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(TRAINING, RESEARCH & CONSULTANCY)

2017

INTERNATIONAL TRAINING PROGRAMS

- **ACCOUNTING, BANKING AND FINANCE**
- **RISK AND CORPORATE GOVERNANCE**
- **GENERAL MANAGEMENT AND LEADERSHIP**
- **PROJECT MANAGEMENT**
- **SUPPLY CHAIN MANAGEMENT**
- **HUMAN RESOURCES**

*Course Venues: Lagos, Abuja, Kano, Owerri, PH, Accra, Yaoundé, Nairobi,
Douala, Dubai*

4, Akinpelu Street, Lagos-Ibadan Express Road, Behind Femak Petrol Station, Ibafo, Ogun State,
P.O. Box 51409 Falomo – Ikoyi, Lagos 101008, NIGERIA
Tel. +1-646-202-8832, +2348033467639, +2348023019508, +2347087784497
Website: www.tsigroups.com E-Mail: megaheads@gmail.com

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ACCOUNTING COURSES

Fraud Detection and Control

Duration: 3 Days

Course Fee: \$600

Course Overview:

Fraud is a general headache in most establishments around the world. A company has to actually detect fraud before it can be investigated. Remember that companies put controls in place to ensure that transactions have proper approval and the numbers are recorded correctly, but there are people who deliberately circumvent the controls for fraudulent purposes. What of control overrides, these are senior management activities...This course would equip you with modern skills to detect and control frauds.

Learning Objectives:

At the end of this session, participants will be able to:

- Define what fraud is,
- Identify some common types of fraud and their red flags,
- Identify some common ways that fraud is detected within companies,
- Develop a basic investigative policy and create a general plan for dealing with reports of suspected fraud,
- Assemble a competent fraud investigation team to examine cases of suspected fraud,
- Know the options for discipline and legal action once a fraud investigation is concluded.

Course Outline:

What is Fraud, Occupational Fraud, The elements of fraud, Fraud in Bank transactions, Frauds in Deposit Accounts, Detection of Forgeries and Identification of Signatures, Frauds in Advances, Frauds in Remittances, Credit Card Operations/Plastic Card Fraud, Identity Theft, Frauds in Computerized Environment, Legal Issues in Prevention of Fraud, Economic justification for eliminating Fraud, Social justification for eliminating Fraud, International justification for eliminating Fraud, Moral justification for eliminating Fraud. Mechanism for dealing with Fraud. The organizational planning framework. The role of an effective auditor,

The Red Flags for Fraud, Why are Red Flags important, Red Flags in Cash/Accounts Receivable, Red Flags in Payroll, Red Flags in Purchasing/Inventory, Reporting Fraud, Fraud Prevention Plan, Discuss the issues, and risks associated with various policy actions to combat Fraud ·

Advanced Fraud Detection and Control

Duration: 3 Days

Course Fee: \$600

Overview:

The responsibility to take action after frauds have been detected rests on senior management. In some cases, control overrides are often done by senior management, thereby making a mockery of the fight against fraud. This course would bring senior management into the reality of how to ensure that control mechanism protects the assets of their organizations and their subordinates are kept on tabs.

Learning Objectives:

At the end of this training session, participants will be able to:

- Define fraud and corruption,
- Identify red flags of various types of frauds and corruption,
- Re-organize/re-design fraud environment to neutralize it,
- Identify some common ways that fraud is detected within companies,
- Develop a basic fraud policy and create a general plan for dealing with reports of suspected fraud,
- Assemble a competent fraud investigation team to examine cases of suspected fraud,
- Demonstrate forensic investigation skills,
- Demonstrate evidence presentation skills

Course Outline

- Key issues which drove the frauds of the 21st Century
- Money Laundering,
- Money Laundering - Examples of Suspicious transactions
- Economic justification for eliminating Fraud,
- Social justification for eliminating Fraud,
- International justification for eliminating Fraud,
- Moral justification for eliminating Fraud.
- Mechanisms for dealing with Fraud
- Strategic Fraud Prevention Plan,
- Discuss the issues, and risks associated with various policy actions to combat Fraud
- Prosecution

Auditing for Internal Control

Duration: 3 Days

Course Fee: \$600

Course Overview

The Board of Directors has the ultimate responsibility for operations and processes involving risk management and control, but, managers with operational responsibility are charged with ensuring that the risk management, steering and control processes work according to the guidelines of the Board. This includes continuous evaluation of control methods, which should be identified, appropriate, effective and stable. Good risk management, steering and control requires clearly defined delegation of responsibilities and duties, as well as observance of the duality principle, which means that no one should handle a routine or oversee a case without control or supervision

Learning Objectives

At the end of this training session, participants will be able to:

- Define the roles of an Internal Auditor in an organization
- Identify those “high-risk” processes—and build control systems that mitigate the risk
- Develop control-based audit recommendations that truly help management meet tactical and strategic objectives
- Ensure that your company fully complies with the SEC Code of Corporate Governance on risk and internal control

Course Outlines

- The internal audit environment and risk
- The principles of effective internal audits
- Developing achievable audit objectives
- Principles of internal audit and risk control

- The strengths and drawbacks of internal control systems
- Preparing complete audit work papers
- The impact of computers on the audit process
- Maintaining a positive audit environment
- Selling your audit recommendations to management
- Recommending risk control and risk mitigants

Conducting Internal Investigation

Duration: 3 Days

Course Fee: \$600

Course Overview:

Internal investigations are a vital part of Control and Security Program. It's a serious matter when an employee is alleged to be violating company rules. So-called 'insider threats' can cause as much damage as thieves outside. These threats come in many different forms which include:

- Accounting fraud
- Outright theft of physical assets
- Unauthorized access, to manipulate data or to sell it
- Threats, sexual harassment or other inappropriate forms of behavior or communication.

Learning Objectives:

At the end of this training session, participants will be able to:

- Define what constitute an internal threat and unethical conduct
- Identify red flags of various types of threats,
- Re-organize/re-design the environment to prevent unethical conducts,
- Identify some common ways to detect threats and unethical conducts,
- Develop a basic policy and create a general plan for dealing with reports of suspected violations,

- Assemble a competent investigation team to examine cases of suspected threats and violations,
- Demonstrate a good investigation report writing and presentation skills

Course Outline:

- Introduction to Internal Investigations
- How to Prepare for an Investigation
- How to Conduct Interviews
- How to Develop Investigative Recommendations

Forensic Evidence in Litigation**Duration: 3 Days****Course Fee: \$1,340****Course Overview**

Forensic Accountants and Investigators are often saddled with the task of presenting their professional reports in open courts in such a manner as to lead the court to the truth. .This is a herculean task! Therefore the training will give insights into several areas of forensic evidence in light of evolving standards in science, in the content and the application of the rules of evidence, and in the working of the judicial system for a comprehensive understanding of the use of forensic evidence in litigation, procedures and adjudication.

Learning Objectives

At the end of this training session, participants will be able to:

- Demonstrate proficiency in evidence matters and understanding of how to use forensic science in the courtroom;
- Compare the use of scientific methods in forensic evidence, their methodologies, forms of validity, reliability testing and application of the Daubert standard;

- Examine the distinctions between the presentation of forensic evidence in civil court versus criminal court;
- Present advice for dealing with forensic/scientific experts including questioning an expert witness, opinions the expert can give, and an understanding of how different expert opinions can affect the trial result;
- Demonstrate the presentation of forensic evidence in a courtroom;
- Deploy the use of case studies about actual trials to illustrate recent trends in the use of forensic evidence during trials.

Course Outline

- The Evidence Act
- Forensic Evidence and Expert Testimony
- The Scientific Method and Forensic Evidence
- Introducing Forensic Evidence in Court by Expert Testimony
- Types of Expert Witness Opinions
- Trial Objections and Appeal Issues regarding Forensic Evidence
- How the Court System Affects the Use of Forensic Evidence
- Forensic Evidence, Expert Testimony, and the Legal Rules
- Definitions of Forensic Evidence
- Assuring Forensic Evidence is Scientifically Reliable
- Forensic Evidence introduced and explained by Expert Witnesses
- How Forensic Evidence is Processed
- Chain of Control
- Types of Expert Opinions
- Case Study

Contract and Procurement Fraud - Auditing the Procurement Process

Duration: 3 Days

Course Fee: \$1,300

Course Overview

When establishing a management system, organizations have to put in place processes to control the purchasing of products (or services) and their verification. However, the way organizations consider such requirements are fulfilled may not necessarily be the most appropriate one. Similarly, auditors may consider it sufficient to confirm compliance by just checking that an approved supplier list is up-to-date, that orders have been placed only with approved suppliers and activities necessary for ensuring conformity with the specified purchase requirements have been carried out.

Learning Objectives

At the end of this session, participants will be able to:

- Define when Procurement design and development should start,
- Initiate an Inter-departmental agenda for the design, the vendor and specification at the required cost and time;
- Identify the statutory, environmental and regulatory requirements,
- Identify the degree of risk associated with a component or product and the controls required to ensure that it meets the design specification,
- Audit the procurement procedure

Course Outline

- Procurement Audit Procedure
- Criteria for the Selection of Suppliers
- Limitations of traditional approach
- Reliance on tendering
- Vulnerability to contract fraud
- Initial selection and supplier partnerships
- Annual review tools e.g. rolling audits, supplier 'MOTs'
- Benchmarking
- Improvement plans

Financial Institution Fraud

Duration: 3 Days

Course Fee: \$600

Course Overview:

Financial Institution Fraud is all about criminal violations involving fraud against banks, savings and loan associations, credit unions, check cashers, and stockbrokers by internal and external parties. Forensic Accountants and Fraud Examiners possess the investigative expertise in this complex area. The Head of our Forensic Accounting Faculty would be imparting several years of experience in this field to participants.

Learning Objectives:

At the end of this training session, participants will be able to:

- Define financial frauds,
- Identify the fraudsters motives and characteristics
- Expose the fraudsters modus operandi
- Expose the fraudsters trick and its consequence
- Discuss Prosecution/Disciplinary methods

Course Outline:

- Types of organizations that may be involved in financial statement fraud
- Motives behind financial reporting fraud in organizations
- Methods used to perpetrate financial statement fraud in organizations
- Prevent, Expose and Prosecute (PEP) Methodology
- Case Studies and References

Financial Statement Fraud:

Duration: 3 Days

Course Fee: \$600

Course Overview:

When the managers of a company provide false financial information, it's called financial statement fraud. Financial statement fraud is usually committed with the intention of making financial gains, such as using the false information to increase the value of the company's stock and deceiving unsuspecting investors, lenders, tax authorities and governments.

Financial statement fraud is the most costly type of fraud committed at companies. Although financial statement fraud is present in only about 10% of internal fraud cases, the median cost of a financial statement fraud is \$2 million.

Learning Objectives:

At the end of this session, participants will be able to:

- Identify the most common ways financial statements are fraudulently manipulated.
- Recognize some of the common red flags of financial statement fraud.
- Understand why traditional independent audits fail to detect fraud most of the time
- Reveal to the management/clients areas vulnerable to financial statements frauds

Course Outline:

- Revenue overstatement, Understating expenses, Overstating assets, Understating liabilities
- Improper use of reserves, Mischaracterization as "one-time" expenses, Misapplication of accounting rules
- Misrepresentation or omission of information, Why Financial Statement Audits don't find fraud
- Fictitious revenues
- Fabricating revenue
- Inadequate provisions for sales and returns
- Sales with conditions
- Timing differences
- Early revenue recognition
- Recording expenses in the wrong period
- Concealed liabilities and expenses

- Liability and/or expense omission
- Omission of warranty and product liability
- Improper disclosures
- Liability omissions
- Significant events
- Management fraud
- Related-party transactions
- Changes in accounting policy
- Improper asset valuations
- Inventory
- Accounts receivable
- Fixed assets
- Business combinations

Fraud Prevention

Duration: 3 Days

Course Fee: \$600

Course Overview:

This course explains the nature of fraud and deals with the issues of implementing appropriate policies, systems and controls to try to prevent fraud occurring. It highlights ways of managing the fraud risks; discusses arrangements that can be put in place to invoke when fraud is discovered, and addresses the problem of what to do when a fraud occurs.

Learning Objectives:

At the end of this session, participants will be able to:

- assess their current anti-fraud procedures;
- strengthen the anti-fraud preventive controls,
- develop policies and procedures for managing the fraud risk;

- Recommend to management, the correct approach when a fraud occurs, including how to investigate, record and interview staff.

Course Outline:

- What is Fraud: The Fraud Bill
- How much is involved?
- Where does fraud occur?
- Why does it happen?
- Profile of a fraudster
- Examples of fraud in the industry
- Case studies
- Developing effective anti-fraud policies and procedures
- The Role of the Investigating Officer
- Investigating
- Recording
- Interviewing

Fraud Risk Management

Duration: 3 Days

Course Fee: \$600

Course Overview:

Despite widespread coverage in the press, and governments and regulators efforts to reduce fraud, economic crime continues to be a menace to businesses around the world. Even when companies have controls in place to detect

economic crime, these can often be rendered ineffective by management override or collusion.

Learning Objectives:

At the end of the training session, participants will be able to:

- Conduct fraud risk assessments
- Design effective intelligence screening process
- Improve incident reporting mechanism
- Upgrade code of ethics and whistleblower programs
- Recommend appropriate fraud risk mitigation protocols

Course Outline:

- Conducting fraud risk assessments
- Designing and implementing employee awareness testing
- Reviewing your code of ethics and whistleblower program in relation to best practices
- Designing an effective intelligence screening process
- Assisting you with your fraud awareness training
- Reviewing your incident reporting mechanism for effectiveness
- Reviewing your investigation and remediation protocols in relation to best practices

Fundamentals of Anti-Money Laundering

Duration: 3 Days

Course Fee: \$667

Course Overview:

Nowadays, money laundering is gaining both national and international attention. Therefore, the pressure is increasing on institutions to comply with the money laundering regulations and take effective steps to combat money laundering. This

course aims to provide basic money laundering training to both public and private sector officials in a better, quicker and more efficient way by making them familiar with many of the laws and regulations now enhanced to deter money laundering. It will give a holistic overview of money laundering standards and issues, including definitions, various processes of money laundering, and impact of money laundering on international development.

Learning Objectives:

At the end of the training session, participants would be able to:

- Discuss the basic concept of money laundering and its various processes;
- Identify the economic impacts of money laundering and terrorist financing on national/ international development;
- Examine the efficiency of international standards to combat money laundering and terrorist financing;
- Summarize the legal requirements and preventive measures to be adopted by developing countries to combat money laundering;
- Discuss the various international measures to combat terrorist financing and incorporate the compliance and implementation of the FATF recommendations into their laws.

Course Outline:

- An Introduction to Money Laundering
- National and International Response to Money Laundering
- Criminalization of Money Laundering
- Anti-Money Laundering Regulatory Regime (Case Study)
- International Measures to Combat Terrorist Financing

Investigating Fraud in the Workplace

Duration: 3 days

Course Fee: \$650

Course Overview:

Fraud continues to be a serious and costly problem for businesses. There are incredibly creative fraud schemes used by employees, owners, managers and executives to defraud their customers. This course is designed specifically for Internal Auditors, Audit Committee Members, Officers of Regulatory bodies, Bank Inspectors etc.

Learning Objectives:

At the end of this training session, participants will be able to:

- Define what constitute a workplace threat and unethical conduct,
- Identify red flags of various types of workplace threats,
- Re-organize/re-design the environment to prevent unethical conducts,
- Identify some common ways to detect threats and unethical conducts,
- Develop a basic policy and create a general plan for dealing with reports of suspected violations,
- Assemble a competent investigation team to examine cases of suspected threats and violations,
- Demonstrate a good investigation report writing and presentation skills

Course Outline:

- Fraud and Ethics Overview,
- Introduction to Evidence,
- The Investigative Process,
- Indicators of Fraud,
- Evaluating Complaints and Allegations,
- Fraud Response Planning,
- Investigative Options and the Law,
- Management of Investigations – Policy and Tasking,
- Management of Protracted Fraud Investigations,
- Dealing with Evidence – Integrity and Continuity,
- Interviewing in Investigation,
- Presenting a Case and Dealing with Law Enforcement Agencies,

Advanced Investigation Techniques

Duration: 3 Days

Course Fee: \$650

Course Overview:

If a serious fraud allegation were made against someone in your organization or group of companies, would you be ready to investigate and discover the truth? This course exposes participants to advanced techniques of investigation for most types of white collar crime.

Learning Objectives:

At the end of this session, participants will be able to:

- Deploy advanced tactics in investigations
- Display advanced knowledge and skills necessary to lead complex investigations,
- Identify red flags of various types of threats,
- Re-organize/re-design the environment to prevent unethical conducts and threat,
- Identify some common ways to detect threats and unethical conducts,
- Develop a basic policy and create a general plan for dealing with reports of suspected violations,
- Assemble and coordinate a competent investigation team to examine cases of suspected threats and violations,
- Demonstrate a good investigation report writing and presentation skills

Course Outline

- Investigation Management,
- Investigation Team Selection and Allocation of Roles,
- Investigation Budgeting,
- Jurisdiction and Law Enforcement Agencies,
- Dealing with Scenes of Crime,

- Investigative Interviewing,
- Analysis of Information,
- Surveillance Techniques,
- Handling Informants,
- Recording and Storage of Evidence,
- Analysis of Evidence,
- Report Writing.

Workplace Investigation & Interviewing

Duration: 3 Days

Course Fee: \$650

Course Overview:

When fraud occurs or there is a misappropriation of assets, it is often difficult to know who is responsible among the staff members. Therefore, Investigation must take place. The course is designed for Internal Auditors, Bank Inspectors, Officers of Regulatory Agencies, Co-Operative Inspectors and Finance Officers with oversight functions.

Learning Objective

At the end of this session, participants will be able to:

- Define what constitute an internal threat and unethical conduct
- Identify red flags of various types of threats,
- Re-organize/re-design the environment to prevent unethical conducts,
- Display a high level of interviewing skills during investigation
- Develop a basic policy and create a general plan for dealing with reports of suspected violations,
- Assemble a competent investigation team to examine cases of suspected threats and violations,
- Demonstrate a good investigation report writing and presentation skills

Course Outline:

- Corporate Risk Management,
- Investigation Objectives and Options,
- Introduction to Criminal and Civil Law,
- Disciplinary Practice and Procedure,
- Investigation Methodology,
- ‘Information, Intelligence or Evidence?’, Interview Techniques,
- Presenting a Case.

Forensic Auditing and Accounting

Duration: 3 Days

Course Fee: \$800

Course Overview

The term ‘forensic’ means suitable for courts of justice or for public discussion and debate. Forensic auditing provides an investigation methodology and accounting analysis that is suitable to the court which will form the basis for discussion, debate and ultimately dispute resolution. This course concentrates on practical advice for internal auditors in the fight against fraud, with focus sessions on deterrence, data mining and interviewing in a stressed environment. It provides an incisive analysis of how fraud occurs within an organization and explains the latest techniques for fighting it.

Learning Objectives

At the end of this training session, participants will be able to:

- detect white collar crimes within an organization;

- demonstrate skills for Forensic Investigations;
- write forensic accounting investigation reports;
- apply forensic accounting skills in the prosecution of economic crimes;
- present forensic evidence in courts successfully;

Course Outline

- Forensic Auditing Overview
- White Collar Crime and Business Risk
 - The black economy - awareness and profiles
 - Money laundering component and the proceeds of crime
 - Governance and business risk overview
 - Fraud theory (definitions, types and scale)
 - Limitations of traditional audit techniques
 - Strategic fraud prevention plan
- Detection and the Forensic Audit Toolkit
- Investigations and Expert Witness Testimony
 - Use of publicly available information
 - Use of documentary evidence
 - Interviewing in a stressed environment – the five possible stages of a fraud interview and how best to handle each stage
 - Assessing quantum of loss
 - Reporting
 - Practical case-management tips
 - Dealing with lawyers and handling court situations

Preventing Occupational Fraud

Duration: 3 Days

Course Fee: \$600

Course Overview:

News of occupational fraud in organizations has been increasing at a very noticeable rate. Though the act of fraud has been around for years, the schemes are getting more sophisticated as technology advances. Smaller

companies are more susceptible to fraud due to the fewer controls that are available including small size of staff and limited budgets. Inexpensive ways to combat fraud in smaller companies can be achieved by implementing formal codes of conduct and anti-fraud policies outlining explicit statements against fraud and unethical behavior.

Learning Objectives:

At the end of this session, participants will be able to:

- Define Occupational Fraud
- Create fraud prevention controls
- Identify vulnerable sections of the company
- Identify staff fraud triggers

Course Outline:

- Skimming cash receipts
- Falsifying expense reports
- Forging or tampering with company checks
- Falsifying payroll records
- Falsifying bills and invoices
- Stealing cash
- Stealing other physical assets
- Stealing intellectual assets and information
- Corruption
- Financial statement fraud

Asset Misappropriation

Duration: 3 Days

Course Fee: \$600

Course Overview:

Asset misappropriation fraud happens when people who are entrusted to manage the assets of an organization steal from it. Misappropriation of company assets is the most common form of fraud and financial loss facing organizations today. As today's business environment becomes increasingly more complex and global, the opportunity and likelihood of losing corporate assets to fraud increases dramatically. Asset misappropriation fraud schemes, even in the simplest of forms, can often be difficult to detect and unknowingly result in losses that add up to significant dollars.

Course Objectives:

- Define Asset Misappropriation Fraud
- Create fraud prevention controls
- Identify vulnerable sections of the company
- Identify staff fraud triggers

Course Outline:

- Check Tampering
- Embezzlement
- Expense Reimbursement Fraud
- Fraudulent Billing Schemes
- Inventory Theft
- Kickback Schemes
- Lapping Schemes
- Misuse of Company Assets
- Payroll Fraud
- Skimming
- Vendor Data Analysis

THE FRAUD POLICY

Duration: 3 days

Course Fee: \$550

Course Overview:

Organizations should put in place what is known as the “Fraud Policy” to spell out what constitutes an act of fraud by staff, vendors/suppliers, management and owners. The policy would facilitate the development of controls that will aid prevention and detection of fraud.

Learning Objectives

At the end of this session, participants will be able to:

- Define Fraud
- formulate fraud prevention controls
- determine fraud reporting channels
- determine fraud penalties for culprits
- Identify vulnerable parties and sections of the company
- highlight staff fraud triggers and red flags
- List the investigation protocols

Course Outline

- What constitutes an irregularity or suspected irregularity and by who
- The scope of the policy
- Actions constituting fraud
- Investigation responsibilities
- Authorization for investigation
- Reporting procedures
- Termination
- Administration

- Fraud Hotline
- Approval

IFRS Conversion Course

Duration: 6 Days

Course Fee: \$1,500

Course Overview

According to the Federal Government IFRS Conversion Roadmap, entities in Nigeria are required to convert to IFRS between December 2012 and 2014. These entities have been categorized into 3 groups:

- Entities with listed securities and those with government businesses e.g. NNPC
- Unquoted or private entities which are of significant public interest because of their nature of business, size, number of employees or their corporate status which require wide range of stakeholders consultations
- Small and Medium -size Enterprises (SME)

Despite the above mentioned deadline, most companies listed on the Nigerian Stock Exchange (NSE) and others with significant public interest as well as SMEs are still far behind in their implementation drive. “The implication of IFRS is that you have to go back 24 months before the cut-off date because you need comparative information. Which means since the regulator in Nigeria said the implementation will commence on January 1, 2012, companies will have to go back to January 1, 2010, to start with the closing balance.”

“The transition to IFRS involves the overhauling of a lot of things such as staff benefit, budgeting procedure, control, corporate governance, information technology, shareholding, benefit structure amongst others

Learning Objectives

At the end of this training session, participants will be able to:

- Demonstrate hands –on practical conversion from Nigerian GAAP to IFRS
- Practice Industry-by-Industry worked examples
- Lead pseudo conversion from Nigerian GAAP to IFRS
- Discuss the theoretical framework of IFRS

Course Outline

- General Introduction to IFRS, Advantages, Challenges, All Concerned with IFRS etc.
- Concepts and presentation
 - The IASB conceptual framework
 - IAS 1 - presentation of statements
 - IAS 10 - events after balance sheet
 - IFRS 5 - assets held for sale and discontinued operations
 - IAS 7 - cash flow statements
- Policies and revenue
 - IAS 8 - accounting policies
 - IAS 18 - revenue
 - IAS 11 - construction contracts; revenue and work-in-progress
- Inventory and property, plant and equipment
- Group Account and International Standards
- Conversion knitty gritty

Risk Based Internal Auditing

Duration: 3 Days

Course Fee: \$700

Course Overview

This intensive 3-day training course in **Risk Based Internal Auditing** covers the main audit functions and the process of implementing an **enterprise risk management** approach (ERM) when conducting internal audits. The training program covers in great detail all steps involved in planning, developing and implementing a **risk-based approach**.

Learning Objectives

At the end of this session, participants will be able to:

- Undertake a Risk-based approach to internal auditing
- Evaluate Enterprise-Risk Management and effectively establish a framework in their organizations
- Assess Internal Audit readiness to adopt a risk based approach
- Develop a plan on how implement risk based internal auditing

Course Outline

- Why risk-based internal auditing?
- Risk-based internal auditing defined
- The paradigm shift in internal auditing: why it is happening and why it is necessary
- How risk-based auditing differs from current approaches
- The advantages of risk-based auditing to you and your organization
- Enterprise Risk Management
- Objectively driving the Enterprise Risk Management environment
- Equating risk management and corporate governance
- The primary subsets of enterprise risk management
- Strategically cascading risk ownership
- The impact of ERM on the internal audit group
- Fundamental issues of how risk will be assessed
- Risk registers
- Key attributes of a risk-based audit function

- Understanding the meaning of ‘true business risk’ and its impact on the audit function
- Effectively utilizing the three key components of real risk assessment
- Ability to identify key types of business risk
- Understanding how business risk should drive the audit function
- Acknowledging the interrelationship between business risk and control failure
- Making risk a top priority
- Evaluating Internal Audit’s readiness to adopt a risk-based approach
- Defining the skill sets and competencies required under a risk-based approach
- Strategies for educating your auditors in risk-based approaches
- Focusing on deliverables as the audit product
- Transitioning existing audit styles and defining new ones
- Identifying reporting relationships
- Redefining the audit process for a risk-based function
- Creating a plan for implementing risk-based auditing in the organization
- Creating a dynamic/fluid audit plan
- Targeting the engagement on key risk areas for focused, high-impact, resource maximization
- Employing risk-centric fieldwork tools and techniques
- Utilizing a business risk-oriented reporting format
- Measuring real value of the audit function in business terms using the most up-to-date audit tools

Fundamental of Internal Auditing

Duration: 3 Days

Course Fee: \$650

Course Overview

This 3-day **Fundamentals of Internal Auditing** training course introduces new **Internal Auditors** to their role and responsibilities. The role of the Internal Audit department is explored within the broader context of **assurance provision**, by emphasizing the profession's current challenges and reviewing some of the turning points that have led to the current emphasis on auditing and assurances.

The comprehensive training teaches the basic tools and techniques necessary to carry out audit assignments together with accepted **best practice approaches** and provides a safe and comfortable environment in which to practice with specifically designed exercises & case studies. The course is designed to also cover the **IIA Performance standards**

Learning Objectives

At the end of this session, delegates will be able to:

- Make decisions within the internal audit department
- Apply the standards required for the professional practice of Internal Audit
- Apply interpersonal skills and interview strategies
- Explore risk assessment strategies and risk-based internal auditing
- Implement the tools and techniques required to perform a successful audit program

Course Outline

The fundamentals of Internal Auditing course is designed to cover the following modules:

- An introduction to internal auditing today
- The internal audit governance framework
- Understanding the role of the internal auditor
- The audit model – performance of audit work
- Internal control
- Audit communications
- Evaluating and documenting internal controls
- Developing the audit program
- Fieldwork techniques and applications
- Developing audit findings
- Developing the audit report
- Closing the audit assignment

Financial Planning for Executive Managers

Course Duration 3 Days

Course Fee: \$700

Course Overview

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.” Machiavelli’s thoughts on project management 500 years are equally relevant to anybody involved in delivering high value complex projects today. And when the pressure is on capital funding project managers will increasingly find that they need a good understanding of the financial aspects of project management to cope with the responsibilities placed upon them to deliver value for money. This intensive course provides the opportunity to cover the key financial aspects of project management and apply them to successful project management.

Learning Objectives

At the end of this session, participants will be able to:

- Analyze and interpret financial statements and use them as tools in assessing the financial strength of project proposals;
- Demonstrate the vital difference between profit and cash flow and how they provide two yardsticks for successful project delivery;
- Implement the key financial principles of planning and delivering a successful and profitable project

Course Outline

- Accounting principles and financial statements:
- Accounting concepts and principles
- Measuring project performance objectives:
- Public sector projects: cost benefit analysis and value for money concepts
- Commercial project objectives: the risk and reward relationship
- Using financial criteria to measure project success
- Identifying Critical Success Factors and developing meaningful KPI's
- Working capital management and cash flow improvement:
- Project financial basics:
- The Time-Cost-Quality triangle
- Making a business case for the project
- Project cost estimation: three point method and Monte Carlo simulation
- Project financial appraisal techniques:
- Public and government sector project approval methods
- Preparing winning project bids and proposals
- Project budgeting and contingency funds
- Monitoring and controlling project costs
- Managing Risk

Credit Management and Collection of Receivables

Duration: 3 Days

Course Fee: \$650

Course Overview:

This course is specially designed for the professional credit manager who needs to take time out to sharpen up existing skills and to share and compare knowledge with fellow professionals. The workshop is geared towards group activity whilst

also giving plenty of time for individual personalities to grow in confidence. By sharing and comparing their skills, credit managers will leave the course renewed and enthusiastic about their way forward for their respective organization.

Learning Objectives

At the end of this training session, participants will be able to:

- Enumerate the role of the Credit Manager
- Implement Credit policy and procedures
- Deploy cash management skills
- Apply Economic Forecasts
- Relate law and the credit managers function
- Carry out the Credit health-check approach
- Demonstrate a good understanding of financial statements

Course Outline

- Developing and implementing a debt management process
- Focusing on the loopholes within your organization
- Introducing new procedures to help boost your cash collection
- Finding your organization's critical success factors
- Converting your monthly reporting to a decision-based tool
- Credit risk based customer segmentation
- Flexible determination of collection activities based on Business Rules Framework (BRF)
- Collections work list management
- Processing collections work items (outbound/inbound)
- Promise-to-Pay
- Evaluation of collection success

Effective Budgeting and Financial Management

Duration: 3 Days

Course Fee: \$650

Course Overview

Financial Planning and the preparation of budgets are essential skills for anyone in the position of responsibility. Many budget holders are also responsible for setting selling prices and controlling costs. This course will help you to understand the language and processes of budgeting, costing and pricing. This course is designed for managers both in the public and private sector, who wish to get the most out of budgets, whether it is during preparation, review or end use

Learning Objectives:

At the end of this session, participants will be able to:

- Demonstrate how the budget relates to the two key financial statements: balance sheet and income statement
- Prepare a budget consistent with the organization's strategic plan
- Use appropriate estimation techniques in the development of revenue and expense budgets
- Identify all the appropriate costs to be included in a capital expenditure proposal
- Analyze management cost reports and take corrective action

Course Outline

- The Critical Functions of Management
- The Budget as a Key Financial Statement
- Linking the Tactical Budget to Strategic Objectives
- The Strategic Planning Process
- Analysis into Quarters and Months
- Zero-based Budgeting
- Forecasting Methods
- Project Budgeting
- Capital Expenditure Budgeting and Analysis
- Accounting Rate of Return
- Cost Control and Management Budget Reports
- Approaches to Cost Control

Finance for Non Finance Managers

Duration: 3 Days

Course Fee: \$500

Course Overview

Managers in any non-financial function, who are responsible (currently or after promotion) for improving the financial performance of a business unit and/or are required to take financial issues into consideration when evaluating customers or suppliers, constructing budgets, setting prices, controlling costs or making capital investment proposals.

Learning Objectives

At the end of this session, participants will be able to:

- identify how finance impacts on their whole business
- interpret their statutory accounts that include balance sheets and profit and loss accounts
- Use balance sheet information to make better business decisions
- show the difference between profit and cash flow
- Use management ratios to analyze and improve business performance
- Produce financial reports that can make a real difference to the running of their profit centre
- Make costing and pricing decisions
- Improve credit control and working capital issues

Course Outline

- Financial Management
- Understanding Balance Sheets
- Analyzing Profit And Loss Accounts
- Cash Flow Forecasts
- Improving Capital Projects Assessments
- Conventional Costing
- Pricing To Deliver Strategic And Tactical Objectives
- Making Better Financial Decisions
- Using Management Ratios To Improve Performance
- The Working Capital Cycle
- Personal Development Plan

International Financial Reporting Standards

Duration: 3 Days

Course Fee: \$650

Course Overview

This course is designed for financial accountants and controllers wanting a detailed understanding of international standards of the International Accounting Standards. Auditors, Analysts and interpreters of IAS/IFRS financial statements will also benefit greatly from the course and this course will also be of particular benefit to accountants moving into a financial accounting role from other fields.

Learning Objectives:

At the end of this session, participants will be able to:

- Demonstrate an in-depth working knowledge of the new 'world standard' of financial reporting
- Implement the technique for extracting the key requirements from standards, and guidance on interpretation and practical application of the standards
- Show the differences between UK, US and international standards
- Participate in conversion from GAAP to IFRS

Course Outline

- Introduction
- Concepts and presentation
 - The IASB conceptual framework
 - IAS 1 - presentation of statements
 - IAS 10 - events after balance sheet
 - IFRS 5 - assets held for sale and discontinued operations
 - IAS 7 - cash flow statements
- Policies and revenue
 - IAS 8 - accounting policies

- IAS 18 - revenue
- IAS 11 - construction contracts; revenue and work-in-progress
- Inventory and property, plant and equipment
- Group Account and International Standards

Project Finance Management

Duration: 3 Days

Course Fee: \$650

Course Overview

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.” Machiavelli’s thoughts on project management 500 years are equally relevant to anybody involved in delivering high value complex projects today. And when the pressure is on capital funding project managers will increasingly find that they need a good understanding of the financial aspects of project management to cope with the responsibilities placed upon them to deliver value for money. This intensive course provides the opportunity to cover the key financial aspects of project management and apply them to successful project management.

Learning Objectives

At the end of this session, participants will be able to:

- Analyze and interpret financial statements and use them as tools in assessing the financial strength of project proposals;
- Show the vital difference between profit and cash flow and how they provide two yardsticks for successful project delivery;
- Master the key financial principles of planning and delivering a successful and profitable project

Course Outline

- Accounting principles and financial statements:
- Accounting concepts and principles
- Measuring project performance objectives:
- Public sector projects: cost benefit analysis and value for money concepts
- Commercial project objectives: the risk and reward relationship
- Using financial criteria to measure project success
- Identifying Critical Success Factors and developing meaningful KPI's
- Working capital management and cash flow improvement:
- Project financial basics:
- The Time-Cost-Quality triangle
- Making a business case for the project
- Project cost estimation: three point method and Monte Carlo simulation
- Project financial appraisal techniques:
- Public and government sector project approval methods
- Preparing winning project bids and proposals
- Project budgeting and contingency funds
- Monitoring and controlling project costs
- Managing Risk

REGULATORY UPDATES FOR INTERNAL AUDITORS UNDER IFRS

Duration: 3 Days

Course Fee: \$650

Course Overview

Increasing Regulatory Requirements Bring Increased Risk:

Regulatory risk continues to be a prominent agenda item on bank boards, as well as on risk and audit committee agendas. With regulatory requirements becoming increasingly stringent and complex, and with Basel IV discussions starting to emerge even before Basel III is fully implemented, internal audit has a key role to play as part of the “third line of defence”, in helping the organization manage and mitigate regulatory risk.

Learning Objectives

At the end of this training session, participants will be able to:

- Define the current bank regulatory landscape in the context of Basel 1,2, 3 and Capital Adequacy Requirements.
- Implement emerging regulatory developments; and
- Deploy Key need-to-know facts for bank internal auditors to ensure a risk-based audit approach and plan

Course Outline

- Detailed treatment of IFRS 9 which replaced IAS 39 and its practical application

PUBLIC SECTOR BUDGETING

Duration: 3 Days April 18-20, 2016

Course Fee: \$750

Course Overview

Public Sector Budget is the vehicle by which government programs are planned and implemented to the benefit of the electorate but within the limitation of government revenue. The competing needs of government are articulated and organized in this practical training and participants are shown how government spending is planned and executed

Learning Objectives:

At the end of this training session, participants will be able to:

- Define budgeting and financial planning in governments
- Identify the sources of government revenue
- Identify period of surplus and scarcity of government funds
- Determine when to source for lending, where and how

Course Outline

- Overview of Budgeting, The Budgeting Cycle and Budgetary Control

- Steps in Developing an Operating Budget
- The Role of Budgets in:-
 - - Strategic Planning and Implementation
 - - Performance Measurement
 - - Employee motivation and coordination
- Content and Structure of Public Sector Budget
- Computer-based Financial Planning Models
- Activity-based Budgeting
- Budgeting and Responsibility Accounting
- Human/Behavioral Aspects of Budgeting
- Preparation of Budgets:
 - - The Cash Budget,
 - - The Budgeted Income Statement
 - - The Budgeted Balance Sheet

FUNDAMENTAL OF REVENUE FORECASTING

Duration: 3 Days

Course Fee: \$600

Course Overview

This course will introduce practical analytical methods for forecasting revenues.. Participants will be guided to apply forecasting techniques on their own laptop computers individually and group exercises. The course shall cover public and private sector entities

Learning Objectives

At the end of this session, participants will be able to:

- Assemble data from both formal and informal sources

- Use specific qualitative and quantitative forecasting techniques and highlight the advantages and disadvantages of each technique.
- Use Excel spread sheet software as a tool for revenue forecasting and analysis
- Present data in a way as to convey decision making information

Course Outline

- Best practices in revenue forecasting
- Qualitative revenue forecasting methods
- Quantitative revenue forecasting methods
- Preparing data for quantitative analysis (deflating, differencing, smoothing, normalizing)
- Trend analysis and moving averages
- Fundamentals of regression analysis
- Being a “smart consumer” of regression output
- Identify historic revenue patterns
- Identify factors that affect revenue patterns
- Specify assumptions about factors that affect revenues
- Choose and apply appropriate forecasting method
- Gauge the accuracy of the forecast

COST CONTROL TECHNIQUES

Duration: 3 Days

Course Fee: \$650

Course Overview

To ensure effective financial management of a department or and even the entire organization, there is the need to ensure compliance with the approved budget

while operational costs need to be monitored and controlled so as to ensure financial discipline. **Cost Control** training course will help participants to understand the main concepts and methodology around cost management and budgeting.

Learning Objective

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

- Apply the essential concepts of accounting, budgets and finance
- Apply the use of unit cost measurements in performance-based budgeting
- Maintain strategic cost control.
- Embark on reducing unnecessary costs
- Identify appropriate outputs for an organizational unit or program component
- Determine and apply the costs estimated to produce those outputs and calculate a cost per unit of output.
- Use best practices to create written budget justifications
- Locate guidance on budgeting for capital assets, and integrate performance budgeting into your organization's budget formulation process.

Course Outline

- The key role of budgeting and cost control in contemporary organizations
- Towards a cross-functional process-view of the organization
- Financial vs. Managerial accounting (for decision making)
- Understand your processes: integrating financial and non-financial aspects
- Budgeting and Cost analysis
- Cost concepts and terminology
- Different costs for different purposes
- Fixed Vs Variable costs: the Cost-Volume-Profit analysis model
- Contribution Margin analysis
- Manufacturing vs. non-manufacturing costs
- Period Vs. Product costs: inventory evaluation and control
- Under-costing and over-costing: the consequences for profitability

- How to refine a costing system?
- Indirect (OH) Vs. Direct costs: Traditional Cost Allocations systems Vs. Activity-Based Costing (ABC)
- Cost hierarchy & Cost drivers
- Linking resources, activities and management
- Introducing Activity-Based Budgeting (ABB) and Management (ABM)
- Role of cost management in the business strategy
- Cost management and motivation
- Embedding cost control in the business
- Role of Finance in cost control

BANK ACCOUNTING CONSOLIDATION UNDER IFRS

Duration: 3 Days

Course Fee: \$850

Course Overview

This hands-on training focuses on the main principles of IAS/IFRS consolidation in the banking industry and on the related difficulties.

Learning Objectives

At the end of this session, participants will be able to:

Apply the IFRS 9 and IAS 39 as far as consolidation is concerned

Course Outline

Presentation of the IFRS consolidation mechanisms (IAS 27, 28, 31)

- Review of IFRS fundamentals
- Scope of IFRS consolidation and IFRS consolidation methods
- Adjustments related to intra-group operations

Application : differences between IFRS and GAAP consolidation frameworks

Goodwill and intangible assets

- Determination and allocation of goodwill
- Goodwill depreciation test and depreciation provision
- Deconsolidation and outstanding balance allocation into the income statement

Practical application : goodwill allocation in an acquisition operation

Actions on equity portfolios and off-balance sheet commitments

- Evaluation and allocation of equity portfolios upon acquisition
- Actions on off-balance sheet commitments and clearing agreements

Actions on currency-related and deferred taxation-related activities

- Conversion of foreign currency-related activities(translation risk)
- Evaluation of deferred taxation

BANK ACCOUNTING ESSENTIALS

Duration: 3 Days

Course Fee: \$850

Course Overview

This training course aims to provide an initiation to the major mechanisms of bank accounting, and features the recording of accounting entries related to several banking operations.

Learning Objectives

At the end of this training session, participants would be able to:

- Treat accounting entries seamlessly and generate their reports timely.

Course Outline

Bank accounting frameworks

- Structure of bank operations
- Sources and specifications of bank accounting
- Charts of accounts in credit institutions
- Regulatory requirements

Cash flow and bulk operations accounting

- Operations in relation with the Central Bank
- Correspondent banking operations : nostro and vostro accounts
- Repo operations
- Foreign currency operations

Accounting of bank customer service operations

- Deposit operations and means of payment
- Customer credit operations
- Accounting of provisions
- Off-balance sheet commitments

Initiation to financial instruments accounting

- Accounting classification of financial instruments
- Operations on securities : for own account and for third party account
- Operations on derivatives : hedge accounting
- Introduction to the IAS 32 and 39 statements

FINANCIAL INSTRUMENT ACCOUNTING

Duration: 3 Days

Course Fee: \$850

Course Overview

This training course aims to provide a hands-on knowledge of the accounting of financial instruments in accordance with IAS/IFRS statements (IAS 32, IAS 39, IFRS 7). The spotlight is deliberately put on practical applications

Learning Objectives

At the end of this session, participants will be able to:

- Treat accounting entries seamlessly and generate their reports timely.
- Apply the IAS 32, IAS 39, IFRS 7 seamlessly

Course Outline

Typology and accounting principles of securities

- General introduction to the IAS 32 and IAS 39 statements : amortized cost, fair value
- Depreciation criteria and depreciation mechanisms of financial assets
- Classification of financial assets and financial liabilities

Application : comparison between IFRS and GAAP statements

Implementation on letters of credit, debt securities, equity capital

- Initial evaluation : generating fact, portfolio classification, accounting
- Final evaluation : fair value and amortized cost methods
- Depreciation of financial instruments and funding
- Asset and liability de-recognition : assignment of receivables, securitization

Hedge accounting : definition and typology

- Actions on derivatives using the IFRS framework
- Definition et aims of the hedge : efficiency tests
- Actions on hedges : fair value, cash flows, net foreign investment
- Impact on the income statement

Application - accounting of several hedge operations

- Hedging of a variable rate debt using an interest rate swap
- Hedging of a fixed rate debt using a cross-currency swap
- Hedging of an equity portfolio using a total return swap
- Hedging of translation risk using forward contracts

HUMAN RESOURCES PAYROLL ADMINISTRATION

Duration: 3 Days

Course Fee: \$600

Course Overview

Human Resources Department serves as the entry and exit point in all organizations. Therefore the HR Payroll Administration is a course that is most suited for practitioners in this department

Learning Objectives

At the end of this session, participants will be able to:

- Exhibit all the skill requirements for practitioners in the HR Department

Course Outline

- Employee recruitment and selection process
- Employee Training & Development
- Employee Compensation Benefits
- Employee Relations
- Policy Formulation
- The role of personnel and human resources
- Payroll administration
- Human resources management and employment law
- Macro and Micro Human Resources
- Labor and Employment Law
- Record Management
- Case Study

EXCEL FOR ACCOUNTANTS

Duration: 3 Days

Course Fee: \$600

Course Overview

Microsoft Excel is an electronic spreadsheet. You can use it to organize your data into rows and columns. You can also use it to perform mathematical calculations quickly. Since a large chunk of the accountant's work is in calculations, this course is most appropriate in enhancing productivity and efficiency of the accountants.

Learning Objectives

At the end of this session, participants will be able to:

- Apply Microsoft Excel to solve complex/cumbersome mathematical problems in their respective jobs

Course Outline

- The Quick Access Toolbar, The Title Bar, The Ribbon,
- Worksheets, The Formula Bar, The Status Bar, Move Around a Worksheet
- Select Cells, Enter Data, Edit a Cell, Change a Cell Entry, Wrap Text, Save a File
- Entering Excel Formulas and Formatting Data
- Perform Mathematical Calculations
- Copy, Cut, Paste, and Cell Addressing
- Add Background Color, Change the Font, Font Size, and Font Color
- Bold, Italicize, and Underline
- Creating Excel Functions, Filling Cells, and Printing
- Calculate an Average and other arithmetical tasks
- Create a Chart, Apply a Chart Layout, Add labels Switch Data
- Change the Size and Position of a Chart, Change the Chart Type

MANAGING BUDGETS

Duration: 3 Days

Course Fee: \$600

Course Overview

To ensure effective financial management of a department or and even the entire organization, there is the need to ensure compliance with the approved budget while operational costs need to be monitored and controlled so as to ensure financial discipline. **Budget Management** training course will help participants to understand the main concepts and methodology around cost management and budgeting.

Learning Objective

At the end of the session, participants will be able to:

- Apply the essential concepts of accounting, budgets and finance
- Apply the use of unit cost measurements in performance-based budgeting
- Maintain strategic cost control.
- Reduce unnecessary costs
- Identify appropriate outputs for an organizational unit or program component
- Determine and apply the costs estimated to produce those outputs and calculate a cost per unit of output.
- Use best practices to create written budget justifications
- Locate guidance on budgeting for capital assets, and integrate performance budgeting into your organization's budget formulation process.

Course Outline

- The key role of budgeting and cost control in contemporary organizations
- Towards a cross-functional process-view of the organization
- Financial vs. Managerial accounting (for decision making)
- Understand you processes: integrating financial and non-financial aspects
- Budgeting and Cost analysis
- Cost concepts and terminology

- Different costs for different purposes
- Fixed Vs Variable costs: the Cost-Volume-Profit analysis model
- Contribution Margin analysis
- Manufacturing vs. non-manufacturing costs
- Period Vs. Product costs: inventory evaluation and control
- Under-costing and over-costing: the consequences for profitability
- How to refine a costing system?
- Indirect (OH) Vs. Direct costs: Traditional Cost Allocations systems Vs. Activity-Based Costing (ABC)
- Cost hierarchy & Cost drivers
- Linking resources, activities and management
- Introducing Activity-Based Budgeting (ABB) and Management (ABM)
- Role of cost management in the business strategy
- Cost management and motivation
- Embedding cost control in the business
- Role of Finance in cost control

CORPORATE TAX ACCOUNTING

Duration: 3 Days

Course Fee: \$650

Course Overview

Often times, companies are faced with the puzzle of how to swim out of the tax haze. This function requires specialist skills and a painstaking disposition. Applying tax rates, incentives and credit are options available to companies. This course would delve extensively on practical application of tax issues.

Learning Objectives

- At the end of this session, participants would be able to handle tax issues seamlessly

Course Outline

- Final Accounts under the IFRS regime

- Qualifying expenses
- Tax Computations in light of IFRS
- Using the With-holding Tax and Tax Credits
- Tax Allowances
- Rendition of Tax Returns
- Tax payment
- Tax Deferment
- Tax Appeals
- Accounting treatment of tax issues
- Application of practical cases by renowned tax practitioners

VAT AND WITH HOLDING TAX ACCOUNTING

Duration: 3 Days

Course Fee: \$650

Course Overview

Sometimes there are issues between accounting personnel saddled with the task of handling VAT and With-holding tax and Tax Office. These conflicts impede cordial relationship expected of two stakeholders in the tax field and by extension affect the tax affairs of the employers.

Learning Objective

At the end of this training session, participants would be able to:

- Handle VAT matters and With-holding tax issues in a more friendly and efficient manner.

Course Outline

- Inward VAT accounting
- Outward VAT accounting
- Rendition of VAT
- Treatment of queries and complaints
- Compilation of both ends of the With-holding tax
- Application of the net with-holding tax
- Accounting treatment of VAT and With-holding tax

EFFECTIVE FRAUD AND CORRUPTION MANAGEMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

Fraud and Corruption remain a huge menace in the corporate world. Government establishment too are not finding it easy under the scourge of fraud and corruption. This course is intended to expose participants to the modus operandi of the fraudsters and reveal the red signs of fraud

Learning Objectives

At the end of this session, participants would be able to:

- Fight fraud and nip corruptions in the bud and be well prepared to prosecute fraudsters in the courts of law.

Course Outline

- Definition of fraud, How Fraud Occurs, Various Fraud Schemes and targets.
- Psychology of fraud: what motivates the fraudster
- Interviewing for Fraud in the Audit Process

- Fraud Risk Assessment and Audit
- Internal Control and Fraud
- Fraud Investigation
- Interviewing
- The use of forensic evidence in litigation

MANAGING CHURCH FINANCES

Duration: 3 Days

Course Fee: \$200

Course Overview

Setting the church on a path of growth begins with proper management of church finances. The ministry of Judas Iscariot is a serious contender in the house of God. This course would expose clergy men to the intricacies of financial management especially in a not-for-profit organization. It is an indispensable skill for Church Administrators.

Learning Objectives

At the end of this training session, participants will be able to

- chart a course of growth and exhibit a firm control of the financial affairs of their respective churches.

Course Outline

- Charting a vision and mission for the church
- Converting your vision and mission to strategy
- Creating the financial plan to drive your strategy
- Budgeting: short and long time budgeting
- Sources of finance
- Cash flow forecasting

DISCOVERING CREATIVE ACCOUNTING

Duration: 3 Days

Course Fee: \$650

Course Overview

Creative Accounting is part of fraudulent schemes aimed at deceiving stakeholders, i.e. Lenders, Suppliers, Customers, Tax Authorities, Workers Union, Host Communities, Governments etc. This course is therefore designed to expose the tricks and methods deployed by fraudulent accountants.

Learning Objectives

At the end of this training session, participants will be able to:

- Identify creative accounts thereby preventing the use of such accounts to deceive the relevant stakeholders.

Course Outline

- Elements of forensic accounting and fraud examination
- Test of inventory valuation methods
- Test of the expenditure profile
- Test of the assets profile
- Test of incomes: recognition and timing

FORENSIC ACCOUNTING PROFESSIONAL CERTIFICATION

Duration: 5 Days

Course Fee: \$1,800

Course Overview

The term 'forensic' means suitable for courts of justice or for public discussion and debate. Forensic auditing provides an investigation methodology and accounting analysis that is suitable to the court which will form the basis for discussion, debate and ultimately dispute resolution. This course concentrates on practical advice for auditors in the fight against fraud, with focus sessions on deterrence, data mining and interviewing in a stressed environment. It provides an incisive analysis of how fraud occurs within an organization and explains the latest techniques for fighting it. The course leads to ICFA professional certification.

Learning Objectives:

At the end of this session, participants will be able to:

- detect white collar crimes within an organization;
- demonstrate skills for Forensic Investigations;
- write forensic accounting investigation reports;
- apply forensic accounting skills in the prosecution of economic crimes;
- present forensic evidence in courts successfully;
- write the Institute of Certified Forensic Accountants, Canada certification exam with assurance of success

Course Outline

1. Definition/Forensic Accounting 101
2. Elements of fraud
3. How fraud occurs
4. Various fraud schemes and targets:
 - a. Asset Misappropriation
 - b. Financial Statement fraud
 - c. Bank fraud
 - d. Demand draft fraud
 - e. Rogue traders
 - f. Fraudulent loans
 - g. Forged or fraudulent documents
 - h. Bill Discounting
 - i. Booster cheques
 - j. Prime bank fraud
 - k. Identity fraud
 - l. Computer frauds
5. Corruption in Procurement
6. What causes and Fuels Corruption

7. Examples of Corruption at various stages of procurement
 - a. Pre-qualification and tender
 - b. Project execution
 - c. Dispute resolution
8. Psychology of fraud
 - a. The fraud triangle
 - b. Pressure or Incentives
 - c. Rationalization
 - d. Opportunity
9. Occupational fraud
 - a. Larceny
 - b. Skimming
 - c. Group Case Study
10. Interviewing for fraud in audit process
 - a. What the standards say
 - b. Information needed in audit process
 - c. Venue of the interview
 - d. Interview subjects
11. Investigation and Expert Witness Testimony
 - a. Pre-reading note
 - b. Fraud Investigation
 - c. Fraud Investigation Versus Accounting Audit
12. Steps in Conducting a Fraud Investigation
 - a. Gathering the Records
 - b. Looking for Patterns and Irregularities
 - c. Determine Possible Fraud Theories
 - d. Interview the Witnesses
 - e. Write the Report
13. Fraud Interview Questions
 - a. Organized
 - b. Engaged
 - c. Thoughtful
 - d. Listening
 - e. Flexible
 - f. Observant
 - g. Non-Threatening
 - h. Understanding body language
 - i. Group Case Study
 - j. Example of an Expert Witness Testimony in Nigeria
14. Fraud Risk in Forensic Accounting
 - a. Preparing a Business Process Fraud Risk Assessment
 - b. Fraud Risk Assessment Methodologies
15. Internal Control – Definition

- a. The control environment
 - b. Implementing and Monitoring Controls
 - c. Independent Audit Committee
 - d. Internal Auditors
 - e. Independent External Auditors
 - f. Certified Fraud Examiners/Certified Forensic Accountants
 - g. Fraud Investigation/Financial Integrity Unit
 - h. Case Management and Technology Tools
16. The Auditing Standards Boards and Internal Control
- a. Control Activities
 - b. Information and Communication
 - c. Monitoring
17. Forensic Evidence in Litigation
- a. Rules of Evidence
 - b. Quality of Evidence
 - c. Security and Confidentiality
 - d. Retention of Documents
18. Dealing with Lawyers and Court Situations
- a. Example of an Expert Witness Role in the United Kingdom
19. Money Laundering
- a. Definition and General terms
 - b. Typical Scenario
 - c. Technology and Electronic Cash
 - d. Examples of Money Laundering Activities
 - e. Money Laundering Cycle
 - f. Money Laundering Statutes around the world
 - g. The USA Patriot Act
 - h. Global Initiatives Against Money Laundering
 - i. Enforcement of Anti-Money Laundering Rules
 - j. Wolsberg Principles of Correspondent Banking
 - k. Money Laundering Case Studies
 - l. Forensic Accounting Cases

BANKING AND FINANCE COURSES

CAPITAL MARKET OVERVIEW

Duration: 3 Days

Course Fee: \$650

Course Overview

Complete overview of the capital market: aiming at a general understanding of market mechanics and of financial instruments characteristics.
Classes feature tests and practical applications using MS Excel.

Learning Objectives

At the end of this session, participants will be able to:

- Function in the capital market with a general skill required for success in this volatile market

Course Outline

Market players: financial intermediaries, market infrastructures
Transactions value chain: Front Office, Middle Office, Back Office
Distinction between regulated and over-the-counter exchanges
Distinction between cash products and derivatives
Arithmetic return rate and Compound Annual Growth Rate (CAGR)
Discount rate and risk premium
Valuation bases of financial products: intrinsic value and discounted value
Central bank and monetary policy
Guaranteed transactions and blank transactions
Cash products: bank certificates, government bonds
Characteristics of bonds
Primary market and secondary market
Valuation of a zero-coupon bond
Rating and bond spread
Interest rate derivatives
Spot trading
Forward trading
Foreign exchange options (FX Options) market
Speculations and hedging
Organization: compartments, regulates markets / electronic trading platforms
Fundamental analysis of a stock valuation: beta and risk premium notions
Technical and chartist analyses of a specific stock performance

EQUITY MARKET MECHANISM

Duration: 3 Days

Course Fee: \$750

Course Overview

This training aims to introduce the equity market mechanics as well as the available methods of fundamental analysis, technical analysis and position hedging. Theoretical concepts are illustrated by practical applications using MS EXCEL.

Learning Objectives

At the end of this session, participants will be able to:

- Function in the capital market with a general skill required for success in this volatile market especially in trading

Course Outline

- The players: stock exchanges, market makers, brokers, investors
- The infrastructures: hedging, clearing, settlement, safekeeping
- Recent evolutions: electronic custodian platforms,
- The Macroeconomic environment: real cycle and financial cycle
- Industry analysis and competition analysis
- Company valuation: DCF, comparables
- Hedging through put
- Hedging of a cash position through CFD (Certificate For Difference)
- Hedging of a position through index-based short tracker
- Chartist analysis: standard mechanics
- Technical indices: moving average, momentum,
- Statistical indices: auto-correlation, kurtosis, average anchoring
- Elliott wave principle

FUNDAMENTAL OF INTEREST RATE MARKET

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course aims to introduce the fundamental mechanisms and the main instruments of the interest rate market: monetary market, bond market, cash and derivatives. Practical applications and tests will illustrate the tackled notions.

Learning Objectives

At the end of this session, participants will be able to:

- Function in the capital market with a general skill required for success in this volatile market

Course Outline

Interest rates - calculation rules and methods

- Interest rate types: proportional, discounted, continuous
- Interest rate calculation conventions: monetary basis, discounted basis, bond basis
- Introduction to the yield curve: zero coupon, forward

Cash and derivatives products market

- Role of the Central Bank and monetary policy instruments
- Organization of the monetary market: players, instruments, contracts
- Monetary cash products: treasury bonds, TCN, commercial paper
- Repo Market (Repurchase Agreement)

Cash and derivatives bond products

- Primary bond market and secondary bond market
- Bond characteristics: nominal rate, discounted rate, maturity, convexity, duration, sensitivity
- Valuation of a bond with accrued interest
- Interest rate swap: plain vanilla swap, basis swap, exotic swaps
- Bond spread and reference swap rate

Hedging the interest rate risk and managing positions

- Hedging the interest rate risk through various types of interest rate derivatives (fixed/optional): swaps and FRAs, caps/floors/collars, swaptions
- Managing interest rate positions according to the yield curve : flattening, steepening, barbell, butterfly

FUNDAMENTALS OF THE CREDIT MARKET

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course aims to introduce key concepts and fundamental mechanisms of the credit markets (corporate and sovereign bonds, credit derivatives) and an overview of the most recent developments concerning these markets.

Learning Objectives

At the end of this session, participants will be able to:

- Function in the market with a general skill required for success in this volatile market

Course Outline

Fundamental mechanisms of credit markets

- Credit events typology (overdraft, default), legal characteristics
- Agency ratings (S&P, Moody's), notions of bid/offer spread for bonds
- Payment default correlations within a credit portfolio
- Using transition matrices
- Prudential and accounting processing of credit instruments

Corporate credit bond market

- Financial analysis and corporate risk assessment
- Introduction to corporate benchmarks : Merrill Lynch Investment Grade and high yield
- Bonds bid/offer spread determiners : theoretical models, empirical validations

Sovereign bond market

- Macroeconomic analysis and determination of sovereign risk
- Introduction to the sovereign benchmarks : JP Morgan's EMBIG and GBI indices
- Determination of sovereign spreads : theoretical models and empirical

validations

- Stress events management : contagion risk aversion

Introduction to credit derivatives and structured products

- Credit Default Swaps (CDS) : characteristics and valuation

- Credit linked notes, Total return swaps, and spread-based options

- Collateralized Debt Obligations (CDO) : cash and synthetic

Application : use of CDS in hedging and use of CDS in speculation

MECHANISM OF THE FOREIGN EXCHANGE MARKET

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course aims to introduce key concepts and fundamental mechanisms of the foreign exchange markets and the various related instruments (spot exchange, forward exchange, derivatives) as well as their usage in trading and in foreign exchange risk hedging.

Learning Objective

At the end of this session, participants will be able to:

- Function in the capital market with a general skill required for success in this volatile market

Course Outline

Organization of the market and spot exchange operations

- Market history : end of the Bretton Woods and floating currencies

- Players typology : market makers, brokers, investors

- Transactions typology : arbitrage, hedging, speculation

- Electronic trading platforms

Spot exchange:

- Direct quotations and indirect quotations
- Bid/ask spread
- Determination of FX crosses
- Chartist analysis and fundamental analysis

Forwards - outright transactions and forex swaps

Forwards:

- Maturity stages and backwardation/forwardation
- Determination of the long term exchange rate
- Application : hedging foreign exchange risk
- NDF (Non Deliverable Forwards) market

FX swap:

- Outline of an FX swap : first leg and second leg
- Comparison between an FX swap and a forward contract
- Application - hedging the FX risk

FX futures and options

Over-the-counter FX options :

- Vanilla options (call/put) : characteristics (sensitiveness), valuation
- Compound options : collar, straddle, strangle
- Application - hedging FX risk

Exercise : comparison between FX risk hedging using an option, compound options, and a forward contract

FX futures options :

- FX futures : characteristics, valuation, margin call
- Futures options : valuation, margin calls
- Comparison with OTC products

Introduction to the Chicago Mercantile Exchange platform

Case study - hedging FX risk

- Centralization of multiple currency cash flows
- Setting up a hedging strategy : selection of instruments and exposure level (total hedging or partial hedging)
- Managing the hedging efficiency : neutral delta/gamma portfolio

BASEL II FRAMEWORK

Duration: 3 Days

Course Fee: \$750

Course Overview

This course aims to introduce the general structure of the Basel II prudential ratio as well as the quantitative - credit risk, market risk, operational risk - and qualitative - internal controls, market discipline - requirements linked to the three pillars of the Basel II framework.

Learning Objectives

At the end of this session, participants will be able to:

- Function in the market with a general skill required for success in this volatile market

Course Outline

Presentation of the Basel II general framework

- Basel II committee history: the Cooke ratio and its limitations
- Quantitative requirements: McDonough ratio, Basel II first pillar
- Qualitative requirements: second pillar (internal controls) and third pillar (market discipline)
- Implementation of Basel II in the European Union and in other world countries

First pillar / Credit risk - Standardized approach and advanced approach

- Standardized approach to credit risk
 - Advanced approach: "foundation" and "advanced" internal ratings
 - Main differences between the three methods
 - Implications for organization and information systems
- Discussed points will be illustrated with concrete examples and practical applications

Market risk, operational risk

- Market risk: simplified approach and standardized approach (VaR, internal rating models)
 - Operational risk: basic indicator, standardized approach and Advanced Measurement Approach (AMA)
 - Implications for organization and information systems
- Applications :
- assessment of the market risk on an equity portfolio
 - management of operational risk caused by a system malfunction

Second pillar / Internal controls and third pillar / market discipline

- Internal controls in Basel II: compliance, risk management
- Information and financial communications transparency (third pillar)
- Connecting Basel II requirements and IFRS standards

BASEL II CREDIT RISK MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

This course covers the Basel II credit risk management techniques: standardized approach and advanced approach (internal ratings).

This training requires prior knowledge of basic statistics and financial mathematics notions.

Learning Objective

At the end of this session, participants will be able to:

- Treat various approaches to Basel II Credit Risk Management Techniques

Course Outline

Presentation of the Basel II general framework and capital requirements

- Historical context: the Cooke ratio and its limitations
- Quantitative requirements: McDonough ratio, Basel II first pillar
- Qualitative requirements: second pillar and third pillar
- Implementation of the Basel II accord in the European Union
- Equity capital components : Tier 1, Tier 2, Tier 3

Implementation of the credit risk assessment standardized approach

- General introduction to the credit risk assessment standardized approach
- Resorting to external ratings and pondering counterparts
- Calibration of the Basel parameters according to the selected options

Internal ratings models (advanced approach)

- Determination of the model parameters: Probability of Default (PD) and Loss Given Default (LGD)
 - Determination of the Exposure At Default (EAD) : asset/liability outflow laws
 - Management of a credit portfolio : correlations and transition matrix
- Application : review of Moody's KMV and J.P. Morgan's Credit Metrics internal ratings

Implementing the advanced approach models: strategy and organization

- Risk rating system governance: minimum requirements, risk quantification, validation of internal estimates
- Quality controls and financial communication requirements

Application: implementation of the "advanced approach" models (strategy, organization and information systems)

Management of credit guarantees and derivatives

- Management of the guarantees using standardized approach and advanced approach
- Credit derivatives: accounting and prudential aspects
- Credit risk enhancement techniques

Prudential management of securitization

- Operational requirements on classic securitizations and synthetic securitizations
- Management of securitization exposure: standardized approach
- Impact of the financial crisis on prudential requirements

BASEL II MARKET RISK ASSESSMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

Training on market risk assessment using the Basel II framework requires an understanding of statistical notions, and financial mathematics, as well as a fair knowledge of the financial instruments mentioned in the course (underlying, options).

Learning Objectives

At the end of this session, participants will be able to:

- Treat various approaches to Basel II Market Risk Management Techniques

Course Outline

General framework of market risk assessment

- Scope and implications of the capital requirements
 - Asset valuation methodology : mark-to-market, mark-to-model
 - Actions on counterparty risk within the trading book
 - Introduction to the assessment methods : standardized approach, internal rating models
 - VaR assessment: historical method, risk modeling, Monte Carlo simulation
- Application : Assessing the 99% VaR of a portfolio containing two assets using different methods

Assessing the interest rate risk

- Specific risk: risk related to the issuer, hedging with credit derivatives
 - General market risk: maturity/duration, advanced methods (Vasicek, Cox-Ingersoll)
 - Risk related to interest rate derivatives : positions, forward contracts
- Applications: Calculating the capital requirements of several interest rate products

Assessing equity risk

- Assessing specific risk and general risk
 - Index-related risk and requirements affecting arbitrage
 - Calculating the VaR of an equity portfolio using the BARRA model
- Applications: Calculating the capital requirements of an equity portfolio

Assessing forex risk

- Assessing the position in a given currency
 - Assessing positions in multiple currencies
 - Procedures applicable to structural positions
- Applications: Calculating the capital requirements of several forex positions

Assessing risk on basic products (commodities)

- Directional risk
- Long term asymmetry risk
- Basis risk

Applications : calculating the capital requirements for several commodity futures portfolio

Managing options related risk

- Delta plus approach: delta, gamma, vega
- Matrix analysis approach: variation intervals
- Advanced approaches: Black-Sholes, Crank-Nicolson, volatility surfaces

BASEL II OPERATIONAL RISK TECHNIQUES

Duration: 3 Days

Course Fee: \$750

Course Overview

This training covers the operational risk management techniques according to the Basel II framework.

Learning Objectives

At the end of this session, participants will be able to:

- Treat various approaches to Basel II Operational Risk Management Techniques

Course Outline

Presentation of the Basel II general framework and capital requirements

- Historical context: Basel I, the Cooke ratio and its limitations
- Quantitative requirements: McDonough ratio, Basel II first pillar
- Qualitative requirements: second pillar and third pillar
- Implementation of the Basel II accord in the European Union
- Equity capital components: Tier 1, Tier 2, Tier 3

Operational risk - definition, sources, basic approach

- Definition and sources of operational risk
- Classification of loss-generating events
- Basel II committee recommendations regarding operational risk
- Basic market indicator approach: the alpha factor

- Standardized and alternative (ASA) approaches : standard betas

Case study : Assessment of equity capital requirements covering operational risk in a universal bank using the standardized approach

Operational risk - Advanced Measurement Approach (AMA)

- Estimating unexpected losses : historical data (internal and external), scenarios (stress tests and Monte Carlo simulation)

- Factoring in the operational environment and internal controls (qualitative criteria)

- Implementation of risk-reduction techniques (insurances)

Implementation of a Business Continuity Plan (BCP)

- Basel II committee principles governing Business Continuity Planning in the event of a major risk

- Practical steps for the implementation of a Business Continuity Plan within a major bank

ASSET/LIABILITY MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course provides an overview of the ALM (Asset Liability Management) issues through the analysis of its two main components: bank liquidity risk and interest rate risk

Learning Objective

At the end of this session, participants will be able to:

- Implement the key components of the ALM and take advantage of both the liquidity and interest risks in the market

Course Outline

Structure of bank balance sheet

- Detailed description of asset items, liability items, and off-balance sheet items
- Difference between economic, prudential and accounting management

- Distinction between banking book and trading book

Application: presentation of various banking books (retail bank, capital markets bank)

Fundamental principles of Asset Liability Management

- Aims of ALM : input/output balance
- Modeling the evolution of several assets and liability types : outflow conventions, production hypotheses
- Review of the ALM risk types : liquidity risk, interest rate risk, credit risk, forex risk
- Factoring in of the ALM risks by the Basel II and IFRS frameworks
- Impact of the current financial crisis and of current evolutions

Assessment of the bank liquidity risk

- Regulatory constraints : liquidity coefficient and observation coefficients
- Determination of the static liquidity gap
- Analysis of liquidity sources and modeling of their mechanisms
- Interaction between liquidity risk, credit risk and market risk

Hedging the liquidity risk

- Hedging short term liquidity risk : REPO operations, securitization
- Optimization and diversification of the refinancing policy in the mid term/ long term
- Implementation of stress tests and simulation of a liquidity crisis : techniques, examples

Definition and impact of interest rate risk

- Definition and measurement scope of bank interest rate risk
- Sources of interest rate risk : displacement or distortion of the yield curve, basis risk, liability and asset-incorporated options, off-balance sheet items
- Assessment of the interest rate risk : fixed interest rate gap and indexed interest rate gap
- Sensitivity of the Net Interest Margin (NIM) and of the balance sheet's Net Present Value (NPV)

Hedging interest rate risk

- Implementation of a limitation system for the general interest rate risk
- Introduction to the Earnings at Risk (EaR) and economic Value at Risk (VaR)
- Implementation of stress tests based on various unfavorable scenarios
- Best practices on the basis of the Basel II committee recommendations

BANKS INTERNAL CONTROL AND COMPLIANCE

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course aims to provide a complete overview of a bank's internal controls and compliance activities. Alternation between theoretical notions and practical simulations aims to provide a hands-on knowledge of the training course elements

Learning Objectives

At the end of this session, participants will be able to:

- Implement internal control and regulatory compliance in order to avoid sanctions, financial and reputational losses

Course Outline

Regulatory framework and conditions of practice

- Internal controls requirements
 - Internal controls system : risk mapping, distinction between continuous control and periodical controls
 - Compliance : definition, scope, links with other control departments
- Application : comparative analysis of the internal controls organization and the compliance departments of several major banks

Auditing - strategy, procedures, results

- Elaboration of an audit program
- Drafting the audit questionnaire
- Conducting interviews and validation tests
- Drafting the audit report

Application : analysis of an audit report on a compliance department

Banking operation cycles

- Means of payment
- Credits and liabilities

- Client deposits

Financial operation cycles and cross-department activities

- Market operators : front office, middle office, back office

- Other financial operations : operations for own account, operations for clients

- Support departments : legal, human resources, communication, marketing

ANTI-MONEY LAUNDERING AND ANTI-TERRORISM PROGRAMS

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course introduces the anti-money laundering and anti-terrorism programs. Case studies and simulation exercises will illustrate the discussed points.

Learning Objectives

At the end of this session, participants will be able to:

- Define money-laundering and terrorism financing
- Implement various methods of preventing money laundering and terrorism financing

Course Outline

Legal framework and anti-money laundering players

- Regulatory requirements

- European directives

- COMOFI provisions

- Criminal law provisions

Anti-money laundering players :

- At the global scale : Financial Action Task Force on Money Laundering

- Organization and TRACFIN mechanisms

- Other players

Anti-laundering operations - declaration of suspicion

- Bodies subjected to the declaration of suspicion
- Operations subjected to the declaration of suspicion
- Information mentioned in the declaration of suspicion
- Transmission to the TRACFIN and legal guarantees

Implementation stages and most common techniques of capital laundering

- The laundering process
- Investment
- Stacking-up (aka concealment)
- Integration (aka conversion)

Review of several techniques that can be simply detected :

- Intervention of a Politically Exposed Figure (PEF)
- Cash remittances or withdrawals with no economic justification
- Agents using multiple bank accounts

Advanced laundering operations : pass-through entities and offshore structures

- Using pass-through-entities
- Using offshore financial structures
- Other specific techniques : using the art market and the real estate market

‘LONG ONLY’ EQUITY PORTFOLIO MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course covers all the aspects of the management of a long only equity portfolio from benchmark selection to risk assessment and performance evaluation, including the equity selection phase (through stock picking or data mining).

Learning Objectives

At the end of this session, participants will be able to:

- Define long only equity portfolio management

- Function in this department with a general skill required for success in this volatile market

Course Outline

Portfolio management theory

- The Markowitz model and mean-variance analysis
- Capital Asset Pricing Theory (CAPT)
- Multiple factor analysis and the BARRA model
- Industry diversification and geographical diversification

Definition of a management style and benchmark selection

- Management style : value versus growth, large cap versus small cap, etc.
- Introduction to the Fidelity and Morning Star matrices
- Benchmark selection : characteristics of a good benchmark
- Equity selection : filtering through statistics, financial analysis, and conviction
- Definition and follow-up of the tracking error

Analyzing the risk factor of an equity portfolio

- Assessment of the Value At Risk (VaR) of an equity portfolio
- Risk indicators : Sharpe ratio, Treynor ratio, Jensen's (alpha) evaluation
- Hedging strategies : forex risk, market risk

Performance attribution and GIPS format reporting

- Fama evaluations: selectivity, diversification
- Performance attribution: selection effect and allocation effect, market timing
- Performance reporting : introduction to the GIPS standards

BOND PORTFOLIO MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

Hands-on training covering all the aspects of the management of a fixed rate bond portfolio (active strategies and immunization strategy) Prior basic knowledge of interest rate products is recommended.

Learning Objective

At the end of this session, participants will be able to:

- Function in the market with a general skill required for success in this volatile market

Course Outline

Fundamentals of bond valuation

- Bond characteristics : maturity, internal rate of return, duration, convexity
- Determination of bond portfolio characteristics
- Theoretical explanations of the interest rate term structure

Index-based active portfolio management strategies

- Statistical analysis of the yield curve : Nelson-Siegel model
- Economic analysis of the yield curve : bear/bull flattening, bear/bull steepening
- Introduction to several active strategies : bullet, barbell, ladder

Immunization strategies of a bond portfolio

- - Theoretical bases of immunization : acquired value and duration
- Single period immunization and multiple period immunization
- Conditional immunization and hybrid strategies

Diversification of a portfolio using derivatives

- Hedging using swaps or futures
- Hedging using vanilla options (cap, floor, collar)
- Hedging using synthetic products (swaptions, variance swaps)

UNDERSTANDING SOCIALLY RESPONSIBLE INVESTMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

This training course aims to introduce the principles and mechanisms governing the implementation of SRI within an asset management process. Analyses of ISR

funds currently available on the market and SRI methodologies will be introduced in this hands-on training.

Learning Objectives

At the end of the session, participants would be able to:

- Structure investment products that meet various tastes of the larger society, thereby harnessing most segments of the target investors.
- Function in the market with a general skill required for success in this volatile market

Course Outline

Understanding the bases of the Socially Responsible Investment

- Distinction between SRI, solidarity funds and ethical funds
- Relation between SRI and social corporate responsibility
- United Nations Global Compact agreement : making, methodology, evolutions
- Principles for responsible investment(PRI) : methodology, current members, PRI certification procedures
- History of the ISR : earliest funds, evolutions

The market of the SRI - key players and key figures

- Presentation of the private and corporate investors expectations based on exclusive surveys
- Role of the extra-financial rating agencies : major benchmarks
- Key figures : number of funds, assets under management, market trends

SRI management processes specifics

- Distinction between SRI and management style (growth, value, large cap/small cap)
- Introduction to the extra-financial performance benchmarks : ESG criteria (Environment, Social, Governance), other approaches
- Integration of financial and extra-financial approaches : criteria weighting

methods and scoring methods

- Selection of a benchmark and evaluation of a fund's performance

Construction of a stock-based SRI fund

- Step 1 : defining the range of available investment options
- Step 2 : selection of an extra-financial performance benchmark
- Step 3 : implementation of an extra-financial scoring and filtering method
- Step 4 : implementation of financial analysis criteria
- Step 5 : performance evaluation and attribution

ISLAMIC FINANCE OVERVIEW

Duration: 3 Days

Course Fee: \$750

Course Overview

This training course aims to provide an understanding of the fundamental principles of islamic finance as well as of the related contracts and financial instruments. Numerous practical applications will illustrate the theoretical concepts..

Learning Objectives

At the end of this session, participants will be able to:

- Define the concept and practice of Islamic finance
- Function in the market with a general skill required for success in this volatile and competitive market

Course Outline

Origins and principles of islamic finance

- Islam and business : doctrine and jurisprudence
- Ban on usury(riba), and ban on speculation (gharar)
- Exclusion of several illicit industries (haram)
- Loss-sharing and gains-sharing principles

- Development of islamic finance (historical perspective)
- Main global financial centers and players

Major mechanisms and related instruments

- Traditionnal instruments: Murabaha, Ijara, Istisna
- Structured finance and participation : Mudaraba, Mousharaka
- Insurance and reinsurance : Takaful and Re-Takaful
- Market finance : quasi-obligations (sukuk), stocks
- Private banking and asset management : shariah-compliant funds

Development potential of islamic finance

- Professionalization of shariah boards
- Standardization of financial instruments and contracts
- Harmonization of risk management
- Development of islamic derivatives

SELECTION AND MANAGEMENT OF SHARIA COMPLIANT FUNDS

Duration: 3 Days

Course Fee: \$750

Course Overview

This training covers all the fundamental aspects of the selection and management of islamic law (sharia)-compatible funds.

Learning Objectives

At the end of this session, participants will be able to:

- Define the concept and practice of Sharia compatible funds
- Identify type of funds that are compatible with Sharia
- Function in the market with a general skill required for success in this volatile and competitive market

Course Outline

Islamic finance main instruments roundup

- Islamic finance principles : bans on riba, gharar, and maysir
- Financing operations related to the assets : murabaha, ijara, istisna'a
- Mudaraba-type contracts and islamic trust mechanics
- Advance purchase transactions (bai salam, bai muajjal) and options (arbun)

Setup of a sharia-compliant equity fund

- Defining the range of available investment options : industry exclusion criteria and financial exclusion criteria
- Defining of a sharia-compatible management style and a sharia-compatible turnover strategy
- Validation by a sharia board and implementation of a sharia compliance function

Liquidity management, risk management and reporting

- Portfolio liquidity management: murabaha contracts and reverse murabaha contracts
- Portfolio hedging through Islamic Dow Jones index-based bai salam contracts
- Setup of a long/short islamic fund under constraint
- Total return swaps and use of the "purification" technique (tanqyya)

Legal aspects, regulatory aspects and tax aspects

- Rights and duties of the investors (rabb'al mal) and brokers (mudarib)
- Levy on capital gains and dividends

BOND AND FIXED INCOME TRADING WORKSHOP

Duration: 3 Days

Course Fee: \$750

Course Overview

The global corporate and government bond markets have experienced a renewal of substantial rates of growth in issuance since the global financial crisis, the result of a variety of factors – increased government budget deficits and debt issuance post-credit crisis, and corporate bond issuance resulting from the need for balance sheet repair, low interest rate levels and the need to diversify funding sources in an environment of reduced bank loan origination capacity.

Furthermore, investor appetite for bonds relative to equity investment has increased in the current volatile market environment.

Learning Objectives

At the end of this 3-day session, participants will be able to:

- Define the concept and practice of bond and fixed income
- Function in the market with a general skill required for success in this volatile and competitive market

Course Outline

Fixed income fundamentals – Pricing and Risk Characteristics

- Fixed Income Trading and Investment Strategies
- Yield Curve Modelling and Analysis
- Bond Portfolio Management – Strategic and Tactical Asset Allocation
- Fixed Income Active Management Strategies
- Portfolio Construction and Risk Budgeting
- Interest Rate, Inflation and Credit Derivatives
- Applications of Derivatives in Fixed Income Portfolio Management
- Bond Portfolio Management – Real-time Trading Simulation

TREASURY PRODUCTS WORKSHOP

Duration: 3 Days

Course Fee: \$750

Course Overview

A sound knowledge of treasury products, both on the asset and liability side of the balance sheet, and the regulatory framework in which they exist, is a pre-requisite to understanding the risks that face depository institutions in the current trading and regulatory environment.

Learning Objectives

At the end of this session, participants will be able to:

- Define the concept and practice of treasury
- Function in the market with pre requisite knowledge of market products and how to deploy them to shore the balance sheet.

Course Outline

- Money market instruments
 - T-Bills
 - Deposits
 - CD's
 - ABCP
 - Repo transactions explained
 - Trading strategies to enhance return
- Long-term debt instruments
 - Government bonds
 - Bond characteristics
 - New regulatory compliant financial instruments for funding the bank
 - Contingent convertible bonds
- Foreign exchange transactions
 - The spot FX market
 - Quoting forward rates
 - Managing currency and interest rate exposures using FX swaps
 - Marking-to-market forward FX transactions
- Derivative instruments
 - FRA's and swaps explained
 - Using currency options

FUNDAMENTALS OF CORPORATE FINANCE

Duration: 3 Days

Course Fee: \$750

Course Overview

When putting together any corporate finance deal, the potential creation of value is a key consideration. Corporate finance techniques and structures offer many companies the opportunity for value creation, but problems occur when they are either not fully understood or the wrong strategy is implemented. The development of a sound theoretical and practical understanding of corporate finance is a key feature of the course, with value being key themes throughout.

Learning Objectives

At the end of this session, participants will be able to:

- Define the concept and practice of corporate finance
- Function in the market with pre requisite knowledge of market products and techniques to create value.

Course Outline

- Core principles and major applications of corporate finance
- Valuation methodologies and techniques, their uses and abuses
- Cash flow approach vs. accounting approach
- Cost of capital and capital structuring
- How to analyze financial statements using the tools of corporate finance
- Restructuring and divestment as an important part of the corporate finance toolkit, especially when to divest and the alternative ways of divesting a business
- Leveraged finance and management buy-outs
- What are the essential features of leveraged buyouts and how are they structured?
- Financing alternatives and typical financing structures
- What is different about the strategic buyer and the private equity perspective?
- Entrepreneurial finance

UNDERSTANDING FINANCIAL STATEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

This course is designed to explain how financial measures of corporate performance are calculated and used to assess credit worthiness of a business. The course covers the basics of financial statement analysis and enables participants to confidently use financial terminology. This is an introductory level course designed for users of financial reports and accounts who have no prior or limited knowledge of corporate financial information; it focuses on the numbers behind the risks rather than the risks themselves.

Learning Objectives

At the end of this session, participants will be able to:

- use financial statements for decision making purpose

Course Outline

Introduction to financial statements and commonly used terminology

- The purpose payback model
- Relate a business to its balance sheet and profit and loss account
- Typical presentation of company financial statements
- A glossary of common financial terminology.

Focus on the key components of financial statements and highlight some of the variances of financial disclosure

- IFRS presentation of company financial statements
- Key balance sheet categories
- Profit and loss account
- Cash flow statements
- Sources and quality of disclosure
- Key accounting policies
- Notes to the accounts.

How the presentation of financial statement is driven by the characteristics of the business

- Operating performance and the business cycle

- Accounting for sales and expenses
- Ratios to assess the quality and stability of earnings
- Key asset categories
- Return on assets and its components
- The meaning of net working capital
- Fixed asset efficiency
- Deriving a cash flow statement
- Operating, investment and financing cash flows

Understand how and why different companies fund their businesses

- Spontaneous finance from suppliers
- Debt and equity: short term versus long term
- Liquidity and solvency
- Accounting for liabilities
- Funding ratios
- Debt service obligations
- Dividend policy on earnings and cash flow
- Off balance sheet liabilities
- Using the cash flow to analyse a company's ability to service its financial obligations

Measure of performance using financial ratio analysis and their limitations

- Return on equity and its components
- Evaluate performance using peer analysis

FINANCIAL MODELLING

Duration: 3 Days

Course Fee: \$1500

Course Overview

This course seeks to give participants a foundation in building financial model and conducting analysis in excel in the areas of feasibility study and business planning, valuing a company for investment purposes, determining the value of a business

before buying or selling it, forecasting and budgeting for a product, service, business unit or the entire company.

Learning Objectives

At the end of the session, participants will be able to:

- Function effectively with the practical knowledge and skill in modeling financial statements like Income Statement, Cash flow, Statement of Financial Position
- Apply the principles of valuation using discounted cash flow method with Microsoft Excel

Course Outline

- Review of relevant excel functions and formulae
- Excel formulae and functions useful in building financial models
- Debugging /evaluating formula errors
- Building the financial model – income statement – 5 years
- Step by Step building of a financial model
- Model presentation – design/layout and structure
- Best practices in modelling
- Determining fixed assets
- Building discounted cash flow models in excel
- Valuing stocks
- Overview of valuation models
- Conducting analysis – Ratios
- Scenario analysis and Risk Assessment

TREASURY MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

This three day course will give participants a chance to critically review key elements of their company treasury function and the means by which to add

value and enhance efficiency. You will learn about current best practices, supported with real-life case studies.

This course is interactive in nature with discussions based on real case studies and participation from the audience is encouraged

Learning Objectives:

At the end of this session, participants will be able to:

- Define the concept and practice of treasury
- explore different ways and means to improving treasury efficiency
- Function with pre requisite knowledge of market products and how to deploy them to create value

Course Outline

Risk Management

- Risk/reward
- Investor expectations
- Risk tolerance
- Risk appetite
- Risk budgeting
- Risk capacity
- KRIs/KCIs/KPIs
- Risk framework

Treasury role in risk management

- Treasury policy and procedures
- Benchmarks, reporting
- Delegation of authority
- Treasury Committees (or Risk Management Committee)

Financial risks of trading

- Transaction
- Pre-transaction
- Economic
- Responses
- Opportunity cost
- Speculation

Financial risks of ownership

- Interest rate risk
- Translation risk

Financial risk

- Instruments

Cash Management

- Concepts
- Banking tools, pooling, netting
- Bank systems, reporting
- Forecasting
- SWIFT

Financial Mathematics

- Interest rates
- Forward pricing
- Equivalence in interest rates
- The yield curve

Investing Surpluses

- Understanding counterparty/credit risk
- Credit ratings

- Risk/reward
- Security/liquidity/yield
- The yield curve
- Market participants
- Instruments

Treasury Security and Control Fundamentals

- Scope of treasury activity
- What risks does the treasury run?
- Fraud/unauthorized transactions
- Business continuity
- Treasury design
- Reporting
- Systems
- Independent audit/review
- Segregation of responsibility
- Roles and responsibilities
- Authorization and limits

STRATEGIC FINANCIAL MANAGEMENT

Duration: 3 Days

Course Fee: \$750

Course Overview

"Strategic Financial Management" refers to both - the financial implications and aspects of various business strategies and the strategic management of finance. If a company wants to be a blue-chip enterprise or a great enterprise for an all-time investment, it will have to adopt strategic approaches to cost management, sales and revenue management, fund-raising and fund-development and cost-benefit analysis for every prime decision of expansion, diversification, downsizing and renovation

Learning Objectives:

At the end of the session, participants will be able to:

- Define the limitations of traditional accounting models in an increasingly dynamic and fast changing world
- Contribute more effectively to corporate strategy by taking a more proactive and forward looking approach
- React to conditions of rapid change through enhanced awareness, anticipation and adaptation
- Monitor the success of projects, strategies and even total businesses by articulating NPVs over time
- Display more confidence in decision making and dealing with accountants and other specialists
- Assess the strategic financial performance of the company and compare it with that of competitors including strategic price setting
- Compare and contrast cash flow and working capital management

Course Outline

Introduction to Accounts

- Why are accounts needed?
- Key conventions and rules
- Financial accounts
- Management accounts
- Analyzing key financial statements

Strategic analysis of financial performance

- Ratio analysis
- The "Weinstock" performance ratios
- Competitor analysis
- Benchmarking

Analyzing the cost structure

- Different types of cost - fixed, variable
- Marginal costing
- Full costing
- Cost drivers and activity based costing
- Breakeven and contribution analysis
- Margin analysis

Cash flow and working capital control

- The cash flow cycle-Measures of solvency
- Capital investment budgeting

Financial control of the business

- The whole company budget process
- Integrating forecasting planning and budgeting
- Driving performance improvement through the budget
- Setting appropriate KPI's-Performance review process
- Multi -year budgeting

Pricing issues

- Price differentiation
- The supply and demand relationship
- The significance of volume and the experience curve
- Continuous improvement
- Dealing with competition
- Investment appraisal
- Cash versus profit measures
- Forms of appraisal
- payback, DCF, IRR-Allocating scarce funds

Funding growth

- Sources of additional funds
- The significance of gearing

WORKING CAPITAL AND DEBTORS MANAGEMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

Managing debtors / receivables is a key aspect of working capital management. The objective of accounts receivable management is to ascertain the optimum level of trade credit to offer customers and to manage that credit efficiently.

Learning Objectives

At the end of this session, participants will be able to:

- Implement techniques to manage working capital and improve profitability and cash flow.

Course Outline

Introduction

- Importance of working capital management
- Cash flow and profit relationship
- Risk and return trade off

The Working Capital Cycle basics

- Cash conversion cycle
- Inventory
- Debtors and Days Sales Outstanding
- Creditors and Days Payable Outstanding

Working Capital Optimization - theory

- Economic Order Quantities
- Process improvement

Working Capital Optimization – basic practice

- Credit control
- Stock control techniques
- Debtor management & the costs of offering credit
- Management reporting – KPI;s

Working Capital Optimization – advanced practice

- Treasury procedures
- Technology solutions
- Payment systems
- End to end cash flow management

- Outsourcing of debt management

Financing Working Capital

- Supplier financing
- Alternative receivables funding

CORPORATE VALUATION AND TAKE OVER

Duration: 3 Days June 21-23, 2016

Course Fee: \$850

Course Overview

The valuation of companies is fundamental to the operation of the capital markets. It forms the basis of share trading and corporate finance activity, including capital raising, mergers, acquisitions, demergers and disposals. The ability of market participants to identify under or overvalued companies drives out-performance and the creation of shareholder value

Learning Objectives

At the end of the session, participants will be able to:

- Define corporate valuation and take over
- Analyze and practice a range of corporate valuation techniques, their appropriate application and their advantages and disadvantages.

Course Outline

Introduction to Corporate Valuations

- Valuation fundamentals
- Drivers of valuation – ROIC, WACC, growth, size
- Economic profit/EVA
- ROIC vs. WACC- computation and drawbacks
- Revenues, EBIT(DA), Net income/EPS, NAV
- Overview of following ratios: PE, PEG, EV/EBIT(DA), PB/NAV
- Dividend yield valuations
- Earnings vs. cash-flow
- Choosing comparable companies
- DCF valuations and financial modeling with Excel
- Calculating NPV and IRRs Advanced DCF methods
- Calculating debt and equity values directly
- Friendly/Hostile takeovers

- Mergers, Demerger/spinoff/break-up
- IPO/new equity offering calculations
- The premium payable
- Market conditions/sentiment/liquidity
- Operational and financial synergies, cost savings
- Shareholders concerns
- The impact of Capital Structure on Valuation
- Increasing equity value through use of debt
- Focus on shareholder value
- Companies suited to leverage
- Debt markets and credit ratings
- Analyzing debt capacity
- Leverage buyouts (LBO)
- Structuring LBOs
- Short-cut method to see if an LBO may be financially viable
- Typical covenants and financial forecasting
- Specific valuations
- High growth firms
- Cyclical firms
- Accounting factors and financial statements
- Accounting standards (IFRS, US GAAP)
- Accounting tricks to enhance profitability
- Analysis of historic results including ratio analysis
- Qualitative factors
- SWOT analysis
- Sovereign risk analysis
- Economy, currency, credit rating, political risks
- Industry risk analysis
- Good vs. difficult industry
- Porter's 5 forces
- Industry life cycle (growth)
- Industry cyclicalities (earnings quality)
- Competition (ROIC)
- Pricing dynamics, demand vs. supply (ROIC)
- Changing business environments
- Regulation (ROIC)
- Product characteristics (earnings)

FINANCE IN COMPETITIVE STRATEGY

Duration: 3 Days

Course Fee: \$800

Course Overview

For leaders to be effective, they must understand the environment in which they are called to lead. In order to align their self-development with the company's mission and strategy, they must understand the key drivers of the company's competitive advantage especially the relationship between finance and strategy. This course focuses on the bottom-line implications of marketing, operating and financial strategies, and the process of financial planning. It seeks to bridge the worlds of finance and companies' other functions to enhance shareholder value

Learning Objectives

At the end of the session, participants will be able to:

- Explicitly measure a company's key value drivers, such as return on investment and revenue growth.
- Prove why existing performance measures, such as earnings per share and cash flow, fail to measure value.
- Link financial measures directly to corporate strategy.

Course Outline

- The Strategic-Planning and Decision-Making Process
- Vision Statement
- Mission Statement
- Analysis
- Strategy Formulation
- Strategy Implementation and Management
- The Role of Finance
- Free Cash Flow
- Economic Value-Added
- Asset Management
- Financing Decisions and Capital Structure
- Profitability Ratios

- Growth Indices
- Risk Assessment and Management
- Tax Optimization
- Expanding Finance's Strategic Role
- Finance
- Best practices
- *STRATEGIC FINANCIAL PLAN*
- *Relevance*
- Financial Implications
- *Competitive Importance*
- Financial Goals
- *Strategic Objectives*
- *PEST Review*
- *Solvency*
- Profitability Management
- PEOPLE AND OPERATIONAL IMPACT ON STRATEGIC CHOICES
- Strategic decision making is a manager's responsibility
- What kinds of choices might we face in a strategic planning process?
- The ultimate strategic choice
- Strategic choice and corporate performance
- A B C of choosing strategically
- Structure of the strategic choice
- *The Complexity of Decisions*
- EMPLOYEES INVOLMENT IN STRATEGIC CHOICES

INVESTMENT SKILL MANAGEMENT

Duration: 3 Days

Course Fee: \$800

Course Overview

In finance, investment is the commitment of funds by buying securities or other monetary or paper (financial) assets in the money markets or capital markets, or in fairly liquid real assets, such as gold, real estate, or collectibles. The ability to navigate through choice of instruments and timing of positions are key skill that must be learnt in order to succeed in this department

Learning Objectives

At the end of the session, participants will be able to:

- Analyze the range of portfolio of investment and recommend appropriate choices.
- Select a portfolio of investments

Course Outline

- Understanding the fundamentals of investment
- Understanding Investor Behavior
- Regret Theory
- Mental Accounting
- Prospect/Loss-Aversion Theory
- Over-/Under-Reacting
- Understanding Interest Rates, Inflation, and the Bond Market
- Measures of Risk
- Calculation of a Bond's Yield and Price
- Short-Term, Long-Term Interest Rates and Inflation Expectations
- The Timing of a Bond's Cash Flows and Interest Rates
- Understanding the fund management process
- Portfolio Management
- Asset Allocation
- Risk vs. Return
- Portfolio Protection In Diversification And Discipline
- Linkage between economic activity and investment markets
- Analyzing Equity Fund management style
- Some portfolio skills
- The Portfolio Management Process
- Capital Market Theory
- Portfolio Management Strategies, Styles and Techniques

GENERAL MANAGEMENT AND LEADERSHIP COURSES

RECORDS AND INFORMATION MANAGEMENT I

Duration: 3 Days

Course Fee: \$650

Course Overview

Records & Information Management is a management skill which is applied in the control of records, created and received by an organization in the course of its business. Records are created as a result of the functions and activities of organizations and individuals, and their relationship to those functions and activities is a major determinant of the ways in which they are managed. Records & Information Management addresses the need for a systematic approach to managing the information which is a valuable resource to an organization. Its main goal therefore is to *'provide the right information to the right person at the right time at a low cost'*.

Learning Objectives

At the end of the session, participants will be able to:

- Interpret the concepts of the records lifecycle and continuum
- Define the role of a records management programme within an organization
- Manage current and non- current records systems using professional techniques
- Identify the challenges of electronic records and develop strategies for their management
- Assess existing systems and design the adequate records management system

Course Outline

- Introduction & Principles of Records and Information Management
- Records Inventory
- File Classification System
- Active Records Management
- Forms Design and Control
- Restructuring Records Management System
- Organizing and Controlling Records/Managing Current Records
- Provide Physical Protection of Records
- Introduction to Retention and Appraisal of Records
- Managing Semi-Current Records
- Records Management Supporting Good Governance
- Electronic Records keeping

FUNDAMENTALS OF BUSINESS PROCESS RE-ENGINEERING

Duration: 3 Days

Course Fee: \$800

Course Overview

BPR is defined as the fundamental rethinking and radical redesign of business processes to bring about dramatic improvements in organizational performance. Throughout business or government, change is inevitable. Performance Improvement is the watchword. This environment is full of challenges that are requiring a new kind of organization, one that is leaner, faster, and is less costly than its predecessor. This new environment creates change faster than ever before, where organizations must learn that they are not only responsible for producing a product or service, but in doing so, they must be consistently competitive

Learning Objectives

At the end of this session, participant will be able to:

- Define Business Process Re-Engineering
- Evaluate latest BPR trends, concepts, and implementation strategies
- Apply a proven, structured approach to business process reengineering

Course Outline

- The latest information concerning BPR concepts, strategies, and direction.
- An in-depth discussion of the **Innovative Management Framework (IMF)** methodology. The IMF was created from the Framework for Managing Process Improvement methodology.
- Concepts, policies, and procedures employed in the conduct of strategic and business planning as a necessary initial step in BPR.
- An overview of Enterprise Performance Management, including the Balanced Scorecard.
- Tools and techniques that are used in the definition, analysis, development, and implementation of organizational strategic and business plans.
- Tools and techniques that will help the participant in starting and completing a BPR project.

- The relationship of knowledge management in reengineering, the building of a High-Performance Learning Enterprise.
- The course will also examine how BPR interfaces with Six Sigma, Lean, Total Quality Management (TQM), various transformation initiatives, Competitive Outsourcing

COMPETITIVE STRATEGY COURSE

Duration: 3 Days

Course Fee: \$650

Course Overview

This course teaches analysis of strategic decisions facing an organization. The primary emphasis is on decisions at the line of business (rather than corporate) level, and the primary source of analytical method is economics. A central integrating idea is anticipating the response of other actors in the economy and recognizing that often an organization's profits depend on the actions of other firms.

Learning Objectives

At the end of this session, participants will be able to:

- Define Competitive Strategy
- Develop and sharpen analytic strategy skills
- Examine theories and frameworks for identifying and exploiting profitable opportunities
- Avoid strategic mistakes
- Evaluate the strategic successes and failures of respected firms and the issues they face looking forward

Course Outline

Fundamentals of Competitive Strategy

- Analytical frameworks for strategy formulation
- The economics of value creation and capture

External Environment Analysis

- The market forces underlying industry profitability and firm performance
- Modern game-theory approaches for competing effectively with a small number of rivals
- Industry evolution and optimal responses to growth opportunities and shakeouts
- The winner-takes-all markets – a different battle

Internal Profitability Analysis

- Articulate and evaluate competitive advantage
- Assess the long-term sustainability of competitive advantage
- Develop resources and effective capabilities for strategic investments
- Capitalize on growth opportunities through strategic positioning and fit

MANAGING CHANGE, PEOPLE AND PROCESS

Duration: 3 Days

Course Fee: \$650

Course Overview

You will learn why change is important and what benefits it offers. You will learn why developing a change vision is important, as well as the steps you can take to develop one. In addition, you will learn what guidelines you can follow to communicate a change vision to your employees. By learning the four steps of the change process, you will be able to transition through change in a controlled, logical manner. You will learn the processes you must follow to analyze a situation, prepare a plan for change, implement action, and monitor the progress of a change

Learning Objectives

At the end of this session, participants will be able to:

- Apply a change management process to a problem or change opportunity within your organization
- Assess your change style

- Develop strategies for communicating change effectively to those whose styles are unlike your own
- Analyze human and organizational readiness for change
- Plan for successful change by involving stakeholders, defining roles and responsibilities, identifying resources, setting a schedule, and establishing change-process measurements
- Implement a change by managing the project/technical aspects of the change and facilitating the human/emotional side of the change
- Measure the results of a change and sustain positive results

Course Outline

- Defining change management and its importance to an organization
- The change management process and why stakeholders need to be involved
- Individuals' change styles
- Planning for successful change by analyzing political, structural, and resource issues
- Identifying means to counteract sources of resistance to change
- Measuring and sustaining organizational change

ORGANIZATIONAL PEOPLE CHANGE MANAGEMENT COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

Selecting the right project through well disciplined portfolio management and effective project execution using project management best practices is only part of the recipe for success. As companies mature in project management by implementing Project Management Offices (PMOs), portfolio management and developing more certified project managers, they begin to realize a major gap in the process: successful implementation happens through committed users

Learning Objectives

At the end of this three day training session, participants will be able to:

- Identify how OPCM activities should be integrated within the full project life cycle

- Explain key change management principles and their applications to the discipline of project management
- Recognize human responses to change and how to mitigate their impact
- Demonstrate capacity assessment using the Duration, Integrity, Commitment, Effort (DICE) analysis model, including interpretation of results and required next steps
- Explain how to identify and build OPCM activities into the project Work Breakdown Structure (WBS) in the planning phase
- Articulate project manager role requirements regarding OPCM
- Describe the two minimum communication messages required in all change management endeavors
- Identify and neutralize typical barriers to effective change implementation

Course Outline

Change Management Fundamentals

- Change – bridging the gap
- Two models – static or adaptive
- Emotional responses to change
- Impact of OPCM on emotional responses
- The human factor
- Language for change
- Resilience – the antidote for change

Application of OPCM Initiation Process

- Organizational assessment
- Stakeholder assessment

Planning Process

- Cross-functional impact assessment
- Cultural analysis
- Organizational change capacity assessment
- Resistance assessment
- Change management strategy development
- Sponsor management

- Change communication planning
- Training planning
- Rollout/Go Live support planning
- OPCM cost planning

Executing Process

- Communication execution
- Training
- OPCM audit

Monitoring and Controlling Process

- Training control
- Sponsor control
- OPCM communication control

Closing Process

- Remedial training
- OPCM effectiveness survey
- Final communication

Action Planning

- Leveraging your investment in OPCM
- Leading and managing OPCM
- Transitioning measurement responsibilities to the functional groups

QUALITY MANAGEMENT COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

This three-day course introduces the new quality manager or professional to the two principal quality systems, well known quality tools and techniques and is interactive and thought provoking. Introducing a quality system into the

organization or how to encourage the organization to adopt a quality culture are covered with practical advice and tips.

Learning Objectives

At the end of this session, participants will be able to:

- Explain how quality management fits into an organization
- Articulate how quality can lead to improved customer satisfaction
- Demonstrate how to use process improvement tools
- Implement ISO 9001 and the business excellence model
- Describe the value of auditing and continual improvement
- Ensure quality is in the culture of the organization.

Course Outline

- Introductions
- The development and evolution of quality management
- Quality management principles
- Quality management principles continues
- The EFQM and the Excellence Model
- Tools and techniques
- Quality costs

EMOTIONAL INTELLIGENCE AT WORKPLACE

Duration: 3 Days

Course Fee: \$600

Course Overview

Our ability to deal effectively with our emotions in the work place is critical to our success as managers and service providers. As the pace of the world increases and our environment makes more and more demands on our cognitive, emotional and physical resources, Emotional Intelligence is increasingly critical as a skill set. Emotional Intelligence strategies combine with native intelligence increase our ability to successfully manage the constant challenges from customers and our business associates

Learning Objectives

At the end of this session, participants would be able to:

- Discuss how to recognize and understand the five competencies for building Emotional Intelligence
- Explain Self-motivation and job satisfaction as factors that contribute to high performance
- Demonstrate practical tools and skills for communicating effectively, assertively, and collaboratively
- Display influencing and partnering skills
- Apply Communication approaches and skills for developing relationships and ownership for successful outcomes and follow through
- Deploy Skills for conflict management and dealing with difficult situations
- Show how to choose perceptions and behaviours that will lead to positive outcomes

Course Outline

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

DEALING WITH CONFLICTS AND COMPLAINTS

Duration: 3 Days

Course Fee: \$600

Course Overview

The customer is always right - right? Sometimes there are occasions when the customer is not entirely right, or when their behavior in making a complaint is such that they need to be appropriately managed so that the real issue is dealt with. How often have you, as a customer been on the receiving end of an inappropriate response from someone who has read you or the situation incorrectly? This course introduces a model to enable you to identify appropriate tactics for managing issues with customers and avoiding potential conflict.

Learning Objectives

At the end of this session, participants will be able to:

- Demonstrate the ability to deal with conflict and complaints with sensitivity and maturity within the company and with outsiders/customers and suppliers
- Increased confidence and control when dealing with complaints
- Turn customer complaints into opportunities for repeat and referral business

Course Outline

- Common scenarios for customer conflict and complaints
- Eliminating the causes of conflict and defensive behaviour
- Dealing with difficult behaviours
- The right intention: bringing out the best in people
- The steps for dealing with complaints
- Useful words and phrases
- Turning complaints into opportunities
- Case studies and workplace examples

Change Management

Duration: 3 Day

Course Fee: \$600

Course Overview

Theories about how organizations change draw on many disciplines, from psychology and behavioral science, through to engineering and systems thinking.

The underlying principle is that change does not happen in isolation – it impacts the whole organization (system) around it, and all the people touched by it.

Learning Objectives

At the end of the workshop participants will be able to:

- Articulate change in an organization
- Predict the resistance that people may bring to the change situation
- Determine the process to people accept and welcome change
- Display Strategic Thinking, Visioning, Setting Organizational Mission, Goals and targets
- Manage organizational change
- Manage Corporate Image, Culture and Values
- Differentiate between change and Transitions and the place of people in the Transition process
- Show the Need and Importance of Teams in effecting Change

Course Outline

- Strategic Thinking, Visioning, Setting Organizational Mission, Goals and Targets
- Strategies and Processes of Planning organizational Change
- Managing Organizational Change
- Managing Corporate Image, Culture and Values
- Predicting people resistance to Change
- Managing Human Behavior and Attitudes for effective performance
- Differences between change and Transitions and the place of people in the Transition process
- The Need and Importance of Teams in effecting Change
- Leading People Through the Neutral Zone and facilitating New Beginning
- Performance and productivity improvement strategies and Techniques

Records and Information Management II

Duration: 3 Days

Course Fee: \$600

Course Overview

Information is very a vital resource in modern time. It forms the basis of making appropriate response to opportunities and threats in the environment. Records form a strategic component of information management and have to be effectively handled for goal achievement.

Learning Objectives

At the end of the session, participants will be able to:

- Improve their information management ability in their organizations.
- Analyze the economic values of records and develop appropriate systems for record control and management
- Improve records and information security in their organizations

Course Outline

- Record and Information Management: A comprehensive Overview
- Record keeping Function in Organizations
- Types and Relevance of Record
- Files and Filing Systems
- Introduction to Electronic Filing Systems
- Personal Records
- Financial Records
- Document Tracking
- Retrieval of Records
- Disposal of Records
- Handling Confidential Information
- Computer Application in Record Management

Leadership Mentoring and Motivation

Duration: 3 Days July 5-7, 2016

Course Fee: \$650

Course Overview

Nowadays a very wide skills-set is needed if a person is to be successful at leading others. The purpose of this course is to place emphasis on developing a personal

leadership style by drawing upon core management and supervisory skills and the very human qualities of optimism, common sense, reason and integrity

Learning Objectives

At the end of the workshop participants will be able to:

- Develop shared values on the role of effective leadership
- Apply appropriate leadership styles in their work situations;
- Identify and apply motivational tools for the achievement of corporate objective
- Plan the programs and activities of units or departments effectively
- Direct action appropriately through personal commitment

Course Outline

- The role of Effective Leadership
- Leadership Styles
- Motivational Tools for Corporate Objective
- The role of Planning and Control in an Organization
- Leadership keys
- Personality of a leader
- Leader's inventory
- Mentoring keys
- Mentoring levels
- Finding a mentor
- Reasons to mentor
- Mentee differences
- Finding a mentee
- Suggestions for mentoring
- Mentoring mistakes
- Myths and fears
- Mentoring death
- Clarification and instructions

Competency Framework

Duration: 3 Days

Course Fee: \$600

Course Overview

Being tasked with introducing competencies into your organization can seem at times like a mission impossible! This highly informative and interactive course will give you the tools, models, knowledge and understanding to be able to effectively design, build and implement a competency framework in your organization. Based on “best-in-class” experiences you will be able to implement a competency framework that contributes to your organization’s strategy and long term success.

Learning Objectives

At the end of this session, participants will be able to:

- Apply the competency framework and the generic competency dictionary
- Assess the required competencies when interviewing new recruits,
- Manage performance as well as identify training needs of existing employees.

Course Outline

Why A Competency Framework?

- Establishing the business need
- Starting with a strategy
- The benefits of a competency framework to the business
- How we use competencies
- What are your performance standards?
- Where do we begin?

Designing a Competency Framework

- Data collection – what do we need to know?
- Data collection methods
- Analysis of information collected
- Considering different competency designs
- Technical competencies
- Behavioural competencies
- Leadership competencies

Preparing To Implement

- The benefits of planning

- Different methodologies
- Tools and techniques
- Linking to jobs, positions and grades
- The communication project plan
- Gaining commitment – selling the idea to the organisation

Implementation

- Recruitment
- Training and development
- Performance appraisal
- Succession planning
- Reviewing a framework through change

The Effective Secretary/Personal Assistant Course

Duration: 3 Days

Course Fee: \$600

Course Overview

Success depends on the abilities of support staff. As organization worldwide have streamlined and computerized, support staff has become key to an organization's success. More often than not, support staff must pick up the slack, handled multiple projects simultaneously, and remember all the details.

Learning Objectives

At the end of this session, participants will be able to:

- Show the key value-adding skills needed to leverage the greatest advantage out of essential team role.
- Increase effectiveness ten-fold by applying the tools, skills and techniques acquired.

Course Outline

- The Secretary/PA in Organizations Today
- How the role has changed and why

- From suitable Secretary to potent PA
- The Secretary/PA as businessperson
- Knowing how your business works
- Understanding the contribution you can make
- You and your boss as a powerful team (the Me-Boss Team)
- The Steps to becoming a highly effective “gatekeeper”
- Who are you?
- Understanding your paradigms
- Understanding your interpersonal style
- You are important!
- Attitude, latitude and taking responsibility
- Becoming a Lifelong Learner
- Adding Value to your Manager
- Understanding your boss's paradigms
- Understanding your boss's interpersonal style
- Making sure you are clearly on the Me-Boss team list
- Understanding and supporting the boss's role and objectives
- Agreeing your common objectives and success criteria
- Understanding strategic thinking
- Focusing on goal-directed interaction
- Key steps in becoming an effective “managee”
- Knowing when to “fill in the gaps”
- Redefining your role and intended contribution

- Managing the Me-Boss team together
- When is a team a team?
- Working together when power is unequal
- The features of a cohesive team
- Success comes in Cans, not in Cannots
- The team's success is your success
- Making the Time to do your Job(s)
- The benefits of effective time management (you/your boss/together)
- Agreeing and sticking to priorities
- Progress vs. maintenance
- Overcoming the major time wasters
- Utilizing the major time tools
- Simple techniques to make more “available” time

- Skills for Undertaking Small Projects
 - Understanding how to break a task down into its components
 - Preparing a mini project plan
 - Making a budget and sticking to it
 - Identifying critical tasks that make or break a project
 - Setting up deadlines and time frames
 - Taking the project through to completion

- Public Relations Skills
 - Understanding client service and client value (internal and external)
 - Cultivating and projecting a professional image
 - Listening and probing skills
 - Dealing with difficult people
 - Preventing misunderstandings and conflict
 - Don't be the boss's worst PR nightmare
- Managing the Stress as an Executive PA
 - The cost of negative stress
 - The benefits of positive stress
 - Sources of your negative stress
 - Sources of the boss's negative stress
 - Steps to effective management of stressors
- Awkward Realities of an Executive Secretary Position
 - Dealing with office gossip and politics
 - Professional Dress and Image
 - Balancing the needs of multiple bosses
 - Dealing with the boss's spouse/partner
 - Handling the boss from hell
 - Handling the PA from hell

INTERNAL COMMUNICATION MANAGEMENT

Duration: 3 Days

Course Fee: \$600

Course Overview

Great internal communication enables performance, increases engagement, and delivers value to organizations. But if you're new to the internal communication function, if involvement in internal communication activities within your company or business unit has recently become part of your role, or if you are tasked with local internal communication responsibilities in addition to your "day job" - where do you start?

Learning Objectives

At the end of the session, participants will be able to:

- Increase understanding of internal communication in a range of organizational settings.
- Explain the ways internal communication delivers value to organizations.
- Discuss how to put the key theories of internal communication into practice to get results.
- Recognize what leaders are looking for from their communication team.
- Build your communication competencies and chart your professional development. Access tips and checklists that you can apply to your role today.
- Explain what makes up a successful communication plan and why.
- Apply a measurement approach that will demonstrate the value of communication
- Identify practical ways that you can help your leaders communicate more effectively and create line of sight for their teams.

Course Outline

- Where did we come from? A brief background to internal communication practice
- What do we do? The role of internal communication in organizations
- The value of effective communication
- The new competencies and how to build them
- The leadership perspective of our roles and how to increase your value
- Power of partnerships – working with other functions, vendors and suppliers

- What is engagement and how do you help increase it
- What additional value can you bring to your organization?
- Overcoming the challenges of your role
- Making the most of your professional development
- Fundamentals of communication strategy and planning
- Becoming "audience aware" –getting to know your organization
- The communicator’s toolbox –channels that work
- The 6-step planning framework for communication strategy
- Creating a communication plan with solid objectives
- The benefits of a rolling communication schedule
- Helping your leaders become better communicators and create line of sight
- The internal communication dashboard – measuring progress
- Your communication career –planning your ongoing development and building your communication competencies.

MANAGING WORKPLACE DIVERSITY

Duration: 3 Days

Course Fee: \$600

Course Overview

In the new global economy, it is more important than ever to understand how culture affects communication and perception. Improving intercultural communication enhances success by bringing varied perspectives and fresh ideas into the workplace.

Learning Objectives

At the end of this session, participants will be able to :

- Differentiate between stereotypes and biases,

- Develop effective strategies for removing barriers to diversity in the workplace
- Improve their listening and learn effective questioning techniques to communicate more effectively in a diverse population
- Demonstrate non-verbal communication, both of one's own and that of others
- Encourage diversity in the workplace while discouraging and preventing discrimination
- Show how to respond to personal complaints and develop a support system to manage this process in your organization
- Display a professional approach to record, analyze and resolve situations involving diversity

Course Outline

- Understanding Diversity
- What is Diversity?
- Related Terms and Concepts
- A Brief History
- A Legal Overview
- Understanding Stereotypes
- Stereotypes vs. Biases
- Identifying Your Baggage
- Understanding what this Means
- Breaking Down the Barriers
- Changing your Personal Approach
- Encouraging Workplace Changes
- Encouraging Social Changes
- Verbal Communication Skills
- Listening and Hearing: They aren't the same thing
- Asking Questions
- Communicating with Power
- Non-Verbal Communication Skills
- Body Language
- The Signals you Send to Others

- It's not WHAT you say, It's HOW you say it
- Being Proactive
- Encouraging Diversity in the Workplace
- Preventing Discrimination
- Ways to Discourage Discrimination
- Coping with Discrimination
- Identifying if you have been Discriminated against
- Methods of Reprisal
- Choosing a Course of Action
- Dealing with Diversity Complaints as a Person
- What to do if you're Involved in a Complaint
- Understanding your Role
- Creating a Support System
- Dealing with Diversity Complaints as a Manager
- Recording the Complaint
- Identifying Appropriate Actions
- Choosing a Path
- Dealing with Diversity Complaints as an Organisation
- Receiving a Complaint
- Choosing a Response
- Learning from the Complaint

VALUE BASED LEADERSHIP

Duration: 3 Days

Course Fee: \$600

Course Overview

The Journey of Leadership is a discussion-based approach to corporate values, individual competencies and improved individual and team effectiveness. This course is highlighted by in-depth discussions on values-based leadership examples from some corporations

Learning Objectives

At the end of this session, participants will be able to:

- Demonstrate the role of leadership in both traditional and complex organizations, including those for profit and those not for profit organizations

Course Outline

- Being aware of current leadership and management theories, including the bases of authority,
- Transformational leadership,
- Values based leadership,
- Situational leadership and the role of emotional intelligence supporting leadership;
- Having an understanding of the differences in personality types and the influence of the participant's personality type on their leadership style;
- Having a basic knowledge of people management practices
- To align team performance with project outcomes within organizations with a range of different goals,
- Values and stakeholders;
- Understanding people management policies and programs and identifying organizational strategy and leading change.
- Behaviors such as managing feedback effectively and encouraging motivation of staff are also examined

INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY

Duration: 3 Days

Course Fee: \$600

Course Overview

The goal of this course is to create awareness and advance knowledge about issues in business ethics and supply chain social responsibility. Through readings,

discussions, mini-cases and exercises, participants will learn about a broad range of social responsibility factors, such as ethics, environmental concerns and “fair trade.”

Learning Objectives

At the end of this session, participants will be able to:

- Describe the different perspectives on ethics and social responsibility.
- Explain the relationship between business ethics and corporate social responsibility.
- Critique an organizational ethics statement.
- Identify the various stakeholders with interests in ethical issues.
- Discuss the rationale and potential benefits of sustainable supply chains.
- Identify opportunities for your organization to create a greener supply chain.
- Evaluate your organization’s policy on discrimination and harassment.

Course Outline

1. Introduction to Business Ethics and Social Responsibility
 - a. Ethics: Definition and Tradition Define business ethics and describe different perspectives on ethics. Critique and organizational ethics statement.
 - b. Regulatory Codes of Ethics
 - c. Stakeholders Identify various stakeholders with interests in ethical issues in the context of their organizations.
 - d. Social Responsibility Explain the relationship between business ethics and corporate social responsibility.
 - e. Ethical Orientation
 - f. The Polluter’s Dilemma
2. Environmental Sustainability
 - a. Sustainable Supply Chains Discuss the rationale and potential benefits of sustainable supply chains.
 - b. Carbon Footprint Identify opportunities for your organization to create a greener supply chain. Calculate the carbon footprints.

- c. ISO 14000 Evaluate the potential of ISO 14000 for their organization and supply chain.
- 3. Discrimination and Harassment: The Law
 - a. Defining Discrimination and Harassment Know the federal and provincial laws covering discrimination and harassment.
 - b. Organizational Policy Comment on your organization's policy on discrimination and harassment.
 - c. Sexual Harassment Mini-case Discuss the impact of discrimination on organizational productivity.
- 4. Social Issues
 - a. International Labor Organization (ILO) Standards To explain the ILO standards
 - b. ISM Principles To identify safety and security issues within your organization, and among key members of your supply chain
 - c. Free Trade versus Fair Trade Be familiar with distinctions between free trade and fair trade, and determine your organization's view on free versus fair trade.
 - d. Kraft and Rainforest Alliance
- 5. Community Involvement
 - a. Community and the Organization
 - b. Examples of Community Involvement Identify opportunities for their organizations to become more involved in the local community.
- 6. Social Responsibility Presentations
 - a. Propose a statement of social responsibility to a group of their peers.
 - b. Question and or Comment on such a statement delivered by someone else.
- 7. Social Responsibility Report and Workshop Wrap Up
 - a. Begin preparation of their workshop final report.
 - b. Discuss the key concepts covered during the session.
 - c. Discuss how they would apply the concepts in their organization.
 - d. Prepare a final report

Duration: 3 Days

Course Fee: \$650

Course Overview

Designed to meet the needs of professionals who seek high-level competencies to manage the challenge of operating corporate social responsibly in a competitive business environment, these courses aim to build capacity in the private sector to manage the global sustainability challenges

Learning Objectives

At the end of this session, participants will be able to:

- Describe the different perspectives on ethics and social responsibility with advanced definition.
- Explain the relationship between business ethics and corporate social responsibility at a more advanced reasoning.
- Evaluate an organizational ethics statement and recommend improvement.
- Identify the various stakeholders with interests in ethical issues.
- Recommend a sustainable supply chain management system.
- Evaluate your organization's policy on discrimination and harassment.
- Create a social responsibility policy for your organization.

Course Outline

- Environmental Management and Climate Change
- Value Chain Risk Management
- Community Investment and Development
- Human Resource Management, Diversity and Inclusion
- Corporate Governance, Fair Operating Practices and Government Relations
- Development, Poverty Alleviation and Social Business
- Business and Human Rights
- Business Strategy and Social Responsibility

ORGANIZING AND RUNNING EFFECTIVE MEETINGS

Duration: 3 Days

Course Fee: \$600

Course Overview

Running Effective Meetings training course teaches students about planning, participating in, and concluding successful meetings. Students learn how to establish the purpose and agenda of a meeting, facilitate participants' progress toward the meeting goals, improve their leadership abilities, facilitate situation analysis, brainstorming, and decision making, foster creative thinking, manage conflict among meeting participants. Course activities also cover building a positive climate during a meeting and following best practices of verbal and nonverbal communication.

Learning Objectives

At the end of this training session, participants will be able to:

- Plan meetings.
- Participate effectively in meetings.
- Establish the purpose and agenda for meetings.
- Articulate the role of leaders in meetings.
- Resolve conflicts in meetings.
- Interpret nonverbal communication in meetings.
- Communicate clearly in meetings.
- Facilitate participants' progress toward the meeting goals.
- Conclude successful meetings.

Course Outline

- Fundamentals of conducting meetings
 - The purpose of meetings
 - Planning meetings
 - Participating in meetings
 - Closing meetings
- Managing meetings
 - The role of leaders
 - Decisions and ideas
 - Eliminating groupthink
- Conflicts, climates, and difficult personalities
 - Resolving conflicts

- Meeting climates
- Communicating as meeting leaders
 - Communicating clearly
 - Using effective language
- Listening effectively and asking questions
 - Improving listening skills
 - Asking effective questions
- Communicating nonverbally
 - Nonverbal communication
 - Interpreting nonverbal communication

TEAM BUILDING COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

The course details the key skills required by anyone required to lead a team or those required to work within one. The main subject areas which will be addressed in detail are team building, team management, the individual's roles within the team, communication and problem solving methods and techniques will also be demonstrated with regard to practical applications within a team structure. Providing the opportunity to develop skills and practice techniques.

Learning Objectives

At the end of this session, participants will be able to:

- Identify the different types of teams & develop different strategies for leading them
- Recognize the different team development stages and behaviors
- Demonstrate the techniques to manage teams at each stage of development, known as Forming, Storming, Norming, Performing & Adjourning
- Develop a range of great team building activities
- Display strategies and techniques to ensure effective and productive team meetings

- Develop great team problem solving and facilitation skills
- Foster teamwork and create a supportive team culture

Course Outline

- **Defining Success**
 - What is a team?
 - Factors for success
- **Types of Teams**
 - The traditional team
 - Self-Direct teams
 - E-Teams
- **The First Stage of Team Development - Forming**
 - The Hallmarks of this stage
 - What to do as a leader
 - What to do as a follower
- **The Second Stage of Team Development - Storming**
 - The Hallmarks of this stage
 - What to do as a leader
 - What to do as a follower
- **The Third Stage of Team Development - Norming**
 - The hallmarks of this stage
 - What to do as a leader
 - What to do as a follower
- **The Fourth Stage of Team Development - Performing**
 - The Hallmarks of this stage
 - What to do as a leader
 - What to do as a follower
- **Team Building Activities**
 - The benefits and disadvantages
 - Team building activities that won't make people cringe
 - Choosing a location for team building
- **Making the Most of Team Meetings**
 - Setting the time and place
 - Using celebrations of all sizes
- **Solving Problems as a Team**

- The Six Thinking Hats
- Encouraging brainstorming
- Building consensus
- **Encouraging Teamwork**
 - Some things to do
 - Some things to avoid
 - Some things to consider

BALANCE SCORECARD

Duration: 3 Days

Course Fee: \$650

Course Overview

This course will introduce you to the basics of the strategy execution world, giving you the best practices regarding measurements, helping you to take a first step towards implementing the Balanced Scorecard within your organization

Learning Objectives

At the end of this session, participants will be able to:

1. Demonstrate the concept of Strategy Execution.
2. Develop a robust and effective Balanced Scorecard and use it as a strategy management system.
3. Demonstrate the role of the Balanced Scorecard as a performance management tool.
4. Discuss examples from other organisations and industries, adopt their success histories and avoid their previous failures.

Course Outline

The course will walk you through the basics of defining measures and KPIs, and their relation with the BSC. Concepts like measures, indicators, KPIs, KRIs, KCI and other jargon of the performance management will be clarified. Finally this course will help you understand how to get the most out of the Balanced Scorecard, a core component of a strategy execution and performance management framework

CUSTOMER RELATIONSHIP MANAGEMENT

Duration: 3 Days

Course Fee: \$600

Course Overview

This course introduces Customer Relationship Management (CRM) and provides the skills and knowledge required to develop, manage, build and maintain customer relationships. You will develop an understanding of customers and how to meet their divergent needs and how to develop and maximize customer data to establish targeted customer approaches

Learning Objectives

At the end of this session, participants will be able to:

- Discuss major issues, concepts, and techniques of CRM including the history, theory and development of CRM;
- Appreciate and be familiar with general management's perspective on CRM;
- Discuss what industries use CRM and why, and the impacts of CRM on organizations;
- Explore issues regarding privacy, ethics and the future of CRM;
- Understand the impact of CRM on both sales and marketing strategies;
- Identify the various technology and data platforms options available to implement CRM;
- Describe the importance of customer relationship management for a business;
- Describe various customer service/relationship approaches and models such as RFM, CLV, etc.;
- Discuss appropriate CRM program measurement and tools;
- Identify the important customer services elements in a business;
- Utilize customer information to segment and develop customer targeted marketing programs;
- Be familiar with the current top software solutions for CRM.

Course Outline

- Customer Relationship Management
- Evolution of CRM
- Goals of a CRM Strategy
- Three Aspects of CRM
- CRM Value Pyramid
- CRM Components
- CRM Drivers
- CRM Solutions Map
- CRM Solutions Map: Marketing Solutions
- CRM Solutions Map: Sales Solutions
- CRM Solutions Map: Services
- CRM Solutions Map: Analytics
- Changing Role of CRM
- Obstacles in CRM Success
- Internet's Influence on CRM
- CRM and Globalization
- Major CRM Packages

STRESS MANAGEMENT COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

Assertiveness is being able to confidently express your ideas and needs while respecting the rights of others. In this course you will learn strategies to make positive changes to help develop the necessary skills to enable you to react positively with other people

Learning Objectives

At the end of this session, participants will be able to:

- Discuss positive stress
- Identify symptoms of burnout and overload
- Identify the sources of stress in your work life
- Change behaviors which add to stress
- Make changes to situations that can be influenced

- Develop positive responses to situations that cannot be changed
- Develop strategies to prevent feeling overwhelmed

Course Outline

- **Diagnostic clinic**
What stresses you
Your approach to stress
- **What is stress?**
Why we feel stress
Major stressors
The difference between constructive and destructive stress
Symptoms and results of negative stress
What stress costs organizations and its people
- **Causes of workplace stress**
- **Managing stress caused by time constraints**
Prioritizing
Managing your time effectively
Saying No assertively
Delegating
- **Managing stress caused by conflict**
Managing your own emotions
Effectively handling the behavior of others
- **Avoiding distress (burnout)**
Cultivating resilience
Relaxation techniques
Work / life balance
Diet, exercise, relationships, leisure

WORK LIFE BALANCE

Duration: 3 Days

Course Fee: \$650

Course Overview

The percentage of time we spend working is still on the rise, leaving free time relegated to a few short hours a week and life can seem like one long work day

after another. We can spend well beyond our contracted hours at our jobs. Many of us never leave work at all. It is still in our heads when we are travelling home, when we are with our family or friends, and even when we are trying to get to sleep at night

Learning Objectives

At the end of this three-day course delegates will be able to:

- Identify the roles and activities which require different levels of attention
- Exert more control over their time and energy
- Improve workload management with practical techniques and approaches

Course Outline

- Assessing current life-work balance and how it affects us
- Understanding the causes of imbalance
- Life and work responsibilities - the roles we have
- Seven practical ways to cope with too much work
- Coping with competing demands and maintaining concentration
- What drains us and what fuels us
- Understanding the energy "barometer" and managing energy levels
- Getting priorities right and protecting them
- Strategies for upgrading the quality of our lives and nurturing well-being
- "Depth" activities which stabilise us
- Creating life and work goals

HOTEL CUSTOMER RELATION MANAGEMENT

Duration: 3 Days

Course Fee: \$600

Course Overview

Travelers are becoming more price sensitive, less brand loyal and more sophisticated. To enhance guest loyalty, hotels must focus on developing Customer Relationship Management (CRM) strategies that aim to seek, gather,

store and share guest information throughout the entire organization for creating personalized, unique guests experiences.

Learning Objectives

At the end this session, participants will be able to:

- Discuss the major issues, concepts, and techniques of CRM including the history, theory and development of CRM;
- Demonstrate general management's perspective on CRM;
- Understand what industries use CRM and why, and the impacts of CRM on organizations;
- Explore issues regarding privacy, ethics and the future of CRM;
- Understand the impact of CRM on both sales and marketing strategies;
- Identify the various technology and data platforms options available to implement CRM;
- Describe the importance of customer relationship management for a business;
- Describe various customer service/relationship approaches and models such as RFM, CLV, etc.;
- Discuss appropriate CRM program measurement and tools;
- Identify the important customer services elements in a business;
- Utilize customer information to segment and develop customer targeted marketing programs;

Course Outline

- Customer Relationship Management
- Evolution of CRM
- Goals of a CRM Strategy
- Three Aspects of CRM
- CRM Value Pyramid
- CRM Components
- CRM Drivers
- CRM Solutions Map
- CRM Solutions Map: Marketing Solutions
- CRM Solutions Map: Sales Solutions

- CRM Solutions Map: Services
- CRM Solutions Map: Analytics
- Changing Role of CRM
- Obstacles in CRM Success
- Internet's Influence on CRM
- CRM and Globalization
- Major CRM Packages

WORK ATTITUDE FOR LOCAL GOVERNMENT WORKERS

Duration: 3 Days

Course Fee: \$600

Course Overview

We call it attitude skills, but it is really about helping people discover new ways of thinking. The course is based on the assumption that everyone has an attitude. It might be a positive or a negative attitude depending on someone else's perspective. **The real issue is training individuals how to use thinking processes that maximize their ability to succeed.**

Learning Objectives

At the end of this training, participants would be able to:

- Improve Job performance
- Increase Meeting quality standards
- Improve Sales potential
- Improve Customer service and support
- Build Team spirit
- Enhance Boss/employee relations
- Raise Co-worker support
- Fulfil Stakeholder expectations

Course Outline

- Understanding attitude

- Recognize the importance of attitude
- Positive attitude is the way you dedicate yourself and the way you think
- Check the way you think
- Developing your attitude attributes
- Develop a “Yes I can” attitude
- Learning the power of attitude
- Identify attitude origins and influences
- Apply the principles that lead to positive attitudes
- Have a clear, concise vision
- Do a reality check of your dreams
- Don’t let fear stop your success
- Sell the benefits of performance
- Take responsibility for your attitude, your actions and your results
- Take specific actions that will lead to a positive attitude
- Tell stories to paint pictures of success
- Invite participation
- Radiate optimism
- Recognize achievement
- What to do when you become negative
- What to do when others are negative
- Develop individual action plans to achieve a positive attitude

WOMEN IN LEADERSHIP COURSE

Duration: 3 Days

Course Fee: \$550

Course Overview

The strengths and different perspectives that women bring to organizations are largely unacknowledged, mainly because women do not know how to present these skills in an effective way. Often being a female is seen as a disadvantage, but it can be turned into a very distinct advantage, if you know how.

Learning Objectives

At the end of this session, participants will be able to:

- Provide an edge as women, so that they can compete and win leadership roles in their organization.

Course Outline

- Introduction
- Know yourself – who do you admire as a leader and why? Learn ways to model their behaviour and inspire others
- Styles of leadership – what kind of leader are you? What kind would you like to be?
- Team building exercises – how to motivate your team and give them a sense of ownership of your projects
- Communication skills – active listening – how to get the most out of conversations – use of storytelling rather than memos – the importance of body language in a global society
- Goal setting and how to achieve them – weighing up risks
- How to deal effectively with conflicts
- Time Management – make the most out of your day, especially your meetings

BUSINESS ETIQUETTE COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

Business Etiquette is so much more complex than knowing table manners like which fork to use at a business lunch. This course examines the basics, most importantly to be considerate of others, dress/appearance, the workplace versus social situations, business meetings, proper introductions and 'the handshake', conversation skills/small talk, cultural differences affecting international business opportunities, dealing with interruptions, and proper business email and telephone etiquette.

Learning Objectives

At the end of this session, participants will be able to:

- Create a professional image, follow cubicle and office etiquette, and maintain positive office relationships.
- Use the Internet appropriately when at work and handle ethical dilemmas and personal issues in the workplace.
- Introduce people properly, be a good conversationalist, and follow proper etiquette in meetings.
- Display courtesy on the telephone, in voice mails, and in written communications.- Follow proper etiquette at business functions and dinners, and identify formal table settings for business dining.
- Prepare for international business trips and appear as a courteous traveler.

Course Outline

Office protocol

- Office etiquette
- Understanding business etiquette
- Maintaining a professional appearance
- Cubicle and office etiquette
- Practicing cubicle etiquette
- Practicing office etiquette
- Office relationships
- Developing positive relationships with co-workers
- Avoiding rumors and gossip
- Developing relationships with superiors and staff

2 - Professional conduct

- Appropriate use of the Internet
- Accessing the Internet
- Ethical dilemmas
- Handling ethical dilemmas
- Maintaining loyalty and confidentiality
- Personal issues in the workplace
- Handling personal issues in the workplace

3 - Communicating in the workplace

- Introductions
- Introducing people
- Following etiquette while being introduced
- Conversations
- Making conversation
- Etiquette in meetings
- Understanding meeting protocol
- Conducting yourself properly in meetings

4 - Etiquette in communication

- Telephone courtesy
- Applying telephone courtesy
- Using voice mails and speakerphones
- E-mail etiquette
- Using subject lines and e-mail signatures
- Composing the body of e-mail messages
- Writing guidelines
- Formatting a business letter
- Writing memos and informal letters

5 - Business functions

- Attending business functions
- Identifying types of business functions
- Following etiquette at business functions
- Business dining
- Identifying table settings at formal dinners
- Following etiquette for business dining
- Handling utensils and napkins
- Applying basic rules of dining etiquette

6 - Traveling for business

- The courteous traveler
- Being a courteous traveler
- Being courteous on an airplane, on a train, or in a car

- Following the rules of etiquette at hotels
- International travel
- Understanding cultural orientation
- Showing respect to your hosts

COUNSELLING SKILLS COURSE

Duration: 3 Days

Course Fee: \$650

Course Overview

Learning Objectives

At the end of this session, participants will be able to:

- Show an understanding of what counselling is and how it differs from other sorts of help and communication
- Introduce some basic counselling skills such as active listening, mirroring, reflecting back, non-judgemental approach, working with difference, etc
- Recognise and understand different forms of communication, verbal, unconscious, body language, etc
- Demonstrate the therapeutic framework and the importance of boundaries.
- Show the basic developmental theory based on psychodynamic principles
- Provide a space for self-exploration and self-development

Course Outline

- **The Role of Counselling**
 - Counselling defined; the purpose of counselling; why do we need counselling; how counselling grew.
- **The Limits and Extent of Counselling**
 - Varieties of counselling; qualities and attributes of an effective counsellor; maintaining and developing helping skills; limits of client/counsellor relationship.
- **The Initial Counselling Session**
 - The counselling process; overview of Egan's helping model; attending; developing rapport; responsibility; relaxation.

- **Active Listening and Empathy**
 - Active listening; shadow side of listening; empathy as a communication skill; the uses of empathy; empathy as a core condition.
- **Supplement: Basic Counselling Skills Readings**
- **Problem Exploration, Probing, and Questioning**
 - Helping clients tell their stories; assessment and learning; reluctant and resistant clients; probing; questioning skills.
- **Challenging and Confronting**
 - The goals of challenging; what needs challenging; helping clients challenge themselves; difficulties and benefits associated with confrontation.
- **Goal Setting**
 - Developing programs for constructive change; helping clients create a better future; what do clients really want; what are clients willing to pay for what they want?
- **Management Aspects of Counselling**
 - Caseload management; records management; time and stress management.
- **Action Planning**
 - Helping clients develop strategies to get what they need and want; what's best for the client; making plans.
- **Action Skills**
 - Introduction; helping clients become effective tacticians; getting along without a helper: developing social networks for supportive change; the shadow side of implementing change.
- **Advanced Counselling Skills**
 - Introduction; advanced counselling skills; when to refer a client; the process of referral; referral agencies.
- **Supervision of Caseload Management**
 - Supervision methods; transference and counter transference; caseload management; caseload management concepts.
- **Assessment and Report Writing**
 - Effective counselling; the value of experience; evaluating the effectiveness of counselling; observations; report writing

TELEPHONE ETIQUETTE COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

The front office of any organization is the first contact point by customers and suppliers and most other stakeholders. The telephone is another critical contact point between organizations and outsiders. It is important to emphasize that there is no second chance of making the first impression therefore, this course is a prerequisite for those who have direct dealings with outsiders in an organization.

Learning Objectives

At the end of this session, participants will be able to:

- Acknowledge callers and keep them informed of reasons for delays
- Describe standard telephone etiquette on answering calls, transferring calls and making calls
- Prepare all necessary documentation and equipment prior to making outgoing calls
- Decide whether to transfer a call to another person or help the person themselves
- Ask probing questions to find out the purpose of the call, and transfer to another person who might be more able to assist
- Take messages for others
- Decide whether to take a detailed message, or to have the customer called back by an appropriate person
- Deal with incoming and outgoing calls in a polite manner
- Deal with calls quickly and politely, keeping other calls holding as little as possible
- Define role as front desk operator / receptionist / telephonist
- Define why should I be nice / civil to anybody?
- show the importance of ATTITUDE in my role
- Develop daily BEHAVIOURS to be the best I can be

- Groom myself for success
- Create Key Responsibility Indicators that reflect the importance of the Front Desk / Reception desk
- Invite Customers into the business with your superior TELEPHONE SKILLS
- Develop an understanding of Customer Requirements by LISTENING
- Take pride in displaying COURTESY and CIVILITY

Course Outline

- Professional telephone etiquette and mannerism
- Using your voice and language skills effectively
- Sharpening listening skills
- Taking messages correctly
- Transferring calls appropriately
- Dealing with objections tactfully
- The necessities to have at hand for effective/prompt delivery
- Professionalism and company image
- Customer expectancies
- Personal accountability

DEVELOPING EXECUTIVE MANAGEMENT CAPACITY

Duration: 3 Days

Course Fee: \$650

Course Overview

The course is designed for managers who wish to enhance their ability to plan and act more strategically, anticipate change and initiate successful change actions when and where necessary, build dynamic and focused teams, improve organizational output through improved customer focus and an enhanced understanding of personal accountability by their staff.

Learning Objectives

At the end of this session, participants will be able to:

- Use strategic planning tools.
- Initiate a strategic planning process.
- Constantly anticipate and react speedily to changes within your organisation.
- Use a range of analytical tools to help identify the cause of problems.
- Develop appropriate strategies for greater personal, team and organizational effectiveness.
- Work with your people to bring about improved efficiency.

Course Outline

- The role of strategic planning and management.
- Initiating the strategic planning process.
- Clarifying and implementing organizational mandates.
- Situational analysis techniques and stakeholder analysis.
- Exploring the role of leadership and management to ensure achievement of objectives.
- Developing business plans; monitoring and evaluating for results.
- Analysing external and internal factors driving change; developing readiness for change.
- Analysing the current state of the organisation, developing appropriate strategies for change, managing staff through change.
- Building and managing dynamic teams.
- Coaching and mentoring skills.
- Situational leadership styles.
- On-going performance management.
- Developing greater customer and output focus.
- Time management, priority setting

STRATEGY FOR ORGANIZATIONAL IMPROVEMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

In today's global marketplace, business leaders must successfully navigate a constantly changing and complex environment to ensure that their organization is winning. How do you recognize the unique challenges and opportunities your organization faces and craft strategies to effectively leverage your corporation's competencies? This course is crucial to upgrade your capabilities in coping with the ever changing global events in the corporate world.

Learning Objectives

At the end of this course, participants would be able to:

- Align between a firm's strategy, the way in which it is organized, and the environment in which it competes
- Identify and evaluate a firm's strategy and its position in the industry
- Apply frameworks for executing change management initiatives effectively

Course Outline

- Focusing on Critical Areas: Products, Processes, Customers, Markets,
- Finance, Human Capital, Environment, Image and Sustainability
- The Educate leaders
- The organizational strategic objectives
- Assigning an owner to each metric
- Conducting a workshop on measuring metrics.
- Collecting data
- Conducting a workshop on prioritizing focus areas

PEOPLE MANAGEMENT SKILL

Duration: 3 Days

Course Fee: \$600

Course Overview

Managing people requires different skills, to managing tasks. This can be a daunting experience for new managers, as the list of responsibilities is endless, from leading and motivating your team to dealing with difficult people and managing poor performance. This course helps managers build their confidence and gives you a toolkit of essential skills and techniques that can be applied immediately back in the workplace. Upon returning to work, you will feel more confident in your people management abilities and about motivating your team

Learning Objectives

At the end of this session, participants will be able to:

- Develop the key people management skills to ensure success in your role
- Enhance the performance of your team to make sure objectives are achieved
- Set and reach both personal and team objectives using time management and delegation effectively
- Overcome barriers to communication
- Motivate, manage and lead your team to deliver results
- Solve problems that lead to under-performance
- Lead individuals you used to work alongside with
- Practice assertiveness and listening skills
- Deal more effectively and confidently with conflict situations

Course Outline

- Defining your role and responsibilities
- Meeting new challenges and what it does to your confidence
- Establishing your own managerial style
- Setting personal and Team objectives
- Building a positive and successful team

- Recognizing strengths and developing peoples potential
- The process of delegation, its benefits and overcoming the barriers to effective delegation
- Maximizing and maintaining input and motivation
- Recognition and feedback
- Motivating to achieve maximum performance
- Linking individual effort to team and organizational goals
- Ensuring your communications get results
- Listening and assessing your teams needs
- Communicating more assertively in team meetings
- Holding effective meetings
- Overcoming people problems and difficult situations
- Dealing with difficult people and team members – working towards positive conclusions
- Leading people you used to work alongside with
- Understanding the decision making process
- Techniques to problem solving

RISK MANAGEMENT AND GOVERNANCE COURSES

Foreign Corrupt Practices Act

Duration: 1 week

Course Fee: \$1,500

Course Overview:

The FCPA covers improper payments to foreign officials broadly defined as any and all government employees, officials or agents, and any person who works for a state owned business. The FCPA under its record keeping provisions also makes it illegal for companies to make payments of any kind not properly accounted for on the books.

Learning Objective:

At the end of this session, participants will be able to:

- Discuss the FCPA provisions- Anti-Bribery and Accounting.

- Discuss what makes it a crime for any US individual, business entity or employee of a US business entity to offer or provide, directly or through a 3rd party, anything of value to a foreign government official with corrupt intent to influence an award or continuation of business or to gain an unfair advantage.
- Apply the Accounting Provisions that make it illegal for a company that reports to the SEC to have false or inaccurate books or records or to fail to maintain a system of internal accounting controls
- Safe-guard your companies from falling into contravention.

Course Outline:

- Corruption in international business
- Investigation, prosecution and punishment under the FCPA
- International Anti-corruption Compliance policy
- Tone at the Top for Executives who are accountable
- Understand your company's risk of being involved in international bribery.
- Your board, management, employees and third parties who distribute your products, where are they involved?
- Who are the 3rd parties your company uses in business in and outside the USA.
- The set of internal controls to put over company expenditures and assets
- International Internal Investigations and how to conduct them
- The red flag signals
- Reporting Infraction and the Whistleblower mechanism

UK Bribery Act

Duration: 1 week

Course Fee: \$1,500

Course Overview:

The 2010 UK Bribery Act signals a complete reform of corruption law to provide a modern and comprehensive scheme of bribery offences that will enable courts and prosecutors to respond more effectively to bribery at home or abroad. For companies, the most important point to note is that there is a new strict liability corporate offence of failing to prevent bribery, which does not require any corrupt intent. This offence will make it easier for the Serious Fraud Office (SFO) to prosecute companies when bribery has occurred.

Learning Objective:

At the end of this session, participants will be able to:

- Identify areas where you appear vulnerable to contravention of this Act as an individual and as a corporate body.
- Protect yourself and your organization from the penalties of this Act.

Course Outline:

The main features of the UK Bribery Act

What companies need to know and Compliance Requirements

The global anti-corruption programs and the UK Bribery Act

The risk of overseas corruption, facilitation payment, corporate hospitality etc

Corruption in Infrastructure Projects

Duration: 3 Days

Course Fee: \$750

Course Overview:

It is now widely accepted that proper safety systems should be implemented on projects to reduce the risk of injury. A similar systematic approach should be adopted in relation to corruption. To minimize the risk of corruption on projects, public and private sector project owners should ensure that project anti-corruption systems are implemented on their projects which impact on all project phases and on all major project participants.

Learning Objective:

At the end of this session, participants will be able to:

- Define Corruption and the modus operandi
- Distinguish between one or more of bribery, extortion, fraud, deception, collusion, cartels, abuse of power, embezzlement, trading in influence and money laundering.
- Recommend mitigations
- Minimize the risk of corruption on projects and its impact on major projects and stakeholders.

Course Outline:

The training would cover the following subjects

- the types of corruption (e.g. bribery, fraud, cartels);
- the reasons why corruption should be avoided;
- the applicable laws and penalties for corruption offences in both the organization's home jurisdiction and in the jurisdictions where it conducts business;
- the organization's anti-corruption program;
- the organization's policy on donations, gifts, hospitality;
- the organization's policy on facilitation payments;
- detailed examples of the type of conduct which would constitute a breach of the law and/or the organization's anti-corruption code;
- guidance on "red flags" which would warn the employee about likely corrupt conduct;
- guidance on what to do when confronted with corruption;

- the organization's reporting procedures for employees;
- the organization's investigatory and disciplinary procedures.

CORPORATE GOVERNANCE

Duration: 3 Days

Course Fee: \$650

Course Overview

The course will be run using a series of Presentations, Discussions, examining a number of Case Studies, sharing experience and knowledge, examining international best practice in Corporate Governance, and running a longer practical exercise in putting together a board and discussing a series of real time issues.

Learning Objectives

At the end of this session, participants will be able to:

- Introduce international best practices for boards and directors
- Improve confidence and competence in the performance of your governance responsibilities
- Focus on key, developing, leading edge issues worldwide
- Avoid corporate infractions and regulatory penalties

Course Outline

- The Scope And Purpose Of Corporate Governance
- Does Good Corporate Governance Add Value?
- Landmark Recent Global Developments In Corporate Governance
- Directors' Duties
- What Makes Boards Effective?
- Non-Executive Directors
- Effective Nominations/Governance And Remuneration Committees Of Boards
- Effective Audit Committees Of Boards

- Reporting On Risk Management And Internal Control
- What To Look For From Your External Auditor

Risk Assessment and Introduction to Internal Control

Duration: 3 Days

Course Fee: \$650

Course Overview

This course is designed to give you a solid understanding of systems and control documentation at the significant process level. It will introduce you to basic tools used to document an accounting process. You will then be able to identify the risks of errors and fraud in the accounting system and the presence (or absence) of compensating controls. Finally, you will practice identifying key controls and control weaknesses.

Learning Objectives

At the end of this session, participants will be able to:

- Interpret basic documentation of a significant accounting process
- Identify the significant risks of fraud and errors
- Locate the presence or absence of compensating controls
- Identify key controls and control weaknesses
- Understanding the Entity and Its Environment and Assessing the Risks of Material Misstatement

Course Outline

- Internal Control Definitions and Concepts
- The Control Environment - An In-Depth Review
- Risk Assessment and Fraud - An In-Depth Review
- Identifying, Measuring and Managing Risk
- The Auditing Standards Board and Internal Control
- Control Activities - An In-Depth Review
- Information and Communication - An In-Depth Review

- Monitoring - An In-Depth Review
- Documentation - Guidance and Tools
- Illustrative Case
- Latest Developments
- Building An Environment that Supports Business Controls
- Assessing the Effectiveness of Controls in A Business
- Control Reporting Metrics and Defect Management System
- Corporate Governance Practices

RISK MANAGEMENT BEST PRACTICES

Duration: 3 Days

Course Fee: \$700

Course Overview

Banking business and indeed most corporate endeavors are loaded with risks and uncertainty. The ability to navigate through this volatile terrain is a function of training and experience. This is the course for core finance practitioners in banks, insurance, discount houses, corporate treasury, government treasury functions, stock broking houses, asset management companies, financial regulators etc.

Learning Objectives

At the end of this training, participants would be able to:

- Identify many type of risk prevalent in their business and how to conveniently handle such risk and even profit from such risks

Course Outline

Risk Management vs. Risk Measurement

What Are Risk Management and Risk Measurement

Systemic vs. Idiosyncratic Risk

Risk, Uncertainty, Probability

What Is Risk

Risk Measures

Randomness and the “Illusion of Certainty”

Probability and Statistics

Managing Risk

What Is Risk Management

Manage People

Manage Process

Manage Technology, Infrastructure, and Data

Understand the Business

Organizational Structure

Overview of Regulatory Issues

Managing the Unanticipated

Strategy

Financial Risk Events

Systemic vs. Idiosyncratic Risk

Systemic Financial Events

Measuring Risk

What Is Risk Measurement

Typology of Financial Risks

Introduction to Quantitative Risk Measurement

Methods for Estimating Volatility and VaR

Analyzing Risk

Risk Reporting

Credit Risk

Risk Measurement Limitations

PUBLIC PRIVATE PARTNERSHIP-Negotiating and Managing PPP Contracts

Duration: 3 Days

Course Fee: \$650

Course Overview

The concept of PPP obligates a more collaborative relationship between both sectors, fostered by openness and trust. This presents a major shift from the traditional 'arms-length' approach in procuring services and executing projects. In

our robust training programs we will be addressing the current issues around the area and providing specialist knowledge, experience, evidence and practice of the relevant theory and concepts

Learning Objectives

At the end of this session, participants will be able to:

- Conduct effective contract negotiation and monitoring skills
- Established a contract compliance action plan for implementation
- Developed a systematic approach to the key stages of the negotiation process
- Measure and benchmark key stages of the project process to enable effective management
- Apply the critical skills required of the unique challenges of PPP contract management

Course Outline

- The role, responsibilities and competences of the effective contract negotiator
- The contract renegotiation process
- The key elements of managing the contract
- Key barriers to effective management and strategies for resolution
- Managing risk and contingency planning Action planning with key measures of performance Action planning with key measures of performance

PUBLIC PROCUREMENT MANAGEMENT- Regulating and Monitoring PPP

Duration: 3 Days

Course Fee: \$650

Course Overview

The concept of PPP obligates a more collaborative relationship between both sectors, fostered by openness and trust. This presents a major shift from the traditional 'arms-length' approach in procuring services and executing projects. In our robust training programs we will be addressing the current issues around the area and providing specialist knowledge, experience, evidence and practice of the relevant theory and concepts.

Learning Objectives

At the end of this session, participants will be able to:

- Evaluate relevant policies and legislation to support regulation and monitoring of PPPs
- Review policies and laws that promote competition
- Recommend and support effective monitoring and where appropriate the procedures laid down by the Regulator
- Establish best practices and benchmarking of performance
- Advocate strategic development of PPP
- Assess and manage PPP risk

Course Outline

- The case for Regulation and monitoring
- The Regulatory framework and monitoring process
- Balancing the needs of all stakeholders employers, service providers and consumers
- Action planning with key measures of performance
- Dynamic Risk assessment

PUBLIC PRIVATE PARTNERSHIP-Developing PPP Programs and Initiatives

Duration: 3 Days

Course Fee: \$650

Course Overview

The concept of PPP obligates a more collaborative relationship between both sectors, fostered by openness and trust. This presents a major shift from the traditional 'arms-length' approach in procuring services and executing projects. In our robust training programs we will be addressing the current issues around the area and providing specialist knowledge, experience, evidence and practice of the relevant theory and concepts

Course Objectives

At the end of this session, participants will be able to:

- Discuss the different forms of PPP
- Implement Global Best Practices
- Apply the success stories of notable cases and avoid the failures of many
- Conduct objective PPP feasibility studies

- Recommend appropriate PPP risk management

Course Outline

- New developments in PPP
- The value for money and public sector comparator concepts
- Criteria for project screening
- The challenges of project finance
- The differing forms of procurement
- Competitive bidding and sole sourcing

PUBLIC PRIVATE PARTNERSHIP-Project Finance and PPP

Duration: 3 Days

Course Fee: \$650

Course Overview

The concept of PPP obligates a more collaborative relationship between both sectors, fostered by openness and trust. This presents a major shift from the traditional 'arms-length' approach in procuring services and executing projects. In our robust training programs we will be addressing the current issues around the area and providing specialist knowledge, experience, evidence and practice of the relevant theory and concepts

Learning Objectives

At the end of this session, participants will be able to:

- Apply effective project finance skills, tools and techniques
- Establish how the PPP process differs from conventional project financial reporting
- Develop a systematic approach to effective financial evaluation of PPP projects
- Establish best practice through Benchmarking of key financial criteria from PPP case studies for review and evaluation
- Convert of modelling techniques to practical action plans with appropriate evaluation criteria

Course Outline

- Benefits of effective project finance processes aligned to PPP

- Conditions and environment for successful financial management of projects
- The key elements of the financial monitoring process
- Project risk analysis framework
- Financial structuring, analysis and modelling
- Action planning with key measures of performance

HUMAN RESOURCES MANAGEMEN COURSES

Performance Management Workshop

Duration: 3 Days

Course Fee: \$650

Course Overview

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by their line manager. (Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization). Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning. Performance appraisals data feeds into organizational annual pay and grading reviews, and coincides with the business planning for the next year

Learning Objectives

At the end of this session, participants will be able to:

- Explain the purposes of performance Management, types and the reasons they fail.
- Identify the characteristics of an effective Performance Management program.
- Describe the different sources of Performance Assessment information.

- Explain the various methods used for performance evaluation.
- Outline the characteristics of an effective performance appraisal interview or feedback
- Coach your employees through performance management
- Improve Communication with your employees

Course Outline

- Performance Management Overview
- Performance Management Cycle
- Needs for Performance Management
- Performance Management Vs performance Appraisal
- Performance Management Methods and Techniques overview
- Tools for the Performance Appraisal
 - Job profile
 - Performance standards
 - Specific objectives
 - Incident file
 - Plan for the appraisal session
- Performance Management Relationships
 - Performance Appraisal and Training
 - Performance Appraisal and Compensation
 - Performance Appraisal and Staffing
 - Performance Appraisal and Retention
- Coaching and Performance Management
 - Communicating Appraisal Information
 - Performance Feedback
 - Monitoring and Improvement
 - key skills required of an effective appraiser including effective communication
 - Describe and demonstrate effective positive and critical feedback
 - Dealing with Difficult Behaviour
- Performance Rating Errors
- Politics of performance appraisal
- Who should appraise?

- Management By Objectives
- Types of Objectives
- Balanced Scorecard
- General Standard Techniques for **Performance Management**
 - Key Result Areas
 - Key Performance Indicators
- Rules for the Performance Management
 - Set Expectations
 - Type of Expectations
 - Frequent communication
 - Performance
 - Warm-up time
 - Candid & specific
 - Build on strengths
 - Positive listening
 - Judge the performance
- An effective Performance Appraisal Session
 - Over / under achievers
 - Reviewing past period
 - Objectives for next period
 - Signals
 - Role as a leader
 - Best in your people
- Preparation for the Performance Appraisal
 - Perceptions
 - Some ways perceptions affects
 - Performance appraisals
- Effective Communication
 - One way versus two way
 - Communication
 - Ask questions
 - Listen for the answers
 - Non-verbal effects

- Organizing the Performance Appraisal step in Performance Management
 - Isolate yourself
 - Make notes
 - Create an how to improve list
 - Questions or concerns
 - How to raise strengths at interview
 - How to raise weaknesses at interview
 - Prepare for development and improvement

- The Performance Appraisal and Progress review Interview
- Ensure privacy
- Prepare yourself
- Encourage the person
- Listen attentively and actively
- Commitment to change/improve
- Revisions to Job Profile and
- Performance Indicators

REWARD MANAGEMENT COURSE

Duration: 3 Days

Course Fee: \$600

Course Overview

Learn what is required to formulate a rewards program that has the power to attract, motivate and retain—total rewards. Participants are introduced to the total rewards model and each of its components. Emphasis is given to the five elements of total rewards: compensation, benefits, work-life, performance and recognition, and development and career opportunities

Learning Objectives

At the end of this session, participants will be able to:

- Implement total rewards management
- Discuss the five elements of total rewards
- Show the critical role of the main drivers — organizational culture, business strategy and human resources strategy
- Design a successful total rewards strategy

Course Outline

Rewards Strategy

- Formulating a human resource strategy
- Formulating a total reward strategy
- Determining the mix of rewards components
- Establishing a competitive total rewards posture
- Implementing a process for continuous evaluation of strategy

Performance Management

- Defining performance at the organization, unit and individual levels
- Developing performance criteria, measures and standards
- Establishing the link between performance and rewards

Role Of HR and Management

- Determining who will develop and execute strategies
- Defining the role HR and management in developing programs
- Defining the role of HR and management in administering programs

Base Pay Management

- Designing and documenting employee roles (jobs)
- Developing a relative internal value hierarchy (job evaluation)
- Determining the market value of jobs (job pricing)
- Developing a pay structure
- Administering individual pay rates
- Program administration and evaluation

Variable Pay Management

- Role of variable compensation in direct compensation
- Types of variable compensation programs
- Program design and administration
- Administering variable compensation awards
- Program administration and evaluation

Direct Compensation Programs For Different Employee Categories

- Executives
 - Professionals
 - Support Personnel
 - Sales Personnel
 - Teams
 - Public/Not For Profit Sector Employees
 - Global/Diverse Workforces
-
- Developing Policies And Ensuring They Guide Manager Decision-making
 - Communicating Rewards Strategy And Programs
 - Training All Parties At Interest
 - Doing Environmental Scanning And Scenario Planning
 - Evaluating Strategy Effectiveness
 - Evaluating Individual Program Effectiveness
 - Managing Change To Strategies And Programs

SUPPLY CHAIN MANAGEMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

The Supply Chain is the backbone of any organization. A well-managed Supply Chain is critical for a business to be successful. This Supply Chain Management course is designed to introduce the key concepts and core requirements needed

to enable a business to organize and run an efficient Supply Chain. It will provide participants with the tools to map a process that will best suit their department, the disciplines required to enable the process and advice on appropriate key performance indicators

Learning Objectives

At the end of this session, participants will be able to:

- Define the Supply Chain
- Identify the benefits of integrated business planning
- List the benefits of a robust supply chain process
- Discuss the requirements for a robust supply chain process
- Discuss supply chain trade-offs
- Define clear roles and responsibilities
- Identify meaningful measures to support the process

Course Outline

- Identify and apply the fundamental concepts and principles of supply chain management
- Utilize supply chain management systems and resources to achieve organizational objective
- Scope of the supply chain management
- Factors that affect supply chain
- Importance of supply chain
- Roles and Responsibilities in supply chain
- Inputs and Outputs
- Obstacles and Barriers
- Apply organizational supply chain management policies and procedures
- Secure and manage supplier contracts
- Measurements and KPIs

SUPPLY CHAIN MANAGEMENT II

Duration: 3 Days

Course Fee: \$700

Course Overview

Eliminating functional silos is an imperative if organizations are to achieve the high levels of customer satisfaction and reduced cost demanded of the supply chain. Eliminating these silos requires creative integration of critical functions that react with both suppliers and customers. The good news is that technology is an “enabler” that is helping the functions involved in supply chain management respond to these new demands. This seminar is designed to provide the processes and tools for Purchasing, Logistics, and Inventory activities to integrate their methods with suppliers and leverage technology to meet the needs of the organization

Learning Objective

At the end of this session, participants will be able to:

- Display the concepts related to Supply Chain Management
- Identify Technological tools to improve Inventory, Logistics, and Purchasing operations
- Integrate key elements of the supply chain
- Reduce cost, inventory, and cycle time
- Avoid common errors in reengineering

The organization will benefit in:

- Reduced cost of purchased materials & services
- Reduced Investment in Inventories
- Developing an integration strategy for Purchasing, Logistics, and Inventory
- Improved supplier performance and reduced cycle time
- Higher productivity of those involved in the materials management process

Course Outline

Supply Chain Integration

Integration = Supply Chain Management

- The Demand for Organizational Renewal
- Defining supply chain management

Integration Framework

- Benefits and Barriers
- Stages of integration

Where to Start the Integration Process

- Get rid of the “Cs”
- Aggregating the spend
- Developing the spend profile
- Defining Commodity/Service Groupings

Integration Requires Alliances

- Defining the alliance
- The alliance process
- Success factors and barriers to Alliances

Reengineering the Processes

Changes in Supply Chain Responsibilities

- Major categories of change
- Map your supply chain
- Achieving supply chain alignment

The Need for Process Change

- Reengineering is a must
- Common errors in reengineering
- The basics of reengineering

Keys to Successful Integration of e-Tools

- Skill sets
- Best practices implemented
- The major advantages of e-Tools

Integration Tools

Technology and Supply Chains

- The challenges of integration
- Enterprise resource planning (ERP)
- Strategic Sourcing Software

Technology Tools for Supplier Relationship Management (SRM)

- Components of supplier relationship management
- Impact of online SRM
- Features to look for in SRM system

Common Logistic Processes

- Forecasting and Inventory Control
- Developing Economic Order Quantities
- Fixed Order Quantity Systems

Applying Concepts & Technologies

Common Logistic Processes

- Transportation
- Warehousing
- Customer Service

Improvement Initiatives-Cycle Time Reduction

- Cause of long cycle time
- Reduction Opportunities
- Steps in cycle time reduction

Vendor Managed Inventories

- Types of vendor managed inventories
- Integrated supply
- Collaborative planning, forecasting and replenishment

E-Reverse Auctions

- Driving Forces
- How do they work
- Issues involving e-Reverse Auctions

Managing Sourcing Risk

Expressive Bidding

- The new tool for complex bid evaluations
- Providing the analytics for integration
- The key concepts

The Outsourcing Issue:

- Advantages to insourcing
- Advantages to outsourcing

Identifying and managing supply risk

- Where do things go wrong
- Types of risk
- Managing the risks

Developing the Integration & Technology Strategy

- Elements to be considered
- Establishing the management environment
- Steps in defining and implementing the strategy

INVENTORY MANAGEMENT

Duration: 3 Days

Course Fee: \$650

Course Overview

Supply chain management and logistics encompasses all the activities involved in getting products to consumers including planning, storing, moving, and accounting for inventory. Inventory availability is the most important aspect of customer service, and the cost of inventory is one of the most important entries on a company's balance sheet

Learning Objective

At the end of this session, participants will be able to:

- Demonstrate the use of inventory throughout the supply chain
- Develop inventory strategies to support business strategies
- Analyze tradeoffs between inventory costs and customer service levels
- Determine how to measure and improve inventory performance
- Show and manage variability that impacts inventory
- Evaluate how to tradeoff transportation and inventory costs
- Determine how to optimize inventory levels to meet service requirements
- Apply the basics of inventory and forecasting technology

Course Outline

- Inventory fundamentals
- Information requirements for inventory
- Inventory replenishment
- Inventory positioning and determining what to stock
- Inventory rationalization
- Forecasting and demand sensing
- Forecasting and inventory management technology
- Improving inventory performance
- Inventory planning trends and innovation