training course is designed to dive deep into the why, the how and the who, as we discuss what the typical fraudster 'looks like' and why they decide to perpetuate a crime against a company.

Upon studying the various ways in which white collar criminals do their work, the course reviews, with real examples, the ways in which companies combat fraud, in both preventive and detective ways. Further, we explore some of the more common types of fraud discovery, including the use of big data and analytics tools, through case study. Finally, we look at ways in which internal controls can help or hinder fraud prevention via the use of hands on exercises where YOU design the fraud control. Come learn about how to protect your company's assets against white collar crime!

This training seminar will highlight:

- The History and Psychology of Fraud in the Workplace
- Key Traits and Triggers that may suggest Fraud is or could take place
- Internal Controls Discussions that, if absent, can open the door to white collar crime
- Preventive and Detective Controls that combat Fraudulent Behaviors
- Case Studies of Companies who experienced Fraud, as well as those who have implemented actionable internal controls

Expected Outcomes

At the end of this training seminar, you will learn to:

- Identify the signs of possible fraud within the workplace
- Select the appropriate audit procedures to be followed in conducting a fraud audit
- Select and explaining the areas of risk and exposure to fraud in a company situation
- Describe the various remedies available to those who suffer a loss through fraud
- Utilize cutting-edge tools in fraud discovery and prevention

Expected Delegates

All people, all ages, all places around the globe and at all levels within an organization can benefit from fraud training. Fraudulent behavior favors no single type or size of organization and as such, fraud a topic important to anyone with an association to a business, not-for-profit or organization that has assets. That being the case, these people tend to have the most interest in fraud topics:

- Middle-level and Upper Management within small, medium and large companies

- Internal Auditors
- Compliance/Security Officers & Staff
- Front-line Staff at any organization

FRAUD PREVENTION, DETECTION AND INVESTIGATION: THE INVISIBLE ENEMY



Course Overview

- Did you know that it is estimated that fraud cost the world economy more than 3 trillion dollars in 2018?
- Would you know if fraud was occurring in your organisation now?
- Do you know what the major fraud risks are in your business?
- Does your organisation have a fraud prevention strategy?
- Do you have a formal programme to tackle the risk posed by fraud?
- Do you have the use of any automated fraud detection techniques?
- If fraud is suspected do you have a clearly defined approach for managing the investigation?

If you have answered "no" to any of the above questions you are not alone.

Recent surveys have revealed that many organisations do not have a formalised approach to fraud prevention, detection or investigation.

This training seminar on Fraud Prevention, Detection and Investigation will help you to:

- Evaluate the likely frequency of cost of fraud in your organisation
- Develop a world-class fraud prevention programme
- Assess fraud scenarios by means of actual fraud cases
- Target key areas of fraud with proven detection techniques
- Significantly reduce the opportunities for corruption

Expected Outcomes

After completing this training course, you will be able to:

- Evaluate and challenge management's fraud risks
- Understand how a fraudster thinks
- Apply successful techniques to help prevent fraud
- Promote an effective fraud prevention process
- Adopt data mining as a fraud prevention and detection tool
- Apply an effective fraud investigation process
- Apply audit skills to fraud investigation
- Spot when someone is not telling you the truth

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Newly Appointed Fraud Specialists
- Managers needing a broader understanding of how to investigate all types of fraud
- Auditors who need to learn about the most modern approaches to fraud prevention and investigation
- Members of fraud teams who need to learn more about targeting internal fraud
- Managers needing a broader understanding of how to prevent and detect fraud

MANAGING FRAUD IN A DIGITIZED WORLD



Course Overview

Digital methods have reinvented the payment eco-system making it easier to move money around. But this convenience brings new opportunities to Fraudsters and in turn new challenges for fraud mitigation. In this training seminar, we will discuss how people, processes,

and technologies must all play a part in the fight against fraud. Moving on to the way the digital world has now infested all our homes and personal possessions that we use on a daily basis.

This training seminar highlights the challenges every business and individual faces in the growing Digital World. Looking at all areas that can be affected by technology it will highlight the risks now faced by the world and methods to protect us against them.

This training seminar will highlight:

- Different kinds of fraud
- Who commits Fraud and Why?
- Smart phones – What we see on our screens?
- The Digital Underground and what it is
- Hacking anything and everything, the new problems
- What we can do?

Expected Delegates

This training seminar is suitable for a wide range of professionals but will greatly benefit:

- Newly Appointed Fraud Specialists
- Managers needing a broader understanding of how to investigate digital types of fraud
- Anybody who is using technology for business
- Members of fraud teams who need to learn more about targeting digital types of fraud
- Managers needing a broader understanding of how organised crime will attack their business

Expected Outcomes

At the end of this training seminar, you will be able to:

- Identify & Understand Fraud, who commits it and why
- Analyse Smartphones and use it safely and effectively
- Ensure your IT and computer systems are effectively monitored
- Be aware of the digital underground
- See how organised crime hack our systems
- Learn protection techniques



RISK MANAGEMENT

- Contract & Project Risk Management & Compliance 77
- Contract Risk Management & Compliance 77
- Financial Risk, Root Cause Analysis & Problem Solving 78
- Managing Political Risk in the Oil & Gas Sector 79
- Managing Project Risks in the Oil & Gas Industry 79
- Managing Security Risks in the Oil and Gas Industry 80
- Offshore Safety & Risk Management Systems 81
- Operational Risk Management & Mitigation 81
- Petroleum Project Economics & Risk Analysis 82
- Project Analysis: Tools & Techniques for Managing Risk & Uncertainty 82
- Safety Technology & Risk Management 83

RISK MANAGEMENT

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Contract & Project Risk Management & Compliance	Ghana	9-13		20-24		1-5		24-28		25-29		13-17	
Contract Risk Management & Compliance	Malaysia		20-24		24-28		19-23		7-11		2-6		4-8
Financial Risk, Root Cause Analysis & Problem Solving	Rwanda	23-27		13-17		8-12		17-21		11-15		20-24	
Managing Political Risk in the Oil & Gas Sector	Kenya		13-17		17-21		5-9		21-25		16-20		11-15
Managing Project Risks in the Oil & Gas Industry	Singapore	16-20		27-31		15-19		10-14		4-8		6-10	
Managing Security Risks in the Oil and Gas Industry	Dubai	7-11		25-29		6-10		15-19		16-20		18-22	
Offshore Safety & Risk Management Systems	London		6-10		3-7		12-16		14-28		23-27		18-22
Operational Risk Management & Mitigation	USA			6-10			19-23		21-25	18-22		13-17	
Petroleum Project Economics & Risk Analysis	USA	9-13		20-24		22-26		3-7		25-29		20-24	
Project Analysis: Tools & Techniques for Managing Risk & Uncertainty	South Africa		20-24		24-28		5-9		7-11		9-13		4-8
Safety Technology & Risk Management	Dubai	21-25		4-8		27-31		8-12		9-13		25-29	

CONTRACT & PROJECT RISK MANAGEMENT & COMPLIANCE: LEGAL AND PROJECT PERSPECTIVE TO PROTECT THE INVESTMENT

Course Overview

One of the critical outcomes of contract and project management is to ensure that risks to owners and contractor are identified and controlled in a proactive way so that both parties are satisfied with the project outcome. While world class project and contract management cannot, of itself, make risk "go away", it can, and should, identify the risks and opportunities, determine who is responsible for managing each individual risk, and for the consequences should the risk occur.

The following are the highlights of this training seminar:

- Knowledge to move contracts and project management from the tactical / reactive to the more important proactive / strategic focus
- Critical understandings of the risk mitigation process
- How to examine both the threats and opportunities facing contracts and projects from both a top-down and bottom-up perspective using a proven risk management processes
- Skills in allocating contract and procurement risk
- Ability to identify the warning signs of cost overruns, schedule delays, and poor quality, as early as possible in the project to minimize or mitigate the impact

Expected Outcomes

- The primary objectives of this course are to help delegates to:
- Apply useful techniques in identifying, analyzing, mitigation and monitoring risks in the project life cycle
- Use a practical, six-step process to manage project risk
- Review the impacts of different approaches to risk allocation
- Explore different contract types to transfer risks
- Consider the contractual techniques to ensure effective risk allocation
- Learn how to create an effective risk monitoring plan and risk management strategies

Expected Delegates

This course is specifically prepared for:

- Contracts, Tendering, Purchasing, Procurement, and Project Personnel
- Contract Administration, Engineering, Operational, and Maintenance Personnel
- Risk, Claims, Financial, and Audit Personnel
- Project Management Professionals

- And all others who are involved in the planning, evaluation, preparation and management of tenders, specifications, awards, and contracts that cover the acquisition of materials, equipment, and services and who are in organizations whose leadership want high levels of competency in those involved in these activities

CONTRACT RISK MANAGEMENT & COMPLIANCE: MANAGING THE GOLDEN TRIANGLE



Course Overview

One of the major functions of contracting is to ensure that risks to owners and contractor are identified and managed in a way that both parties are satisfied with the project outcome. While a contract cannot, of itself, make risk "go away", it can, and should, identify the risks, determine who is responsible for managing each individual risk, and for the consequences should the risk occur.

The following are the highlights of this training seminar:

- Critical understandings of the risk mitigation process
- Knowledge to move contracts from the tactical to a more important strategic focus
- Ability to identify risks that can arise
- Skills in allocating contract and procurement risk
- Examples of Contract Terms and Conditions which allocate risk

Expected Outcomes

The primary objectives of this training seminar are to help delegates to:

- Provide an understanding of how risk arises
- Compare different methods of identifying and assessing risk
- Review the impacts of different approaches to risk allocation
- Explore different Contract types to transfer risks
- Consider the contractual techniques to ensure effective risk allocation
- Review risk management techniques during the life of a contract

Expected Delegates

This course will be of benefits to:

- Contracts, Tendering, Purchasing, Procurement, and Project Personnel
- Contract Administration, Engineering, Operational, and Maintenance Personnel
- Risk, Claims, Financial, and Audit Personnel
- Project Management Professionals

- And all others who are involved in the planning, evaluation, preparation and management of tenders, specifications, awards, and contracts that cover the acquisition of materials, equipment, and services and who are in organizations whose leadership want high levels of competency in those involved in these activities

FINANCIAL RISK, ROOT CAUSE ANALYSIS & PROBLEM SOLVING: UNLOCKING THE COMPLEXITY OF FINANCIAL RISK



Course Overview

This is the one training seminar that every business professional should attend because it deals with the very essence of the real-life practical problems and risks faced by us all on a daily basis. Such problems have a significant impact on individual and organisational performance and so it is crucially important to be able to use the appropriate management tools to resolve them and avoid their repetition.

This stimulating and thought-provoking training seminar takes a very user-friendly approach to enable participants to identify various forms of risk, use root cause analysis to determine the source of resultant business problems, and then use the tools and techniques of the problem-solving process. The Instructor's own commercial and industrial experience plus many other real-world business scenarios are shared throughout this exciting seminar to reinforce the use of such tools and techniques.

This training seminar will highlight:

- Critical Thinking and Why it makes the difference
- The Various Types of Business Risk and Financial Risk

- Root Cause Analysis of Business Problems
- Problem-solving Tools and Techniques
- Practical Solutions to Resolve Business Problems

Expected Outcomes

By the end of this training seminar, participants will have learned how to:

- Develop the essential skills needed to understand the various types of risk
- Analyse the choice of options available to deal with business risk and financial risk
- Identify the key factors to determine the real root causes of business problems
- Resolve business problems using the problem-solving process
- Develop a methodology to eliminate the repetition of business problems

Expected Delegates

The variety of risk and the levels of risk are both expanding on a daily basis and the resultant business problems therefore have an increasingly significant impact on organisational performance. Business professionals in every role and at every management level in the organisation have a responsibility to ensure that their business skills toolbox includes the ability to identify such problems and to use the appropriate management tools that ensure that they are effectively resolved and are not repeated.

This training seminar has been developed to enable participants to meet that responsibility and is therefore suitable for a wide range of participants from companies, corporations and government organisations, and will greatly benefit business professionals and managers working in:

- General Management
- Sales and Marketing
- Finance and Accounting
- Planning and Budgeting
- Estimating and Costing
- Operations
- Facilities Management
- Engineering
- Procurement
- Logistics
- Project Management
- Exploration Management
- Asset Management
- Quality Management
- Human Resources
- Auditors and Internal Auditors

And senior managers and other managers interested in managing financial risk and business risk, root cause analysis and the problem-solving process.

MANAGING POLITICAL RISK IN THE OIL & GAS SECTOR

Course Overview

The oil and gas sector faces a range of political risks at all stages of the business cycle. Strategic management of these risks can mean the difference between success and failure of a project and can make a material difference to the value realized. A 2014 McKinsey study suggested that up to 70% of earnings can be at risk from these types of risks.

This training course on Managing Political Risk for the Oil & Gas Sector will provide participants with a thorough understanding of the assessment and management of political risk in the oil and gas sector.

This training course will provide tools to identify and analyse political risks and the specific implications for your project or business. It will also provide strategies and tactics for managing political risk and creating win-win solutions.

This training course will highlight:

- Sources of Political Risk
- The role of different political actors
- Assessment strategies and tools
- Approaches to political risk management
- Successful Political Risk management strategies and tactics
- Use of scenarios to anticipate and manage Political Risk
- Collaboration with other functions to manage Political Risk

Expected Outcomes

By the end of this training course, participants will learn:

- Recent trends and developments in sources of Political Risk
- In-depth insight into how to analyse and mitigate political risks facing your business
- The ability to develop and implement a fit for purpose strategy to manage political risk to support your business needs
- Knowledge of a wide range of tools and tactics to use to improve your ability to manage political risks in a wide variety of situations
- The latest ideas and concepts to mitigate Political Risk
- Insight into how to create synergies with other functions within your organisation and with external parties

Expected Delegates

This training course is suitable to a wide range of professionals who are interested in learning about political risk management for the oil and gas sector:

- Country Managers
- Asset Managers
- Project Managers
- Operations Managers
- New Venture Managers
- Business Development Managers
- Finance and Tax Professionals
- Lawyers
- Risk Managers
- Government Relations Managers
- Political Risk Analysts
- Corporate Affairs Managers
- External Relations Managers
- Corporate Social Responsibility Managers
- Public Relations Professionals

MANAGING PROJECT RISKS IN THE OIL & GAS INDUSTRY: INTERACTIVE JOURNEY THROUGH A COMPLEX ENVIRONMENT



Course Overview

The scrutiny faced by the oil and gas industry has never been greater. While the industry still accounts for the majority of the world's energy generation, opponents contest the use of such fossil fuels and such. Climate change and greenhouse gas emissions legislation, along with concern over the future of hydraulic fracturing, pose major problems to the oil and gas industry and with more households and businesses tightening their belts to make every penny count amidst an ongoing recession, oil and gas companies must address many of the same concerns.

Ultimately, the fact remains that without the industry, the lights would go out and our cars would stop running. That said, the industry is under incredible stress and the risk factors affecting it are complex. While many oil and gas companies have seen their own financials improve, the financial stability of partners, customers, vendors and suppliers remain top risk factors. This all means that the need to manage project risks effectively has never been of great importance to the industry as a whole.

This training seminar provides a structured approach to managing project related risks that ensure value is protected, and most importantly,

minimizes the chances of major events affecting not only the project but the organisation to the benefit of all.

This training seminar will highlight:

- Current issues within the Oil & Gas Industry that need to be tackled
- Typical risk responses used by the Oil & Gas Industry megaprojects
- Risk ownership as a critical part of risk management
- The importance of communication and escalation in Oil & Gas projects
- Key qualitative, semi-quantitative and quantitative risk responses

Expected Outcomes

This training seminar will take delegates through a real-life Oil & Gas project as a case-study, working with the case-study to develop and evaluate using industry best-practice tools. This method will provide a real insight into the challenges, and strengths that a positive Risk Management process can provide in such an uncertain industry.

At the end of this training seminar, participants will:

- Develop key risk management competencies such as developing an appropriate risk process for an organisation in the oil & gas Industry
- Understand the key roles, responsibilities and activities associated with project risk management
- Understand how best to apply appropriate tools and techniques to optimise risk management for your projects
- Learn to deal with the changing nature of risk through a stage gated project process
- Understand the human side of risk in terms of risk perception
- Understand the crucial challenges and lessons learned associated with oil and gas project risk management

Expected Delegates

This training seminar is suitable to a wide range of professionals but will greatly benefit anyone working on, interfacing with, or providing governance with respect to oil and gas projects:

- Project Risk Managers
- Project Managers
- Project Management Professionals
- Commercial Management
- Project Engineers
- Procurement & Logistics
- Planners
- Estimators/Cost-Controllers

MANAGING SECURITY RISKS IN THE OIL AND GAS INDUSTRY



Course Overview

Oil and Gas Risk and Security is all about people, plant, equipment, and procedures. Even with the best intentions these can and will often have gaps and weaknesses that may not always been seen from within the organisation. Oil & Gas control systems used to control the transport and storage of petroleum products deserve the highest level of protection from SCADA security and control system security threats. Occupational safety, environmental safety and public safety priorities demand reliable and trustworthy industrial control systems to facilitate human oversight of complex physical processes. Security threats from the most commonplace malware to today's pervasive targeted attacks of all persuasions must all be addressed and mitigated.

This training course will identify that threats are not always from the traditional 'front gate' approach, a joined-up Security Policy should therefore also cover Corporate, Criminal, Civil Unrest, Cyber as well as Terrorism from Internal and/or External threats. The biggest threat could be the one you were not expecting!

This training seminar will highlight:

- How the Security professional can achieve a consistent level of best practice across a wide range of risks?
- How to improve the professionalism of the pro-active security team?
- Security risk assessment, quantification and mitigation
- Key- asset identification and vulnerability assessment
- How to gain executive support to implement multi-disciplined security projects?

Expected Outcomes

This training course is structured to equip delegates with the specialist security knowledge to perform their management and supervisory duties to international standards in both security planning and asset protection. At the end of the training seminar, delegates will be able to:

- Understand Security Management practice and how to apply these principles

- Learn how to plan and effectively implement security projects
- Analyse a suitable cyber protection programme to protect Oil & Gas intellectual property
- How to improve the professionalism and reputation of the Security team?
- Understand how to mitigate the full range of risks facing the Oil & Gas industry

Expected Delegates

This training course is structured to equip attending delegates with the specialist security knowledge to perform their management and supervisory duties to international standards in Oil & Gas Security Management, Planning and Asset protection. All those who have responsibility for security or are included in security response plans should therefore attend.

- Security Supervisors/Managers
- Facility Supervisors/Managers
- HSSE Personnel
- Fire Department Personnel
- HR and Administrative supervisors responsible for security

OFFSHORE SAFETY & RISK MANAGEMENT SYSTEMS



Course Overview

Safety and Risk Management requires a twin approach of following the legislative standards and seizing the opportunities available in good risk management. Risk management is the identification assessment and prioritization of risk and then monitor and control such risks. Offshore hazards include the hazards of vessel, working over water and diving operations. Safety Management is applicable in all companies whether by following an accredited Safety Management System or by purely following a Hazard Register with the appropriate Risk Assessments.

Additionally, this training seminar will cover confined space entry and safe shift handover two areas that are continually the cause of incidents and loss.

This training seminar will feature:

- Risk Management
- Hazards of Vessels
- Safety Management Systems
- An Introduction to HAZOP
- Confined Space Entry

Expected Outcomes

Participants attending this training seminar will:

- Understand the legal background to Offshore Safety
- Appreciate what risk management is about
- Hazards of Vessels & Working over Water
- Gain knowledge about the elements of a Safety Management system
- Evaluate hazardous material
- Understand the hazards of confined space entry

Expected Delegates

This training seminar is suitable to a wide range of professionals but will greatly benefit:

- All Supervisors and Line Management who have assigned responsibilities within the Safety Management System (SMS)
- Offshore Operations Personnel
- Offshore Maintenance Personnel
- HSE Personnel

OPERATIONAL RISK MANAGEMENT

Course Overview

This programme will provide you with the knowledge you need to review, benchmark and refine operational risk plans within your organisation. The course focuses on both qualitative and quantitative techniques, offering integrated solutions for operational risk and suggesting approaches to the problems that an institution will face in meeting these demanding requirements.

Attend this Training Event and you will:

Learn to appreciate the key issues and practical solutions within risk management. Addressing all major risk issues, you will gain an appreciation of key risk topics and solutions

Expected Outcomes

- Understanding operational risk
- The role of international regulations in driving operational risk management
- Understanding the activities in managing operational risk
- Establishing and using an internal loss database
- Use of external loss data
- Development and use of both stress testing and scenario analysis
- Identifying mitigating techniques
- Development and use of key risk indicators

- Consideration and use of risk and control self assessment
- How to identify and measure operational risk

Expected Delegates

- Heads of Risk
- Risk Managers
- Board directors
- Heads of Audit
- Audit managers
- Heads of Compliance
- Project managers
- Business heads
- Risk management professionals
- Any professional who needs to know how operational risks affect their organisation

PETROLEUM PROJECT ECONOMICS & RISK ANALYSIS

Course Overview

Exploration and Production companies often must evaluate their potential E&P investment using proper present value analysis of expected future cashflows. From the projected cashflows and required investments, the annual rate of return and other project economic indicators can be extracted to evaluate the significance of company investment.

This training seminar provides practical guidance in the application of the techniques of the economic analysis currently used in the Oil & Gas industry. When executing a petroleum related project, one should be able to choose the best alternative from economic point of view as well as to properly evaluate various investment opportunities by determining economic indicators and sensitivity analysis. Techniques for predicting profit, production, costs, and cashflow enable the analyst to evaluate decision alternatives for optimum results. Understanding economic indicators, risk and uncertainty, different economic structures such as tax regimes and production sharing contracts, enhances the quality and the value of economic analysis.

This training seminar will highlight:

- Familiarization with the application techniques of the economics analysis in the Oil & Gas industry
- Petroleum related project evaluation methods
- Screening of the petroleum projects based on evaluating the investment opportunities
- Identifying the risks and uncertainties of the project
- Application of risk management methods in mitigating the identified risks of the project

Expected Delegates

This training course is designed to provide technical and practical approaches to executing a petroleum related project in upstream sector.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Oil & Gas Field Engineers
- Oil & Gas Managers
- Oil & Gas Auditors
- Oil & Gas Planners
- Financial Analysts
- Project Management Professionals

Expected Outcomes

The primary objectives of this training course are to:

- Understand various economic terms used in the Oil & Gas industry
- Understand how to develop economic models of various petroleum fiscal regimes
- Carry out cashflow analysis, different economic analyses for petroleum related project and determine economic indicators
- Evaluate and quantify risks and uncertainties
- Make the right investment decision in the presence of risk
- Carry out a comprehensive economic evaluation study for any petroleum related project including risk analysis and sensitivity study using spreadsheet
- Contribute to the petroleum project investment within a solid economic system and do a detailed economic evaluation
- Contribute to the decision-making process for any petroleum related project

PROJECT ANALYSIS: TOOLS & TECHNIQUES FOR MANAGING RISK & UNCERTAINTY



Course Overview

Large capital-intensive projects in all major industries require substantial - and mostly risky - investments in the acquisition, exploration, and subsequent operation and maintenance of new organizational assets.

The decision whether or not to invest in new capital projects, starts with critical decisions during the exploration phase of a new development, or the expansion of an existing field. The decision-making tools used to analyze project risk under conditions of uncertainty will help companies to determine the probability of success or loss, and will drive the decision to develop or abandon the well.

Of paramount importance therefore, is the systematic and comprehensive evaluation of potential investments, and the development of detailed cash-flow analyses to determine as accurately as possible, the expected returns to the organization under varying conditions of uncertainty over the expected productive life of the project.

This requires the development of sound, realistic, and carefully structured cash-flow projections, reflecting both the initial capital expenditures required for the acquisition of the asset, as well as the operational expenditures required for successful operation and maintenance of the asset over its anticipated productive life.

World-wide an alarming number of large capital projects fail to meet, or overrun their planned budgets, failing to realize both the financial and strategic goals of the organization - the very reason for their being undertaken in the first place - often with sizable increases in capital and operational expenditures, and with substantial financial losses to the organization. In the majority of cases, this is the inevitable consequence of failing to apply the tools and techniques of modern project decision-making, evaluation, financial planning, capital management and cash flow analysis when considering investment into new capital projects.

This training seminar will highlight:

- Understanding the decision-making process
- The power of the business case
- Financial decision-making tools
- The importance of Project Risk Management
- How to identify risks during development and respond appropriately

Expected Delegates

This training seminar is designed for programme and project management professionals, project leaders, project engineers, cost engineers, and other senior project control and business services professionals who are responsible for or involved in evaluating projects and managing cash flow throughout the duration of project delivery.

Expected Outcomes

At the end of this training seminar, you will learn to:

- Understand how to manage organization's investments in large capital-intensive projects
- Identify how to make and understand financial decisions and be able to present these back to the stakeholder community
- Identify how to manage the cash flow of projects and manage and appraise the financial risk mitigation strategies
- Understand proper cash-flow and sensitivity analyses to forecast and control potential future conditions
- Define and manage project success factors and maximize the return on the capital invested in projects
- Understand how to define financial strategies and incorporate these into project risk mitigation strategies

SAFETY TECHNOLOGY & RISK MANAGEMENT



Course Overview

As technological systems become more complex, it becomes increasingly difficult to identify safety hazards and to control their impact. Plant Managers and Engineers are becoming more aware that safety and risk touch on every aspect of the day to day running of their Plants and engineering and process systems if they are to comply with ever changing and demanding International, and National environmental and economic values and standards.

Unsafe systems can result in monies being lost due to accidents, disruption to production, criminal and civil prosecutions, loss of market share, and the degradation of company assets and the environment.

The highlights of this training course are as follows:

- Introduce to the delegate the practical ways of safety engineering and risk assessment systems

- Methods and techniques in eliminating, mitigating and controlling major hazard situations and conditions
- Using well established principles defined by International and professional bodies such as IChemE (Institute of Chemical Engineers), developed and formulated over many years and further established from learning from major accidents
- Provide the delegate with a working knowledge of the proactive and reactive processes by which quantifiable assessments can be used to assess and control risks

Expected Delegates

This course is specifically designed for:

- Plant Professionals
- Engineers
- Designers
- All Professionals who has a contribution to make in ensuring the safe operation of a potential high hazard workplace

Expected Outcomes

The overall objective is to ensure that participants are familiar with the concept of reliability and fundamentals of risk assessments. This training course has been designed to enable delegates upon completion to be able to:

- Apply the principles of hazard identification and assessment of risk to processes and machinery
- Understand reliability concept and use of failure tracing methods
- Demonstrate a practical understanding of a quantitative risk assessment technique and the data required for records
- Advise management on the most effective control methods based on the evaluation of risk
- Identify the general requirement for development of safe system of work
- Recognise relevant International Standards for Reliability and Machinery Safety



STRATEGY AND STRATEGIC PLANNING

- Creative Strategic Planning & Leadership 87
- Developing Strategic Partnerships, Joint Ventures, and Consortia 87
- Strategic Awareness and Business Acumen 88
- Strategic Management in Upstream Oil and Gas 89
- Strategic Thinking, Analysis and Planning 89
- Strategic Thinking, Analysis & Business Planning 90
- Strategy Building & Sustaining Competitive Advantage 90
- Strategy Masterclass: Taking Your Knowledge of Strategy to a Higher Level 91
- Advanced Strategic Management Programme 91
- The Strategy and High Impact Leadership Programme 92

STRATEGY AND STRATEGIC PLANNING

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Creative Strategic Planning & Leadership	Ghana	9-13		27-31		1-5		3-7		25-29		13-17	
Developing Strategic Partnerships, Joint Ventures, and Consortia	Dubai		11-15		15-19		3-7		26-30		7-11		2-6
Strategic Awareness and Business Acumen	Dubai	21-25		13-17		6-10		1-5		16-20		25-29	
Strategic Management in Upstream Oil and Gas	USA		13-17		3-7		5-9		21-25		23-27		12-15
Strategic Thinking, Analysis and Planning	London	23-27		20-24		15-19		10-14		4-8		6-10	
Strategic Thinking, Analysis & Business Planning	South Africa	16-20		6-10		22-26		17-21		18-22		20-24	
Strategy Building & Sustaining Competitive Advantage	Ghana		20-24		17-21		12-16		14-18		16-20		18-22
Strategy Masterclass: Taking Your Knowledge of Strategy to a Higher Level	Malaysia	9-13		27-31		1-5		24-28		11-15		13-17	
Advanced Strategic Management Programme	Rwanda		6-10		24-28		19-23		7-11		9-13		4-8
The Strategy and High Impact Leadership Programme	Kenya	23-27		13-17		8-12		3-7		25-29		20-24	

CREATIVE STRATEGIC PLANNING & LEADERSHIP: DEVELOPING INNOVATIVE, VISIONING AND STRATEGIC THINKING SKILLS



Course Overview

This Creative Strategic Planning & Leadership training seminar is designed to provide leaders and professionals with a set of transformational tools and techniques to help them maximise their own and their team's creative potential in a strategic context. Its starting-point is self-discovery: participants will work on the inside first and then focus outwards to impact on the world of business.

The focus of the Management & Leadership training seminar will be on thinking in different ways. Participants should be prepared to move out of their comfort zone and experiment with new ways of creating and communicating an inspiring leadership vision.

This will help demystify the frequently-misunderstood concept of 'strategy'. Whilst focusing on the analytical disciplines on which successful strategy is based, it centres on strategic planning as a value-adding process which harnesses the leader's and the team's ability to combine analysis with creative thinking and enables ideas and plans to be nurtured through to reality.

The highlights of training course are as follows:

- Demonstrating how to balance analytical and creative thinking in plans and decisions
- Understanding how to discover and focus the creative capabilities of teams and individuals
- Understanding the linkage between operational and strategic management
- Aligning your own responsibilities and objectives with the strategy of your organisation
- Improving personal leadership and management competencies

Expected Outcome

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

- Demonstrate innovative methods for harnessing others' creative potential
- Communicate your vision in refreshing and engaging ways
- Define the concepts of 'strategy' and 'strategic plans'
- Understand and explain visionary thinking as part of the strategic process and apply strategic planning to your own management issues
- Place your own part of the organisation within the overall context of corporate strategy
- Gain confidence in managing your own contribution to strategic implementation

Expected Delegates

This course is designed for:

- Senior Management Professionals, Team Leaders, Supervisors and All Professionals who are responsible for driving company growth by creating or eliciting new ideas and paradigms. Alternatively, you may be stuck with your own 'logical' career journey and seeking an opportunity to explore beyond its boundaries
- Anyone who wants to forge innovative approaches to communications, or to human resource and training managers searching for breakthrough ideas and tools they can use to harness the creativity in others within their organisation

DEVELOPING STRATEGIC PARTNERSHIPS, JOINT VENTURES, AND CONSORTIA: PROSPECTS, ANALYSIS, AND EXECUTION

Course Overview

This Developing Strategic Partnerships, Joint Ventures, and Consortia training seminar focuses on how to proactively develop all the key components for either a Strategic Partnership [SP], Joint Venture [JV], or Consortium – completing a formal scenario analysis of each potential opportunity with a detailed plan for execution.

When firms/organizations need to develop new functional capabilities to stay competitive, these require time, talent, and capital. Access to these resources can be achieved through a SP, JV, or Consortium with those who already have these requisite functionalities. Learn the comprehensive development and analysis process-flow and apply these to contemporary firms in several leading industries.

Then do the same for your own firm/organization – while developing a detailed

proactive rubric to screen and approach potential allies, negotiate the key contractual terms, lead the execution/launch, and monitor-assess a SP, JV, or Consortium.

This training seminar will highlight:

- Strategic mapping of external sectors, industries, markets, and segments
- Assessing your firm's functional capabilities alongside strategic needs and offerings
- Benefits and costs between: 1) strategic partnerships, 2) joint ventures, and 3) consortia
- How to approach another firm? How to respond if approached by another firm?
- Examining case examples of successful and poorly structured-executed alliances
- Team projects to develop an alliance proposal for your firm/organization

Expected Outcome

At the end of this training seminar, you will learn to:

- Produce a strategic map of prospective allies and potential arrangements
- Analyze and rank-order "best" opportunities
- Design a compelling value proposition for a proposed arrangement
- Explain the benefits and costs of different deal-alliance structures
- Develop an execution plan for an arrangement, including monitoring-assessing success

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Anyone looking to strategically leverage and enhance the value of company assets and resources
- Anyone looking to develop new revenue sources across product-services and markets
- Anyone looking to enhance strategic options for the shareholders/stakeholders
- R+D/Product Development Teams looking to enhance/broaden the scope/scale of the portfolio
- Business Development Professionals looking to proactively open up new opportunities

STRATEGIC AWARENESS AND BUSINESS ACUMEN: STRATEGY BUILDING & SUSTAINING COMPETITIVE ADVANTAGE

Course Overview

A study from the Economist Intelligence Unit reports that two-thirds of corporate executives believe a lack of business skills or business acumen inhibits their company from meeting strategic priorities. An organization of high business acumen individuals can expect to see leaders with a heightened perspective that

translates into an ability to inspire and excite the organization to achieve its full strategic potential.

As your leadership responsibilities expand, so does your need to understand the impact of every decision on the strategic and financial goals of your organization. That's why business acumen—an intuitive sense of how the moving parts of a company work together to create profit—is indispensable.

This Management & Leadership training course on Strategic Awareness and Business Acumen will improve your understanding of how operations, finance, marketing, and other functions must work together to create and execute a successful business strategy. It also provides the opportunity to polish your financial literacy and leadership skills and become more business savvy.

This training seminar will highlight:

- A review of business and economic context for your business
- Tools and techniques used in strategy development
- Use of strategic thinking: innovation approaches
- Business Acumen and Strategy Development
- Leadership qualities needed to inspire, motivate and engage with Staff

Expected Outcome

At the end of this training seminar, you will learn to:

- Examine the external environment affecting your company's ability to succeed
- Analyze your key competitors and what the future will look like
- Measure performance using standards that are highly correlated with value creation
- Integrate your competitive analysis to improve your business decision making
- Create a business strategy and a complete strategy implementation map

Expected Delegates

This training course is suitable to a wide range of professionals but will greatly benefit:

- Those wishing to sharpen their analytical skills and Business Savvy
- Supervisors taking on additional strategic responsibilities
- Managers taking on a more senior and strategic role in their organisation
- Managers seeking innovative approaches to business development
- Managers wanting to refresh their business acumen and strategic management tools

STRATEGIC MANAGEMENT IN UPSTREAM OIL AND GAS: MANAGING BUSINESS GOALS WITHIN COMPLEX ENVIRONMENT OF EXPLORATION & DEVELOPMENT



Course Overview

Participants on this Strategic Management in Upstream Oil and Gas training seminar will gain a good understanding of how oil and gas companies manage the strategic goals of their business, which typically include the acquisition and operation of multiple oil and gas assets (fields and reservoirs).

This Strategic Management in Upstream Oil and Gas training seminar is designed to equip early- and mid-career professionals for future business leadership roles within international oil and gas exploration and production organisations, but is also of great benefit to other professionals who need to understand the strategic goals and business methods of oil and gas companies.

Expected Outcome

By the end of this training seminar, participants will:

- Have an understanding of the role of the strategic management function within an international oil and gas company
- Understand the background to, and scope of, the oil and gas industry
- Understand the role of the wide range of professional disciplines that contribute to oil and gas exploration and production
- Understand the work of multi-disciplinary field development planning teams, as they strive to decide upon the most valuable ways to develop oil and gas fields
- Recognise the importance of effective early planning decisions (concept selection and 'front-end loading') in delivering successful projects

Expected Delegates

This training seminar is designed to equip early and mid-career professionals, from a variety of backgrounds (geoscience, engineering and commercial) for working with or within the strategic management function of international oil and gas companies, and for future business leadership roles.

This training seminar is particularly suitable for oil and gas professionals that want to:

- Gain an understanding of how their role fits into the 'bigger picture' of asset development, and the oil business in general
- Prepare for greater involvement and leadership roles in field development, strategic management and decision making
- Equip themselves for working within close-knit, value-focused, multi-disciplinary, fully-integrated asset development teams working on complex, large-scale projects
- Gain an understanding of the very broad scope of field development engineering, and the complexity and challenges of facilities engineering on mega projects

STRATEGIC THINKING, ANALYSIS AND PLANNING: MAPPING-OUT YOUR BEST POSSIBLE DIRECTION

Course overview

"Strategy depends upon the ability to foresee future consequences of present initiatives."

The basic requirements for strategy development include, among other factors: 1) Extensive knowledge about the environment, market and competitors; 2) Ability to examine this knowledge as an interactive dynamic system, and 3) The imagination and logic to choose between specific alternatives.

This course has been specifically designed to provide the necessary strategic tools and mapping capabilities to achieve high levels of strategic alignment and consistency relative to both the external and internal environment. In this way, strategy enables professionals to maximize internal efficiency while capturing the highest potential of opportunities in the external environment and gain organisational and personal success.

This training course will feature:

- Leading-edge Thinking in Strategic Analysis/Planning
- The Choices Faced in Developing Strategy
- The Concepts, Tools, and Techniques of 'Strategy' and 'Strategic Planning'
- Step-by-Step Processes, Providing a toolkit for each Stage
- Mapping and Applying Strategic Tools in managing their specialist roles
- Decision Making and Problem Solving

Expected Outcome

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

- Understand the global leading-edge thinking in strategic development
- Identify and evaluate the options and implications faced in developing a strategy

- Apply the concepts, tools, and techniques of 'strategy' and 'strategic planning'
- Understand the step-by-step process and apply a strategic toolkit for each stage
- Map out possible directions using strategic tools to apply to their own specialist role in the alignment of strategic programmes and projects
- Identify "real" problems and apply decision-making principles

Expected Delegates

This course is suitable to a wide range of professionals who are required to make strategic decisions, and who wishes to learn how to apply strategic tools in their own job and their own career but will greatly benefit the following individuals:

- New & Experienced Supervisors
- Team Leaders & Line Managers
- Projects & Process Managers
- Senior Managers
- Strategic Developers

STRATEGIC THINKING, ANALYSIS & BUSINESS PLANNING: TURNING STRATEGY INTO ACTION AND RESULTS

Course Overview

This training course gives you a robust practical framework to formulate, develop, and implement plans to achieve strategic goals and realise your vision. It shows you how to break out of reacting to day-to-day problems, so you can build a team or organization that is more proactive and resilient to change.

A key feature of this Management & Leadership training course is a comprehensive strategic management system that guides you through the steps needed to develop the right strategy then translate it into a business plan that provides the foundation for achieving strategic alignment of operational plans and individual objectives with your business model.

This training seminar highlights:

- The difference between good and bad strategies
- Improving the performance of an existing company/division/department when faced with major change in business conditions
- Balancing financial and non-financial objectives and goals
- Developing an existing company/division/department
- Aligning all activity to focus on the strategic goals and not be distracted by less important issues

Expected Outcome

The central objectives of this training course are as follows:

- Learn how to develop a plan to achieve the goals you want for you and your organization (company/division/business unit/team)
- Develop strategic thinking in your organization
- Develop a strategic plan for your organization
- Identify the principles and mechanisms that drive successful implementation
- Develop measurable action plans that result in success
- Understand your underlying business model and how it relates to your strategy

Expected Delegates

This training seminar provides a vital knowledge base to prepare for greater responsibility and moving into more senior roles. It will benefit managers who are about to take on strategic responsibility; those who have recently done so and more established senior managers who want to update their knowledge, including:

- Business Managers
- Team Leaders
- Process Leaders
- Functional Managers
- Project Managers
- Newly-appointed Senior Managers

STRATEGY BUILDING & SUSTAINING COMPETITIVE ADVANTAGE: ACHIEVING SUPERIOR CAPABILITY AS YOUR BUSINESS DEVELOPS



Course Overview

A few companies have mastered the intricacies of growth and change in a modern fast moving world and a tiny minority has become world class. The majority under-perform their true potential, delivering lackluster profits, growth and exports.

The answer, many years ago, was once straightforward but now it is increasingly complex. Companies that know how to build robust and agile strategies, achieve growth by successful acquisitive and organic methods and adapt/metamorphose at speed are the ones that

prevail and retain sustainable competitive advantage. The challenge is for those companies and boards which have yet to make the grade or comprehend the nature of current levels of global competition.

This Management and Leadership course on Strategy Building and Sustaining Competitive Advantage focuses on these 5 essential concepts—strategic conceptualization, strategic operationalization, strategic implementation, building speed and agility, risk optimization/future-proofing.

This training course is relevant to managers and newly appointed directors in every part of the company and managers within outsourced functions and directorates. This is because without a thorough understanding of how precisely their roles impacts upon sustainable competitive advantage and the ultimate strategy which delivers it, corporate success will be elusive.

The principal highlights of this training course are:

- Introduction to Leading Edge Thinking and Evolving Best Practice in Strategy Building
- Understanding Strategic Frameworks
- Understanding the Link Between Strategy Building and Implementation

STRATEGY MASTERCLASS: TAKING YOUR KNOWLEDGE OF STRATEGY TO A HIGHER LEVEL: CREATING TOMORROW'S ORGANISATION OUT OF TODAY'S ORGANISATION

Course overview

This Strategy Masterclass training course is aimed at developing the knowledge and core competencies that experienced managers need in taking their part of their organisation to the next level of achievement. It will demonstrate the process by which strategic management capability is developed.

This is a fast-paced training course that is based on leading-edge thinking and best practice in strategic management in the context of development of international operations.

This training course will feature:

- Understanding the major dynamics and trends of the global economy
- Learning how to deal with accelerating change and how to manage its impact
- Dealing with the increasing complexity of organisational structures
- Developing human resources for the new reality of 21st century business
- Securing balance and alignment of resources in implementing business plans

Expected Outcome

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

- Identify and evaluate main international economic indicators
- Contribute to strategy formulation and strategic management in their organisation
- Develop high-performing individuals and teams
- Understand and introduce the new organisational forms and structures
- Develop their teams to think strategically about their personal roles

Expected Delegates

This training course is appropriate for a wide range of delegates. The main characteristics of delegates are as follows:

- Proven career potential that now requires a high-level understanding of strategy
- Significant top-level operational management experience in their organisations
- Experienced specialists in corporate finance
- Human resource managers who contribute to long-term staff development
- Strong understanding of the basic principles of organisational design

ADVANCED STRATEGIC MANAGEMENT PROGRAMME: MEETING THE CHALLENGE OF 21ST CENTURY GLOBAL BUSINESS



Course overview

This training will enable experienced managers and specialists to take their existing knowledge and skills in business strategy to a higher level and make a major contribution to the development of their teams and their organisation in a rapidly changing and increasingly competitive global business environment.

This Programme considers the new challenges that we face in contemporary business. We need to develop ourselves and our people to deal with major changes in markets, competitive structures, technology, operational relationships and organisational structures. It is a fast-paced training course that offers the opportunity of improving strategic management capability based on introduction and application of leading-edge thinking and best practice in the

development of national and international operations.

This training course is intensive, broad in its scope and interactive in its approach. This will enable participants to develop new ideas for their part of their business as well as gaining an appreciation of the strategic impact of their personal specialisations on the performance of the organisation as a whole.

This training course will highlight the following major issues:

- Structural change in international business and its implications for strategic management
- Aligning strategy, structure, culture and operations
- Developing our teams for the new challenges of 21st century business
- Designing and resourcing strategic plans that can be executed effectively
- Managing the effective execution of strategic plans

Expected Outcome

At the end of this training seminar, delegates will leverage their experience and deepen their management and leadership skills in the following activities of strategic management:

- Enhancing your personal contribution in meeting corporate objectives
- Achieving leadership success in directing and focusing the work of your teams
- Setting demanding and realistic strategic and operational goals and targets
- Strengthening alignment of strategic and operational management
- Improving and developing strategic thinking in the whole team

Expected Delegates

This training course will be presented at an advanced level. Delegates will need to have had substantial senior management experience, including involvement in deciding the direction of their part of the organisation, if they are to understand and apply the material that is presented and thereby gain the full benefit from this training course. Delegate characteristics are as follows:

- Proven career potential that now requires a high-level understanding of strategic management
- Significant senior level operational management experience in their organisations
- Experienced specialists in corporate finance
- Human resource managers who contribute to long-term staff development
- Specialists in supply chain design and logistic systems

THE STRATEGY AND HIGH IMPACT LEADERSHIP PROGRAMME: STRATEGIC APPROACHES FOR THE LEADER OF TOMORROW



Course overview

In a shrinking world, all organizations and their managers are constantly being buffeted by unexpected twists and turns that call on them to react quickly, effectively and strategically. This training seminar will provide participants with the confidence, competence and tools to face and be proactive in making the changes necessary to add value to all stakeholders. It will expose you to tried and trusted state-of-the-art strategies to meet the rising expectations of external stakeholders and the new generation of employees.

This training seminar explores the principles of strategic leadership ability to help you develop an approach at all levels of your organisation to build a new culture that embraces challenges and change.

This training seminar will also focus on the critical roles of team leader and middle manager in harnessing their team's potential, and introduces and practices techniques for moving the organisation and the teams from average to excellence.

This training seminar will highlight:

- Your personal capacity for strategic leadership
- Exercising leadership more effectively for high-impact interventions
- Developing and motivating your team for peak performance
- Using strategic thinking to deal with resistance to leadership and change
- Getting ahead of the curve – being courageous and more proactive
- Creating an agile work environment
- Learning how to apply the best practices from some of the world's most admired organizations
- Leveraging the talent of the Millennial generation
- Challenging assumptions
- Using measurement to build accountability for continuous improvement

Expected Outcome

At the end of this training seminar, you will learn to:

- Apply better approaches to leadership and strategic management
- Develop resilience and adaptability in responding to change and uncertainty
- Recognise and respond more effectively to your leadership opportunities and challenges
- Understand and apply leadership practices from some of the world's most admired organizations
- Transform your organisation to embrace opportunities and challenges
- Develop your team to deliver value-added continuous improvement

Expected Delegates

This training seminar will benefit manager's thirst for a new ways to tackle traditional organizational ills. It is suitable to a wide range of experienced professionals and will be of particular benefit to:

- General Managers and Heads of Department
- Project, Programme, or Portfolio, Managers who need a more strategic view
- Front-line Managers under pressure to do more with less
- Senior Managers charged with transforming their department or division
- Human Resource Professionals who need to be up to date on good leadership practice



MANAGEMENT AND LEADERSHIP

• Achieving Leadership Excellence	96
• Developing Excellence in People Leadership	96
• Disruptive Innovation & Solutions	97
• Essential Core Skills of a 21st Century Leader	97
• Improving Business Leadership through Technology	98
• Improving Public Sector Performance in the 21st Century	98
• Improving Operation Performance and Productivity	99
• Leadership and Management - Masterclass	99
• Leadership, Communications & Interpersonal Skills	100
• Leadership in Digital Age	100

MANAGEMENT AND LEADERSHIP

COURSE FEE: \$4,500

	Location	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Achieving Leadership Excellence	Singapore	9-13		27-31		1-5		24-28		25-29		13-17	
Developing Excellence in People Leadership	South Africa		20-24		24-28		19-23		7-11		2-6		4-8
Disruptive Innovation & Solutions	Ghana	23-27		13-17		8-12		17-21		18-22		20-24	
Essential Core Skills of a 21st Century Leader	Rwanda		13-17		17-21		5-9		21-25		9-13		11-15
Improving Business Leadership through Technology	Dubai	21-24		11-15		6-10		15-19		2-6		4-8	
Improving Operation Performance and Productivity	Dubai	14-18		18-22		27-31		22-26		16-20		18-22	
Improving Public Sector Performance in the 21st Century	USA		6-10		3-7		12-16		14-18		16-20		18-22
Leadership and Management - Masterclass	USA			6-10			5-9		7-11	11-15		6-10	
Leadership, Communications & Interpersonal Skills	South Africa	16-20		20-24		22-26		24-28		4-8		13-17	
Leadership Development	Ghana		20-24		24-28		19-23		21-25		23-26		4-8

ACHIEVING LEADERSHIP EXCELLENCE: EMPOWERING PROACTIVE LEADERSHIP DYNAMICS

Course Overview

This training seminar focuses on the leader's role in developing and motivating excellent teams. Rather than trying to define one 'right' way to lead, it will introduce a range of complementary approaches which delegates will have the opportunity to practise, combine and adapt to suit their personal preferences and organisational needs.

By exploring the leadership role from a number of different perspectives, this GLOMACS Achieving Leadership Excellence training seminar allows delegates to experiment with innovative ways to empower and enthuse their team and influence positively their organisational climate and culture. The benefits to the organisation will be leaders better able to focus on organisational goals and better equipped to develop their team towards sustainable performance improvement.

In this training course, we will cover:

- Fundamentals of High Performance Teams
- Giving and receiving effective feedback
- Group Dynamics and Team Decision Making
- Power Tools of Leadership
- Performance Management
- Leadership Strategies

Expected Outcomes

Upon the successful completion of this course, participants will be able to:

- Study effective team operations
- Analyze effective communications strategies
- Understand how to give and receive effective feedback
- Consider tools for motivating and delegating
- Explore leadership styles
- Examine construction of a learning environment

Expected Delegates

This training seminar is intended for all individuals who have a stake in building successful teams and providing effective leadership:

- All Leaders and Professionals
- Management Professionals
- Team Leaders
- Supervisors
- Technical Staff

DEVELOPING EXCELLENCE IN PEOPLE LEADERSHIP: ACHIEVING BREAKTHROUGH PERFORMANCE TO BETTER LEAD & MANAGE TEAMS



Course Overview

This comprehensive training seminar incorporates a number of the most difficult leadership skills - the ones that deal with other people - into a two-week intensive program of people leadership with a focus on communication, interpersonal skills, motivation and organisational culture.

This training seminar will focus on:

- Self-awareness, Self-development and Self-mastery
- Advanced Communication and Interpersonal skills
- Empowering Delegation Skills
- Giving Constructive Feedback
- Presentation Skills
- Understanding Employees' Personal Needs and Wants
- Apply Individual Differences to Motivate Others
- Increase motivation by removing self-limiting beliefs
- Develop people and teams to self-perpetuate continual motivation
- Motivate innovative and creative thinking into their employees

Expected Outcomes

This course will enable participants to:

- Study effective management of our thoughts, beliefs, focus and action
- Consider how to build confidence, enthusiasm and courage
- Explore methods of improving communication
- Analyze the public face of the leader
- Gain insights into their own strengths and weaknesses and leadership styles
- Be able to understand the emotional makeup of their teams, colleagues and customers
- Be able to harness their employees' emotional intelligence to release creativity in the workplace
- Understand and practice key people skills to motivate towards excellence

Expected Delegates

This course is designed for:

- Managers, leaders and professionals who want to discover new ways to lead their teams
- Those who want a better understanding of the psychology of leadership and workplace behaviour
- Those interested in developing their skills in motivating and leading teams to achieve the organizational mission
- Managers who are making the transition to leadership

DISRUPTIVE INNOVATION & SOLUTIONS



Course Overview

Disruption and Change are happening within the workforce and managers on all levels need to be prepared. This highly focused training course targets several critical areas of doing Business with a Multi-pronged, Mental Cognitive Mapping for Innovative Just-In-Time, Disruption in Business Logic with a culturally diverse workforce.

“Working harder” was never the answer, “Working Smarter” answered a call NOW!!

“Thinking Faster” is needed most of all.

The majority of managers are university taught, and developed further with on-the job training; although these are absolutely necessary, most of these managers are too slow to act in times of JIT Change and Disruption.

This training course will highlight:

- Faster Problem-Solving Management Team
- Intuitive Leadership
- Decisive Decision Making
- Calculated Risk Taking
- Less Frustrated Workforce
- Culturally & Age Diverse Teams
- An Intune C-Suite & GM, MD
- Controlled Managerial Style
- Mentally Diverse Prepared Staff

Expected Outcomes

By the end of this training course, participants will learn to:

- Set goals for Vertical Development within Rank & File Employees
- Create ownership of development to well supported innovative staff

- Develop collective leadership along with individual guidance
- Set focus on innovation in several leadership development areas

Expected Delegates

This programme is for those looking backwards to see a way forward and If your making decisions with Just-In-Time-Chaos logic and need fast reactive teams working together.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Upper, Middle & Lower Management
- Finance Department
- Operations
- Warehousing & Logistics
- Floor Managers
- Stock Controllers
- General Staff/Supervisors and Change Leaders

ESSENTIAL CORE SKILLS OF A 21ST CENTURY LEADER: DYNAMICS OF LEADERSHIP

Course Overview

This training seminar will help you define and implement the vision you have for yourself, your team and your organisation. Working from an initial understanding of your own capabilities, motivators and resources, it will build an action plan for moving you and those around you towards a shared perception of the future, able to respond to an ever-changing world.

Highlights include:

- Understanding the leader's dynamic context
- Self-awareness and self-belief as drivers of leadership behaviours
- Adopting the appropriate 'altitude' as a leader
- Developing a robust and engaging vision
- Building key alliances inside and outside the team
- Maximising returns on investment in the team

Expected Outcomes

This course will enable delegates to:

- Examine your personal style and drivers of behaviour
- Analyze the interpersonal forces at work in your team and organisation
- Develop a vision for realizing your personal and organisational goals
- Inspire your team with a dynamic and aligned statement of purpose
- Identify and develop key partners in achieving your shared vision
- Link personal, team and organisational goals for sustainable performance

Expected Delegates

Managers and senior professionals who would like to take a wider perspective on their organisation, their role and themselves, and prepare for a move into strategic positions.

IMPROVING BUSINESS LEADERSHIP THROUGH TECHNOLOGY: LEVERAGING DIGITAL TRANSFORMATION FOR PERFORMANCE EXCELLENCE

Course Overview

This training seminar will help develop your understanding of digital leadership and learn how to apply it to help transform your organisation. As new digital technologies rapidly change, the demand for digital leaders is growing exponentially. Regardless of your background, this GLOMACS training course will give you opportunities to explore and learn how digital leaders can leverage and exploit new technologies for innovation and growth, and provides you with a further insight into the digital landscape.

Information Technology (IT) is fast changing the world around us. This course will also provide you with an understanding of IT-enabled changes in the business environment, and how insightful executives leverage Information Technology (IT) to create value and win competitive battles.

This training seminar will highlight:

- Impacts of technological innovation on the industry
- Explorations of competition and business models in the high-tech industry (e.g. Google, Apple and Facebook)
- Competitive dynamics of industries that consume significant technology with emphasis on how technology has disrupted some industries
- How IT transforms cost structures of firms by helping them build information capabilities that significantly increase value chain efficiency
- Impacts of IT on innovation and decision-making within firms that ultimately impacts revenue growth

Expected Outcomes

At the end of this training seminar, you will learn to:

- Identify how a business can increase sales and return on investment with new technology
- Construct a matrix of necessary organisational competences to effectively use new technologies in business practice
- Enhance the management and strategy of a business through digital technologies such

as: mobile apps, Internet of Things, Cloud computing and data analytics

- Align business and Information Technology (IT) strategies and apply within the workplace, overcoming the constraints and challenges of using Information Technology (IT)
- Benchmark your organisation against other industrial players and identify the key features for superior than industry-average performance

Expected Delegates

Although this course is open to all and assumes no prior requirements, it is primarily aimed at senior and middle management with an Information Technology (IT) and business focus.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Functional Managers
- Project Managers
- Senior Managers
- General Managers
- Heads of Department
- Aspiring Managers who wish to develop their skills in Business Leadership

IMPROVING PUBLIC SECTOR PERFORMANCE IN THE 21ST CENTURY: ACQUIRING CRITICAL SKILLS FOR THE LATEST TECHNIQUES IN PUBLIC SECTOR MANAGEMENT



Course Overview

This new training seminar is specifically aimed at those in the Public Sector who want to make improvements within the constraints of Government Control and existing Labor - Laws. This practical training course will explore a number of solutions, offering you new techniques and tools, which will aid your organization to produce measurable added value.

This will be a very practical training course and will go through all the key processes that can make a difference to public sector organizations; such as Competency, Performance, Employee attendance, Performance Appraisal and building better Organizational Capability. New

techniques in employee motivation will also form part of this innovative course.

This training seminar will highlight:

- How to maximise working within Government and Labour law constraints
- Building a stronger and more capable organization through a competence approach
- A new look at performance management and improving effectiveness
- How to improve and show the value of getting employee commitment
- Maximising established processes to aid with long term motivation

Expected Outcomes

At the end of this training seminar, you will learn to:

- Be able to show others how to significantly improve on your existing investment in competencies
- Analyse and demonstrate how performance can be improved in the Public Sector
- Take action and demonstrate financially how improving reliability will add value
- Understand and be able to significantly improve any existing Performance appraisal system and explain the benefit to Management
- Learn techniques to apply to motivate staff, specifically in the Public Sector

Expected Delegates

This course has a wide appeal and is suitable for anyone in the Public Sector who is looking to do things better. Also for those who want to show value the Public Sector can create.

This training course is suitable to a wide range of professionals but will greatly benefit:

- Department Heads
- Managers and Supervisors
- HR Personnel
- Organizational Development Specialists
- Those on Management Development Programs

IMPROVING OPERATION PERFORMANCE AND PRODUCTIVITY: STREAMLINE YOUR ORGANIZATION AND INCREASE YOUR OUTPUT

Course Overview

With the arrival of new technology, increased competition and rising expectations from customers and stakeholders the need for operational performance improvement has never been greater. The drive to deliver faster, cheaper and right first time is a challenge facing every organisation in the public and private sector.

How do you identify and quantify operational improvements? How do you get people on board and willing to change for the better? And how do you execute a plan of action and measure the benefits? If you need the tools and skills to address these questions in a practical way to deliver lasting performance improvement then this is the programme for you.

In this practical training course, you will:

- Learn how to apply world-class improvement tools and methods
- Gain hands-on experience of identifying improvement opportunities and practical ways to make them happen
- Understand what you need to do to embed beneficial change within your organisation

Expected Outcomes

By the end of this hands-on learning course, you will be able to:

- Locate and quantify operational performance improvements
- Identify and eliminate waste and reduce cycle times
- Identify and address the root causes of current problems
- Re-engineer your processes
- Deliver what you internal and external customers want better, fast and cheaper
- Drive and coordinate a programme of change
- Get your people on board so that change sticks and benefits last

Expected Delegates

This training course is designed for organization leaders who are committed to improvement. These agents of change include:

- Engineers
- Team Leaders
- Middle Managers
- Department Heads
- General Managers
- Project Managers

LEADERSHIP AND MANAGEMENT – MASTERCLASS: ESSENTIAL APPROACHES & CONTRIBUTIONS TO ORGANIZATIONAL SUCCESS

Course Overview

This training seminar is a comprehensive development training course that addresses the key skills, qualities and attributes of both Leadership and Management. This training seminar will cover all aspects of leadership and management with the main emphasis being on the human side of leading and managing people.

Highlights include:

- Understanding the skills required for contemporary Management and how to apply them
- Understanding the role of the modern Leader in its many forms
- Discovering & practicing different styles Leadership such as Coaching
- Gaining and using workplace skills for Managing people more effectively
- Understanding the need for motivation and how to apply it to self, individuals and teams
- Developing enduring human relationships to benefit business performance

Expected Outcomes

By the end of this training course, delegates will:

- Be aware of the differences between management and leadership skills
- Be more confident and skilled in the demands required of their role
- Be aware of how to motivate, influence and communicate with varied individuals and teams
- Be skilled in key elements of authentic Leadership such as trust, vision, respect and interpersonal communication
- Have the skills to organise, motivate and galvanise work teams to operate more effectively

Expected Delegates

This training seminar is suitable for:

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

LEADERSHIP, COMMUNICATIONS & INTERPERSONAL SKILLS: LEADERSHIP THROUGH SELF-MASTERY

Course Overview

Self-mastery is not achieved by accident - it is a process that occurs as we interact effectively with the events and circumstances of our lives. Each moment of our lives provides an opportunity to practice self-mastery by expanding our visions, awakening the faculties of our minds and our hearts, and assuming full responsibility for living, growing, and contributing.

As we master our own emotions, we can enhance our ability to lead others, acting as a role model and someone others would truly wish to follow. Through this training seminar, you will learn a great deal about yourself – how you think, how you perceive the world and how

others perceive you, how you communicate and how you can enrich your communication skills - and through that process you will learn how to lead others with great skill.

In this training course, we will cover:

- How to take charge of your Brain
- The Importance of a Powerful Vision coupled with Personal Integrity
- The Development of Communication Skills
- The Advancement of Leadership Capability
- The Improvement of Influencing Abilities

Expected Outcomes

Upon the successful completion of this course, participants will be able to:

- Study Effective Management of our thoughts, beliefs, focus and action
- Understand the impact of our values on our actions
- Consider how to build confidence, enthusiasm and courage
- Explore methods of improving communication
- Examine how to enhance personal leadership skills
- Analyze the public face of the leader

Expected Delegates

Those wanting to discover more about how their behaviour, power and influence can achieve improved personal performance. These include:

- Management Professionals
- Team Leaders - prospective, new or experienced
- Supervisors

LEADERSHIP IN A DIGITAL AGE



Course Overview

This training seminar uncovers the essential skills for future-ready leaders. In this workshop the trainer will take participants through an interactive workshop weaving in theory, case studies and interactive exercises focusing on transforming them for the realities of the corporate and business environment.

Through this training seminar, participants will learn skills such as EQ, Innovation and Creativity, the 4-step Leadership in a Digital Age

(LIDA) framework, and discover how to lead transformation and change within their organization and beyond.

This training seminar will highlight:

- Learn what is Industry 4.0 and what the world's leading companies are doing to innovate and prepare for the future of work
- Receive an EQ assessment that highlights your strengths and weaknesses in 4 areas of Emotional Intelligence
- Learn how to increase critical thinking skills, trust, collaboration and influence
- Learn the 5-step Design Thinking framework used globally to come up with user-centric products and services
- Discover how to implement, and execute change within your organization, and overcome resistance

Expected Delegates

This course is suitable to a wide range of professionals but will greatly benefit:

- Entrepreneurs and Business Owners
- Mid-to-Senior Level Executives
- Mid to Senior Managers
- Directors
- C-Suite Executives

Expected Outcomes

At the end of this training seminar, you will:

- Learn essential skills machines cannot replicate - EQ, innovation, creativity
- Apply the 4-step Leadership in a Digital Age (LIDA) framework for becoming a future ready leader
- Discover how to lead digital transformation within your organisation
- Learn techniques on how to execute, drive and manage change



PROJECT MANAGEMENT

- Program Management for Financial Sector Regulators 104
- Project Leadership Management and Communication 104
- Project Management Competencies for Professionals 104
- Project Risk Management for Corporate Professionals 105
- Executive Skills in Portfolio Management 105

PROJECT MANAGEMENT

COURSE FEE: \$4,500

	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
Program Management for Financial Sector Regulators	7-11		25-29		6-10		22-26		16-20		18-22	
Project Leadership Management and Communication		18-22		15-19		17-21		5-9		7-11		2-6
Project Management Competencies for Professionals	23-27		13-17		8-12		17-21		11-15		20-24	
Project Risk Management for Corporate Professionals		13-17		17-21		5-9		21-25		16-20		11-15
Executive Skills in Portfolio Management	16-20		20-24		15-19		10-14		4-8		13-17	

PROGRAM MANAGEMENT FOR FINANCIAL SECTOR REGULATORS



Course Overview

Program Management for Financial Sector Regulators is one of our key workshops for middle managers and executives who are looking for opportunities to upgrade their profile. Delivering several projects concurrently can be a challenge, these projects need to be executed as part of a program in order to maximize resources and management team members. This course has been designed for middle and senior managers, and will impart the appropriate knowledge, processes, skills, tools, and techniques to manage programs and projects within an organisation. The occurrence of multiple projects is now a frequent issue in most organisations, requiring great skills to coordinate.

Expected Outcome

Program Management offers a clear, benefits-oriented framework, cross-project planning techniques, dependencies control, and a prioritisation method aligned to strategic organization goals. Without it, many millions of dollars can be spent on overlapping or conflicting initiatives, with little resulting benefit.

Expected Delegates

This training course is designed for those who need good ideas and concepts on how to run and manage their programmes like business analysts, integration managers, business heads, audit managers, stakeholder analysts, organization strategists, programme managers and risk managers.

PROJECT LEADERSHIP MANAGEMENT AND COMMUNICATION

Course Overview

Both leadership and management are becoming increasingly more complex. Typically organisations in both the public and private sectors are facing changes driven by political, economic, sociological, technological, legal and environmental issues. In order to successfully meet these challenges organisations need to ensure that their leaders and managers at all levels have a comprehensive understanding of their roles, goals and required competencies. This Leadership and Management Skills training course is focused on meeting this requirement.

Expected Outcome

The need to think strategically, The principles of managing change, How to approach and solve problems creatively, Critical aspects of teamwork, The process of motivating yourself and others, Methods for Managing Conflict, Techniques for dealing with difficult staff.

Expected Delegates

Team leaders seeking to enhance their performance, Technical staff seeking a greater understanding of management, Managers desiring to sharpen their skills, Anyone seeking to step up a level.

PROJECT MANAGEMENT COMPETENCIES FOR PROFESSIONALS

Course Overview

This workshop offers a refreshing perspective in project management for executives who wish to relate the concept with their present functions for better efficiency and in order to systemise their functions and the outcomes of the office environment in a specific, orderly manner. Such a mindset will greatly assist in ensuring that targets are met and overall organisational performance will improve. This workshop is not a certification training but will greatly assist professionals in delivering more on the job in today's frenetic world.

Expected Outcome

Program Management offers a clear, benefits-oriented framework, cross-project planning techniques, dependencies control, and a prioritisation method aligned to strategic organization goals. Without it, many millions of dollars can be spent on overlapping or conflicting initiatives, with little resulting benefit.

Expected Delegates

This course is designed for project managers, auditors, business analysts, risk management professionals, supervisors' committees, contract supervisors, stakeholders, board of directors, business heads, and also appropriate for a broader audience who wish to gain insight on how to run and execute their projects smoothly and effectively.

PROJECT RISK MANAGEMENT FOR CORPORATE PROFESSIONALS



Course Overview

This Project Risk Management training is designed to equip project teams with the necessary knowledge and skills to allow them to accurately and efficiently identify, quantify and control risks which threaten to disrupt, or derail, their projects. This Interactive workshop covers case studies and practical risk management exercises, applicable to all industry sectors where projects are undertaken, and are of a value and nature that necessitate formal risk management. By better understanding the risks which may affect your projects, and how to effectively manage them, participants will be better positioned to successfully deliver your projects on schedule, within budget and with a clear health, safety and environment record. The proven project risk management methods

covered in this Project Risk Management Workshop will benefit all people who are involved in projects of any type or size, be it small single-discipline type projects through to multi-discipline mega projects.

Expected Outcome

This Project Risk Management training course will provide direct organisational benefits through improved project risk management practices. By applying the methods learnt and practiced in the workshop, organisations will: Reduce time spent managing project risks, Improve project execution productivity, Increase risk management efficiency, Protect project values through accurate risk identification and analysis, Achieve project objectives through effective risk response planning, Enhance project risk knowledge and information needed for Enterprise Risk Management.

Expected Delegates

This Project Risk Management Workshop is tailored for all personnel who are either involved in, or responsible for, the successful delivery of projects of all types and sizes.

The workshop is suitable to a wide range of professionals but will greatly benefit: Project Directors, Asset Managers, Project Managers, Project Risk Managers, Quality Assurance Managers, Contract Managers, Procurement Managers, Project Engineers, Discipline Engineers, Technical Assistants and Project Management Professionals

EXECUTIVE SKILLS IN PORTFOLIO MANAGEMENT

Course Overview

Formal portfolio management is the most effective way to implement strategic initiatives because it bridges the gap between strategy and implementation. Organizations that are effective in portfolio management had 62 percent of products meet or exceed expected ROI according to 2012 Pulse of the Profession research. Portfolio managers align projects, programs

and operations with strategic objectives, investing resources in the right work to deliver the expected value. This Portfolio Management training course is designed to create a better understanding of the different concepts associated with the investment analysis and portfolio management. In this training classes, you will learn how to conduct portfolio performance measurement and attribution, how to review portfolio strategies for a variety of asset classes including fixed income, equity and alternatives.

Expected Outcome

By attending this course, you will be equipped with the knowledge and skills to effectively navigate the portfolio management discipline, including all domains, concepts, processes and tasks of The Standard for Portfolio Management 3rd Edition, and align your portfolio management experience with PfMP terminology and definitions, as well as identify the steps needed to complete your exam application and meet the required criteria.

Expected Delegates

This training course is aimed at those involved in a range of formal and informal portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realisation. It is relevant to all those involved in the selection and delivery of business change initiatives including: Members of Management Boards and Directors of Change, Senior Responsible Owners (SROs), Portfolio, Programme, Project, Business Change, and Benefits Managers, Business Case Writers and Project Appraisers, Manage or Perform a PMO Function, Individuals who sponsor, manage or participate in projects, Project Management Professionals



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INTERNATIONAL TRAINING

BROCHURE



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