

Hastings Business Training



Training for the Future

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Foreword

By Dr. Ashley Dabson

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



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

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

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

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

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

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Accreditation

By the

British Accreditation Council for Independent Further and Higher Education

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

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

Hastings Business Training

TRAINING FOR THE FUTURE

Why train at Hastings Business Training?

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

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

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

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



Background

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

Course Registration

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

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

The Training Day

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

Our Office Location

St. Leonards-on-Sea is in East Sussex along the southern coast of England. The centre is about 60 miles from London. The town is renowned for its historical sites (being near to the site of the famous Battle of Hastings), and has a strong tourism and private sector education economy – accommodating tens of thousands of foreign students each year. The town is easily reached by railway from central London, and both Gatwick and Heathrow Airports.

The close proximity to the neighbouring historic towns of Hastings, Battle, Winchelsea and Rye in the “1066 Country” makes this a tremendous place to visit during your stay with *Hastings Business Training*.

Our Training Facilities

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

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

How to get to us



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ACSRBE: *Advanced Corporate Social Responsibility & Business Excellence*

Duration: 1 Week

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| Course Objectives |
| Using world-class standards to develop your organisation and deliver the necessary results to improve issues around people, product and planet |
| Who Should Attend |
| Directors, Executives and General Managers and Managers who are responsible for others in getting results and who want to improve their skills |
| Prerequisite Courses |
| None |

Course Overview

- Know and understand the history of Corporate Social Responsibility
- Understand the 10 world class principles of CSR
- Know the practical actions you need to take to enhance the labour issues in your organisation
- Understand the issues to practically enhance Human Rights throughout your supply chain
- Why looking after the environment is critical – and the practical steps your organisation can take to improve the society in which you operate
- Know the issues facing your board for it to become the very best
- Know the issues for your organisation and what actions it needs to take to become the very best
- Know the important issues of two-way communication to enhance CSR
- Understand and use the six scientific tools for persuasion and influence
- Develop a practical framework of actions to enhance CSR in your organisation

Course Materials

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

Next workshop to consider is enhancing Corporate Governance in your organisation

ALC: *Advanced Leadership & Coaching*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

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

It will also support and reinforce the workshop actions

ALSE: Advanced Leadership Skills for Executives

Duration: 1 Week

Course Objectives

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

Who should attend?

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

Prerequisites

None

Course Overview

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

Course Materials

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

It will also support and reinforce the workshop actions

BCS: *Business Communication Skills Course*

Duration: 1 Week

Course Objectives

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

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

Who should attend?

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

Prerequisites

None

Course Overview

The Fundamentals of Business Communication.

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

Interpersonal Communication Skills.

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

Writing Business & Technical Reports.

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

Excellence in Presenting

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

Learning Goals

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

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

CEA: COMPETENCY EVALUATION & ASSESSMENT

Duration: 1 Week

Course Objectives

Competency assessment looks at the potential or existing skills and competencies of the employees to specified performance standards. This is done to determine their aptitude and suitability for certain roles. A competency-based assessment ensures that employees' skills and competency profiles align with the business's strategic plans. In a competency-based approach, your training and assessment are related to what needs to be done on the job. This means the gap between the training environment and working on the job is reduced. Further, employees are motivated to learn, assessment is cost-effective, and you can reduce cost overruns that are a result of poor performance.

Who Should Attend?

Training Managers, HR Administrators, Learning & Development Professionals, Talent Management Staff, etc.

Course Overview

Introduction to Competency Evaluation & Assessment

- The need for training to produce measurable results
- The Training Cycle (Analysis, Design, Develop, Conduct, Evaluate)
- Understanding competency
- Competency evaluation and assessment methods
- Limitations of the model
- Case studies of successful use of the model

Designing Evaluation & Assessment Activities

- An introduction to psychometric testing
- Ability and personality testing
- Competency-based interviews
- 360-degree feedback
- Self-assessment
- Skill gap analysis

Designing Assessment Centres

- Introduction to Assessment centres: State-of-the-Art in Assessment
- Guidelines for Assessment Centres
- Ethical Considerations
- Designing appropriate testing, methods and assessments
- Being an effective assessor
- Examples of activities and methods

Training Needs Analysis – Demonstrating Value

- Kirkpatrick's levels of evaluation
- Calculating a cost-benefit
- Measuring the Return on Investment (ROI)
- Overview of DIF Analysis
- What is training needs analysis?
- How to prioritise training needs?

Constructing Training & Learning Activities

- How adults learn: Andragogy
- How to measure learning styles and the limitations of learning styles
- What are learning outcome objectives and why do we need them?
- Writing objectives using Bloom's Taxonomy
- The business case for training, learning & development
- Personal action planning

Learning Goal

By attending this training course, delegates will be able to:

- Describe competency-based evaluation and assessment (knowledge)
- List the critical requirements for psychometric testing (comprehension)
- Design an effective assessment centre (synthesis)
- Calculate training cost-benefit analysis for training (evaluation)
- Apply learnt materials to their learning and development activities (application)

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

Training Methodology

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

Course Materials

Course notes small group work, exercises and feedback will be used to facilitate learning.

CPMBI: *Corporate Performance Management & Business Intelligence*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

DPCIA: *Developing Personal Confidence, Impact and Assertiveness*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

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

Course Materials

Notes, handouts and exercise materials

ELTM: *Effective Leadership and Team Management*

Duration:1 Week

Course Objectives

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

Who Should Attend?

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

Course Overview

Leadership Today

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

High Performing Teams

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

Personal Communication skills

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

Business Excellence Models and Techniques

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

Learning Goal

At the end of this course, participants will develop:

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

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

Course Materials

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

EIETM: Emotional Intelligence and Effective team Management

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

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

Course Materials

Handouts, Materials

EMCS: *Executive and Management Coaching Skills for Results*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

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

EMS: *Executive Management Skills*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisites

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

ESP: Effective Succession Planning

Duration:1 Week

Course Objectives:

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

Who Should Attend

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

Course Overview

Introducing Talent Management

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

Succession Planning

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

Competence and competency frameworks

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

Learning and Development

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

Training Methodology

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

HRM: *Human Resources Management*

Duration:1 Week

Course Objectives:

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

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

Who Should Attend

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

Course Overview

Strategic Human Resource Management

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

Performance Management & Employee Compensation

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

Learning Goals

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

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

Training Methodology

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

ICM: *Internal Communications Master Class*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Course Overview

The Role of Internal Communications – definitions and models

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

Understanding the Needs of Individuals

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

Using the Full Range of Communications Tools

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

How to React in a Crisis

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

Maintaining and Enhancing Performance Levels

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

Learning Goal

This seminar has been designed to enable participants

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

Course Materials

Handouts, materials

IGSM: *Introduction to General Safety Management*

Duration: 1 Week

Course Objectives

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

Who Should Attend?

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

Course Overview

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

Learning Goal

This course has been designed to enable participants

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

Course Materials

Handouts, materials

KMA: *Knowledge Management Advanced*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisites Courses

None

Course Overview

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

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

Course Materials

Workshop support materials

LDA: Leadership Decision Architecture: Optimising Organisational Problem-Solving

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisites Courses

None

Course Overview

Psychological Insights into Decision-Making by Design

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

Developing a Structured and Systematic Approach to Decision Making

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

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

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

Building Creative Insights and Innovative Capability in the Organisation

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

Decision Making and Problem Solving - Leaders as Decision Architects

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

Course Materials

Workshop support materials

MCCC: *Management of Contracts & Contract Claims*

Duration:1 Week

Course Objectives

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

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

Who Should Attend

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

Prerequisites

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

MCESO: *Managing Change & Empowering Self & Others*

Duration: 1 Week

Course Objectives

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

Who should attend?

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

Prerequisites

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

MCHR: *Managing Change and Human Resources*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

This seminar has been designed to enable participants

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

Course Materials

Handouts, materials

MD: *Management Development*

Duration: 1 Week

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| Course Objectives: |
| The course is designed to help senior executives better understand the current and future global economic and social environment. To help senior executives manage the rate of change in organisations. To understand how to optimize their use of information, and knowledge to sustain competitive advantage |
| Who Should Attend |
| Experienced executives, directors and general managers who have significant general management responsibilities, and who are interested in being part of an engaging educational experience that explore the challenges and opportunities that face organisations |
| Prerequisite Courses |
| None |

Course Overview

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

Course Materials

Hand out and Course notes

MICW: *Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution*

Duration: 1 Week

Course Objectives

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

Who should attend?

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

Course Overview

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

Course Materials

Handouts, case studies and course materials

MIHLD: *Managing an In-House Legal Department*

Duration: 1 Week

Course Objectives

To develop the ability of in house lawyers to provide legal support internally and for managing external legal resources. To equip in house lawyers with the knowledge and skills to ensure that the in-house legal functions provide added value to the corporate employer

Who should attend?

Barristers and solicitors working for companies and also company secretaries

Prerequisites

None

Course Overview

- Understanding the corporate employers perceptions and requirements
- Strategic and operational roles of the legal department head
- Relationship management and communication
- Reputation management
- Time management
- Corporate governance and risk management
- Skills competence for department head e.g. leadership, communication
- People and resource management including delegation
- Financial management
- Managing external legal resource- Merit tests, etc

Course Materials

Handouts, case studies and course materials

MIPIS: Media Interviews, Presentation & Influencing Skills

Duration: 1 Week

Course Objectives

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

Who should attend?

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

Course Overview

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

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

Course Materials

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

MLPM: *Maritime Leadership and People Management*

Duration: 1 Week

Course Objectives

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

Who Should Attend?

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

Course Overview

Leadership & Management in the Maritime Sector

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

Communication and Interpersonal Skills

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

Managing Behaviour and Performance

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

Learning Goal

This course has been designed to enable participants to

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

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

Benefits of attending the course

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

Course Materials

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

MMLM: *Mini-MBA in Leadership and Management*

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

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

Course Overview

Leadership and Management in the 21st Century

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

Strategy, Business Models and Strategic Thinking

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

HRM for Non-HR

- The essentials of HRM. Understanding Strategic HR
 - Your role with HR, Recruitment, selection and retention
 - Understanding motivation
- #### **Negotiation and Conflict Management Skills**
- Positive & Negative Conflict
 - Conflict Handling Modes, Resolving Conflict
 - Elements of Negotiation, The negotiation processes

Change Management

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

Learning Goals

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

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

MP: *Managing Procurement*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

MRM: Media Relations Master Class

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Course Overview

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

Storytelling

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

Learning Goal

This course has been designed to enable participants

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

Course Materials

Handouts, materials

MRMDM: Masterclass in Risk, Management & Decision Making

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Course Overview

Risk management in procurement

Risk management options:

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

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

Communication & conflict management skills

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

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

Defining conflict

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

- The list the Do's and Don'ts of workplace conflict. Describe the steps in the conflict resolution process.
- Turning conflict into creativity
- Compete, Collaborate, Create, Control

Problem solving and decision-making skills.
Problem solving

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

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

Decision Making

The 6-step decision making process

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

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

Learning Goal

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

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

Practical Exercises

- One of the best ways to embed learning & make it part of our improved habits is to learn through doing.
- This program includes practical activities on:
Risk analysis via Monte Carlo simulation (Excel model) A risk analysis tool

- Communications role play
- Developing a 21-step model for problem solving
- Decision making working through the (Prisoners' dilemma)

MSSP: *Management Skills for Senior PA's*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

MTBCV: Managing Teams- Building Collective Vision

Duration: 1 week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Handouts, Materials

MTML: Masterclass: Transforming from Manager to Leader

Duration: 1 week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

The Manager as Team Leader

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

The Manager as Change Agent

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

The Manager as a Coach

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

Managing Myself as a Leader

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

The Manager as a Strategist

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

The Manager as the Project Team Facilitator

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

Leading a Team

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

Communication for Leaders

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

Engaging Leadership Values

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

Innovative Leadership

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

Learning Goals

By the end of the training course, Participants will:

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

NSE: *Negotiation Skills for Executives*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Course notes, exercise materials and sample solutions

PDES: *Personal Development for Secretaries*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

PRM: *Project & Resource Management*

Duration: 1 Week

| |
|--|
| Course Objectives |
| To provide delegates with the necessary skill set to manage and administer all aspects of a detailed project, deliver them on time and within budget |
| Who Should Attend |
| Decision makers, project leaders, managers, engineers, accountants, auditors |
| Prerequisite Courses |
| None |

Course Overview

■ **Fundamentals of Project Management**

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

■ **Investment Appraisal**

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

■ **The Components of Project Planning**

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

■ **Human Resources**

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

■ **Risk Analysis**

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

■ **Project Techniques**

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

Learning Goals

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

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

Course Materials

Notes, handouts

PSP: *Public Sector Procurement*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

NONE

Course Overview

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

Course Materials

Course notes, exercises and case studies

RWPS: *Report Writing and Presentation Skills*

Duration:1 Week

Course objectives

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

Who Should Attend

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

Prerequisite courses

None

Course Overview

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

Course Materials

Notes, handouts, exercise materials

SFM: Strategic Facilities Management

Duration: 1 Week

Course Objectives:

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goals

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

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

Course Materials

Course notes, handouts

SMLS: *Shipping Management, Leader and Strategy*

Duration: 1 Week

Course Objectives:

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

Creating Value in Shipping

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

Legal Contexts

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

Delivery of Vision through the Human Element

- The Human element of shipping

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

Maritime & Port Operations

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

Shipping, Trade and Finance

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

Learning Goals

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

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

Course Materials

Course notes, handouts

SOD: *Strategic Organisational Development*

Duration: 1 Week

| |
|---|
| Course Objectives: |
| To develop participants knowledge in Organisational development to deliver the necessary results to improve an organisations quality, productivity and customer service |
| Who Should Attend |
| Directors and Executives and General Managers and Managers who are responsible for others in getting results and who wish to improve |
| Prerequisite Course |
| None |

Course Overview

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

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

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

Course Materials

Workshop support materials, Exercises, Case Studies

TTCFS: *Training for Trainers, Coaching & Facilitation Skills*

Duration: 1 Week

Course Objectives:

The objective of the course is to help attendees develop skills to be able to train and coach others successfully, use facilitation techniques within training, coaching, meetings and conversations, learn how to create an effective learning process and to effect engagement and memory, develop effective communication skills for training, coaching and interventions and help develop others using a positive interactive process.

Who Should Attend

This course is aimed at those who are required to develop knowledge and expertise in others through training sessions, individual coaching, meetings and other learning interventions.

Course Overview

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

- Introductions and warm up exercise
- How to effect peoples memory during a learning process
- Benchmarking and setting of individual learning objectives
- Achieving effective communication within a learning process
- How and why people learn
- The planning mix - for effective training & coaching
- Planning an effective training session (with applications to coaching & facilitation)
- Introduction to the training/learning cycle
- Presenting an effective training session
- Introduction to facilitation skills - modes of facilitation
- 12 core facilitation skills for use in training, coaching and learning interventions
- The importance of using advanced questioning techniques
- Gaining and maintaining full engagement and active learning
- Adapting to peoples learning styles - with applications to training, coaching & interventions
- Gauging reactions, responses and learning achieved
- Ways to liven up training sessions
- How to analyse the results of training and coaching sessions
- How to positively manage important or tricky conversations
- Key tips for handling unwilling trainees
- Further advice, tips and coaching as required

Course Materials

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

ACAT: *IDEA Auditing tool -computer aided audited techniques*

Duration:1 Week

Course Objectives

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

Who Should Attend

Internal auditors, investigators, examiners and financial analysts

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and workshop materials

AFFMCB: Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goals

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

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

Course Materials

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

AFMBA: *Advanced Financial Modelling and Business Analysis*

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

Financial Modelling Principles

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

Essential Models for Financial Analysis

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

- Versions of Altman's Z-Score for predicting insolvency (Excel model)

Scenario & Sensitivity Analysis

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

Forecasting Fundamentals

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

Data Analysis of Project Investment Decisions

- Keep vs. Replace analysis side by side
- Learn why the Weighted Average Cost of Capital (WACC) is used in Capital Budgeting Models

- Use Net Present Value (NPV) and Internal Rate Return (IRR) Models in Making Capital Expenditure Decisions
- Why is Profitability Index (PI) & MIRR (Modified Internal Rate of Return) are good alternatives?
- Evaluating Projects with different lives using an Equivalent Annual Cost (EAC) method

- Establishing the Firm's Optimal Capital Structure

Modelling Risk, Uncertainty & Decisions

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

How You Will Benefit

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

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

Teaching Approach

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

AFS: Analysis of Financial Statements for Executives

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

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

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

Course Materials

Course notes and handouts

BPIA: *Best Practice Internal Audit*

Duration:

Course Objectives

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

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

Who Should Attend

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

Course Overview

Developing a best practice framework - The Audit Role

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

The Internal Audit functions

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

Audit planning

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

- Fieldwork techniques
- Technology – CAATS, audit automation etc

Internal and external relationships and new challenges

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

Innovative audit reporting

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

Understanding the problems associated with traditional audit reports

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

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

A best practice report template will be made available

Learning Goals

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

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

Course Materials

Notes, handouts and exercise materials

BCP: *Budgeting and Corporate Planning*

Duration:1 Week

Course Objective

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

Participants should gain knowledge of:

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

Course Materials

Course notes

BPM: *Budgeting and Performance Management*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts and exercise materials

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

Duration: 1 Week

Course Objectives

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

Who should attend?

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

Course Overview

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

Learning Goals

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

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

CMF: *Capital Market Finance*

Duration:1 Week

Course Objective

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

Who Should Attend

Regulatory/Compliance staff, Finance Directors.

Prerequisite Courses

None

Course Overview

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

Course Materials

Course notes, handouts

COEID: *Comprehensive overview, Economics of Payment Industry Issues & Developments*

Duration: 1 or 2 Weeks

Course Objective

At the training you will have the opportunity to explore all the critical issues and challenges in the payments industry. You will review how the older card payments fit into the newer innovations such as mobile banking, wallets and faster payments and examine how cards fit into these developments. You'll also gain an understanding of the operational challenges, regulations and types of fraud.

Who Should Attend

Senior managers needing a big picture refresher and professional advisors and suppliers.

Course Overview

Essentials of The Payments Industry

- Big Picture Introduction, Speed Networking. Historical development

Main stakeholders

- What do they do?. Who are their customers? How do they make their money?
- Review how older card payments fit into newer innovations (mobile banking, wallets, faster payments) and look at the key player

Economics of payments

- Where is the money made and who charges what?
- Assess bank card acquirers and issuers, card schemes, processors, PSPs, mobile providers, social media providers, etc. A retailer's point of view. Clearing systems

Emerging markets in payment

- Emerging markets and their potential. Markets – Stagnation or growth?
- New markets: geography, new sectors and cash users
- Drivers that will develop the payments business
- Future and innovation
- Innovations: their impact and potential. Where are we now?
- New technologies: pre-paid, mobile technologies, mobile banking, mobile payments, mobile terminals, mobile remittances and money transfer, wallets

- Social media. Faster payments. Unbanked technologies
- What are the barriers to these new technologies?
- Will completion drive down fee rates or will the expansion of electronic payment transactions overcome these price pressures?

Making Sense of Payment Options

- Project appraisal. Examine a target market. Factors to consider in new projects
- How do you select the best product to suit your customers?
- Is the product a strategic fit with the bank's current policies, other products and future directions?

Mobile – will the phone replace the cards, terminals, bank transfers etc?

- Mobile banking, mobile payments, mobile terminals, mobile bill to account
- Current and future developments, The main users and providers
- Challenges to mobile payments. Infrastructure, certifications

New types of cards, dual application, prepaid and NFC

- How do these products fit into the payment world?
- Advantages. Challenges Opportunities

Wallets: Future of wallets. How are wallets changing and what do they bring to the payments world?

- Google wallets, e-wallets, Yespay wallets. Challenges. Opportunities

Other emerging payment methods: Square and Facebook Credits

- How they fit in with the traditional methods
- Will they replace or displace these traditional methods?
- What they do and how they do it. Threats and advantages

Unbanked payment methods

- How can we address the underbanked section of the community?
- What will replace remittances via the traditional money transfer services?
- Newer banking technologies. Faster payments. RTGS. Net settlement

Fraud & Regulation. Types of fraud:-

- Technologies and techniques to prevent fraud
- Differences between fraud in the physical and the virtual world
- How will fraud affect new payment methods like Facebook Credits?
- What government, financial service agencies, card schemes, banks and

retailers are doing to control this problem. How to prevent and manage fraud

Operational challenges

- Specific challenges in the payments industry. Working with large bureaucratic organisations
- Electronic payments have a worldwide focus and can be accepted anywhere.

Documentation/legal aspects

- Processes and procedures. Contracts
- What business and technical interfaces must be in place?
- Do you need: banking licenses, e-Money licenses, mobile licenses, FSA approvals, etc.?

Regulation

- Review the ways in which the regulators affect projects and what involvement they must have.
- Card schemes
- PCIDSS
- Financial services organisations.
- Central banks
- ISO.
- EMVCo

Learning Goals

At end of the course you will be to:

Understand where the money is made and how to plan growth realistically in an era of change. Discover emerging markets and their potential and identify the drivers that will develop the payments business Learn how to select the best product to suit your customers and which factors to consider in any new project Discover how prepaid, NFC and dual application instruments fit into the payments world Analyse new payment methods such as Square, iZettle, Mpowa and Facebook credits and understand the threats and advantages they pose

DIFSR: *Detecting and Investigating Financial Statement Fraud*

Duration:1 Week

Course Objective

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

Who Should Attend

Financial Auditors, Regulators, Financial analysts.

Prerequisite Courses

None

Course Overview

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

Learning Goal

Participants should be able to:

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

Course Materials

Course notes, handouts

ES: ENTREPRENEURIAL SKILLS

Duration: 1 Week

Course Objective

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

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

Identifying and Evaluating the Opportunity (Portfolio Analysis)

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

Planning the Delivery - Fishbone

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

Acting as a "Business Angel" - Evaluating a Case Study

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

D Pulling it together – the Five Whys

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

Learning Goal

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

FIA: *Forensic and Investigative Auditing*

Duration:1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

FMIA: Fundamentals of Modern Internal Auditing

Course Overview

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

Learning Goal

After completing the course, delegates should understand:

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

Course Materials

Notes, handouts and case studies materials

FMIA: *Fundamentals of Modern Internal Auditing*

Duration: 1 Week

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

Course Overview

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

Learning Goal

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

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

Course Materials

Course notes, handouts

FMR: *Financial Markets Regulation*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

At the end of the course, delegates should have:

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

Course Materials

Course notes, handouts

FNFM: *Finance for non-financial managers*

Duration:1 Week

Course Objective

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

On completing the course delegates should be able to:

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

Course Materials

Course notes, handouts

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

Duration: 1 Week

Course Objective

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

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

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

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

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

Risk Management, and Retail, Commercial and Corporate Banking

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

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

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

Green and Sustainable FinTech, and Mainstreaming Green and Sustainable Finance

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

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

Learning Goal

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

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

Course Materials

Course notes, handouts

FPM: *Finance for project managers*

Duration:1 Week

Course Objectives:

To provide delegates to appreciate the financial implications of your decisions. Improve your financial control over projects to ensure completion within budget. The course also teaches the use of advanced features of Excel for data analysis, organisation, and summarisation

Who Should Attend

Managers and staff who wish to understand the financial issues, and considerations involved in the preparation and monitoring of projects

Prerequisite Courses

ITMOE delegates should already be familiar with and be able to use Excel to create simple spreadsheets

Course Overview

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

Learning Goal

After completing the course, delegates should be able to:

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

Course Materials

Course notes, handouts

FSAV: *Financial Statement Analysis and Valuation*

Duration:1 Week

Course Objective

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

Who Should Attend

Executives, Directors, Financial Analyst, Regulators.

Prerequisite Courses

None

Course Overview

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

Course Materials

Course notes, handouts

ID: *Introduction to Derivatives.*

Duration:1 weeks

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Notes, handouts, exercise materials

IFPI: *IFRS: Practical Implementation for first time adopters*

Duration:1 Week

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|--|
| Course Objectives: |
| Participants will be equipped with the necessary tools to aid in the understanding of IFRS requirements. With the use of published financial statements, this course will illustrate the practical application of IFRS in the preparation financial statements, hence, provide delegates with the necessary skill for navigating the intricate and shifting landscapes |
| Who Should Attend |
| Stakeholders at all levels of the organisation |
| Prerequisite Courses |
| Basic understanding of accounting principles |

Course Overview

- Introduction to IFRSs and IASB framework
- Understand the requirements prescribed for conversion to IFRS as detailed in IFRS1
- Comprehend the content of IAS 1: Presentation of financial statements
- Understand accounting for inventory under IAS 2: Inventory
- Preparation of cash flow statement using of IAS 7:Cash flow statement guidelines
- Have a good grasp of Accounting Policies, changes in Accounting estimates and error as stipulated in IAS 8
- View the treatment of events after balance sheet date under IAS 10
- Understand construction contracts as presented under IAS 11: Construction Contract
- Understand income tax treatment under IAS 12 and segment reporting under IAS 14
- Learn the application of IAS 17: Leases, IAS 18 :Revenue and IAS 19: Employee benefits
- Learn accounting for government grant and disclosure of government assistance under IAS 20
- Understand the effect of changes in foreign exchange rate as treated under IAS 21
- Understand IAS23: borrowing cost, IAS 33: Earning per share and IAS 38 Intangible assets
- Understand Financial instruments presentation, recognition and measurement and disclosure under IAS 32,39 and IFRS7
- Understand the accounting and reporting of retirement benefit plans as stipulated under IAS 26
- Learn the application of the standard applicable agriculture IAS 41
- Appreciate the disclosure requirement of related party transactions as stated under IAS 24
- Understand the content and application of IFRS 1 -8

Learning Goal

After completing this course, delegates should be able to:

- Understand all applicable standards as may be required for individual organisation
- Confidently prepare financial statements in accordance with up to date IFRS requirement
- Comply with IFRS disclosure requirements and accounting policies
- Calculate basic and diluted earnings per share
- Know the IFRS condition for recognition and measurement of assets, liabilities, revenue, expenses, gain and losses
- Appreciate and understand the optional and mandatory dichotomy available to first time adopters of IFRSs

Course Materials

Course notes, handouts

IFRS: *International Financial Reporting Standard*

Duration:1 Week

Course Objective

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Course Materials

Course notes, handouts

IPF: INVESTOR PROTECTION FUNDS

Duration: 1 Week

Course Objective

To ensure students are conversant with the demands and regulatory responses concerning investor protection and associated member firm responsibilities. This course will equip students with a deep understanding of IPF structure and operations, with appreciation of the various models established in several jurisdictions while also recognising the developing nature of this area, primarily in response to recent financial turmoil.

Who Should Attend

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

Prerequisite Courses

None

Course Overview

- The IPF Objective
- Regulatory Approaches
- A History of Failure
- Real World Review: Case Study 1
- The Landscape of Exposure (incl. the Credit Crunch)
- Investor Profiles
 - Define some guidelines for various investor profiles*
- Risk Management Competencies, Practices and Metrics
- Real World Review: Case Study 2
- Current and Emerging Regulations
- Legislative Support and Law Reform
- Retail and Wholesale Perspectives
- IPF Membership and Corporate Governance
- IP Roles and Responsibilities
 - Analysing an IP scenario to determine a regulatory response*
- The Canadian Model (CIPF)
- IPF Operations
- IPF Assessment
- US (SIPC), UK(FCA/PRA) and Euro provisions
- Investment Managers' Obligations
 - Assess the need and issues surrounding global alignment of Investor Protection*
- Emerging Markets/Financial Infrastructures (Incl. Nigeria and India)
- Establishing an IPF; due diligence and structure
- Maintaining an IPF; review and renew
- Invoking an IPF claim; eligibility, process and pecuniary remedy
- Suspension of Investment Activities (incl. liquidation of assets)
- Managing and decommissioning of Investor Accounts
- Real World Review: Case Study 3
- Closing an IPF; reasons and operational responsibilities
 - Assessing the efficacy of IP operations*
 - Assess the need and issues surrounding global alignment*
- The Far East: Japanese (JIPF) and Thailand (SIPF) Provisions
- Promoting Investor Education
- IPF Pitfalls and Detractors
- The future re. IP (fiduciary care and probity/integrity of investment management)
- Participants Assessment: Short exam reviewing the past week

Course Materials

Course notes, handouts

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

Duration: 1 Week

Course Objective

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

Who Should Attend

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

Course Overview

What is Finance & Working Capital – liquidity or bankruptcy?

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

Case study – calculating working capital under varying circumstances

Capital Structure – what it is & why it is important

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

CAPEX - Analysis of Investment Decisions with What-if Risks

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

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

Case study - develop & analyse a capital budget

Risk management as an integral part of Corporate Governance

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

Case study – analyse a full risk model

Corporate governance

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

Course Materials

This program will help you learn how to:

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

MER: *Monitoring and Evaluation for Results*

Duration: 1 Week or 2 Weeks

Course Objectives

The programme aims to stress the importance of the evaluation process in the analysis or interpretation of the collected data which delves deeper into the relationships between the results of the project and how this can be used for the benefit of the future projects. The objective is to develop an understanding of when and how to use recognised tools and techniques for monitoring and evaluation.

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

Who Should Attend

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

Prerequisite Courses

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

Course Overview

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

Learning Goal

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

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

Course Materials

Handouts, materials

PEF: *Private Equity Fund*

Duration: 1 Week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

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

Learning Goal

At the end of the course, delegates should have:

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

Course Materials

Course notes, handouts

PFMA: *Pension Fund Management And Administration*

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

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

Course Overview

Pensions Administration

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

Pensions Administration

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

Pension fund investment strategies

Corporate_Governance

Benefits of Attending

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

PFS: *Pension Fund Strategies*

Duration: 1 Week

Course Objectives

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

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

Who Should Attend?

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

Course Overview

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

Learning Goal

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

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

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

Course Materials

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

PRPC: *Pension Retirement Planning and Calculations*

Duration: 1 Week

Course Objectives

The objective of this course is to develop knowledge and understanding of and ability to analyse pension and retirement planning issues. The course is for pensions administrators and is designed to demonstrate competence in the manual calculation of benefits of occupational pension schemes.

Who Should Attend?

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

Course Overview

- Understand the political, economic, and social environmental factors which provide the context for pensions planning
- Understand the relevant aspects of pensions law and regulation to pensions planning
- Understand the structure, characteristics, and application of Defined Benefit (DB) schemes to an individual's pension planning
- Analyse the range of Defined Contribution (DC) scheme options as they apply to an individual's pension planning
- Analyse the options and factors to consider for drawing pension benefits
- Explain the structure, relevance, and application of State schemes to an individual's pension planning
- Evaluate the aims and objectives of retirement planning, including the relevant investment theories
- Calculate and Quote DB & DC Pension Scheme Death Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Leavers Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Retirement Benefits for Members without Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Death Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Leavers Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Retirement Benefits for Members with Special Circumstances
- Calculate and Quote DB & DC Pension Scheme Transfers in and Transfers Out for Members

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

Course Materials

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

PSGT: *Pension Scheme Guidance and Trusteeship*

Duration: 1 Week

Course Objectives

The course includes four core modules that cover essential knowledge and understanding, seven application modules that cover various member events and one member interaction module that applies all relevant matters from the core and application modules. This course is also for trustees, or those interested in trusteeship, based on the Pensions Regulator's indicative syllabus. It provides formal recognition of a trustee's knowledge and understanding.

Who Should Attend?

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

Course Overview

Core knowledge modules

- (1) Information, Advice and Guidance on Pension Benefits
- (2) Options available from Different Pension Schemes
- (3) Financial considerations when making Pension Benefit Decisions
- (4) Lifestyle factors that impact on Pension Benefit Decisions

Application modules

- (5) Joining an Occupational Pension Scheme
- (6) Leaving an Occupational Pension Scheme
- (7) Transferring Pension Benefits
- (8) Divorce and Pension Benefits
- (9) Pension Scheme Death Benefits
- (10) Pension Scheme Retirement Benefits
- (11) Annuities and Pension Benefits

Member interaction module

- (12) Communicating with Pension Scheme Members Seeking Guidance

- **Law and pensions overview**
- **Investment and funding issues for defined contribution and defined benefit pensions**
- **Scheme management issues for defined contribution and defined benefit pensions**

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

Course Materials

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

RBA: *Risk-Based Internal Audit*

Duration: 1 Week

Course Objectives

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

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

Who Should Attend

Internal Audit Directors, Audit Managers and Senior Internal Auditors. Management responsible for establishing or controlling Internal Audit functions.

Course Overview

Introduction and objectives

Risk based audit

- Definitions
- Trends (from the BRM Internal audit best practice database)
- The transition from systems based to risk based assurance
- The different approaches to audit
- Audit's primary roles, objectives and concerns
- What is best practice?
- The steps needed to embrace a risk based approach

Understanding Risk

- Approaches to risk management
- Surprises and Risk
- Risk and your organisations culture
- Risk averse and Risk embracing cultures and the impact on assurance
- Risk as the pulse of the organisation- and how Internal Audit needs to take this pulse
- Integrating Risk with Strategy – the Audit role

Refocusing the audit role to embrace risk

- The changing scope of modern internal audit
- Options for involvement in risk management
- The auditor as facilitator
- Assessing actual versus perceived controls

- Monitoring the effectiveness of the risk management programs in your organisations
- Monitoring action plans
- Translating key risks from business risk process into the basis of the audit programme

Corporate governance and the assurance providers

- The Corporate Governance challenges
- The tensions created for management
- The opportunities for internal Audit
- The converging role of the assurance providers
- The need to coordinate activities across assurance providers

Risk based audit in action -

- The skills required
- The challenges resulting
- CRSA involvement
- The need to broaden the skills base
- How to achieve a blend of experience, technical skills and innovation

Measuring success and adding value

- What do management think of you?
- Have they embraced the wider role for IA?
- How have they responded to changes already introduced?

- What challenges have they posed?
- The reputation of your team and how to assess it
- Risk based audit key performance indicators

Marketing a risk-based approach

- The need to measure value added
- How to sell the benefits
- Who you need to sell the approach to

Audit planning

- Risk based audit planning
- The factors you need to consider
- Determining the level of assurance required
- Getting management input
- Translating key risks from the business risk process into the basis of the audit programme
- Audit challenges resulting
- Determining the universe, audit priorities and developing the audit plan
- Best practice audit risk planning model
- Which risks are not easily auditable?
- How should these topics be dealt with?

Undertaking a Risk based audit (interactive)

- Brainstorm the issues
- Build picture of the risks

- Consider threats and opportunities
- Plan the assignment
- Determine types of test and techniques to use
- What use could be made of CAAT's
- Determine the threats to success

Risk Based Audit Reporting

Objectives of reporting

- Reports and the reporting process
- What makes a good report?
- What management expects
- Audit's response to those expectations
- Professional standards

Why traditional reports need to change

- The psychological dilemma
- Risk reporting – the route to securing action
- How to link objectives, risk and audit findings
- Risk as a vehicle for promoting fundamental change
- Determining a new approach
- Audit opinions
- Best practice format
- Essential "do's" and "don'ts"
- The best practice main report
- Words and phrases to avoid

Learning Goals

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

- Define the scope and function of internal audit within the company
- Describe the internal audit planning guidelines and develop a risk based audit plan
- Apply techniques for risk identification, controls identification and control testing
- Recognize fraud and express the internal auditor's responsibility upon detection

Course Materials

Notes, handouts and exercise materials

RBABP: *Risk Based Audit Best Practice*

Duration:1 Week

Course Objectives

To provide delegates with the necessary skill to conduct an internal audit

Who Should Attend

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

Prerequisite Courses

None

Course Overview

- Developing a best practice framework
- The Audit Role
- The Internal Audit function
- Audit planning
- Internal and external relationships and new challenges
- Innovative audit reporting
- The need for reports with impact
- Understanding the problems associated with traditional audit reports
- 10 best practice questions -how does your organisation measure up
- Determining a new approach
- Percentage of recommendations
- The best practice report
- Essential “do’s” and “don’ts”

Course Materials

Notes, handouts and exercise materials

SFGB: *Sustainable Finance – Green Bonds*

Duration:1 Week

Course Objectives

Green bonds are one of the recent most prominent innovations in sustainable finance and hence this interactive and practice-oriented course covers the basics of Sustainable Finance while exploring several opportunities to dig deeper. The course is designed for groups and individuals from the public and private sectors and civil society interested in learning about how sustainable finance can make our economies more sustainable. Within the wider field of sustainable finance, green bond markets have gained substantial attention and experienced significant growth in issuance volumes over the past few years. The dynamic growth in sustainable finance is, however, limited by a general lack of understanding of what sustainable investing is and the benefits it can achieve in comparison to traditional investments. Providing relevant stakeholders with better information and expertise on the topic can enhance the chances of bringing sustainable finance into the mainstream

Who Should Attend

This course is relevant to wide range of professionals and managers from all backgrounds. Individual from public and private sectors, Government officials involved in developing policy frameworks for sustainable development and in particular sustainable finance

Prerequisite Courses

None

Course Overview

Green Bond Introduction

- Current finance landscape
- What is sustainable finance
- Green bond definitions, types, and benefits
- Evolution of the sustainable debt market
- Green bonds contribution to the global goals
- Key challenges for sustainable finance
- Market stakeholders and their roles
- Green bonds principles and the existing standards
- Classification systems, Taxonomy for green assets and projects
- Green bonds policy landscape
- Sustainable finance: Policy and Regulation
- Impact Reporting and Communication

Process for Issuing a Bond Labelled Green

- Pre-issuance – green bond framework and supporting mechanisms
- Issuance – book building, primary and secondary markets
- Post-issuance – allocation of proceeds, reporting and audit

Green Bond Market Development

- Status quo of the green bond market – global and regional
- Sovereign bonds – market evolution, benefits and impacts
- Transition bonds

Learning Goals

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

- Understand the Green bond market history, its development, and the differences between different existing labels
- Appreciate the main principles overarching the issuance of green bonds
- Explain the requirements for a green bond issuance (from inception to maturity)
- Understand the content and characteristics of a green bond framework
- Have knowledge of the parties involved in the green bond issuance process, their roles, and responsibilities
- Understand the Green bond labelling schemes, including CBI standard
- Analyse the Market dynamics
- Understand the Role of regulation and key policy developments around the world.
- Explain the principles that guide the market participants in green debts markets
- Identify eligibility criteria for projects to be financed through green bond instruments under the green bond principles.

Course Materials

Notes, handouts and exercise materials

SICM: *Sukuk and Islamic Capital Markets*

Duration:1 Week

Course Objective

This course is designed to provide participant with an in-depth understanding of the Islamic capital market, its structure and growth. It will discuss the various structures of Islamic Sukuk, looking at their market rating and the legal and Shari'ah issues involved. It will also address issues involved in converting conventional bonds into Islamic securities and the raising Islamic investment funds and their structures. The course is designed to show participants how the Islamic market is continuing to develop and opening up new structures.

Who Should Attend

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

Prerequisite Courses

None

Course Overview

- Overview of Islamic Capital Markets
- Structures of Islamic Finance
- Classical Finance Contracts in Shari'ah
- Case Studies
- Financing Elements in Sharing Finance Contracts
- Structured Hybrid Islamic Financing Products
- Basic Shari'ah and Legal issues and documents involved
- Who issues Islamic securities
- Current Trends in Sukuk (Islamic Bonds)
- Case studies: Temporary Mudarabah Bonds
- Sukuk Structures
- Financial assets versus Real assets
- Are Islamic Sukuk only a veil
- Key issues related to Sukuk
- Current and Future development in Islamic financial product
- Swaps of conventional issues into Sukuk
- Case studies
- Islamic Investment Funds
- Stocks Hedging
- Currency Hedging
- Types of Sukuks
 - Fixed Income
 - Variable Income

Learning Goal

Participants should be able to:

- Understand of the dynamics of Islamic finance.
- Understand Islamic securities, their nature and why and how they are introduced.
- Engage very well with the core regulatory issues.
- Know, who issues Islamic bonds and the market demand for them.

Course Materials

Course notes, handouts

SPMCEB: Strategic Planning, Management Control and Effective Budgeting

Duration: 1 week

Course Objective

Developing Strategies, Risk Analysis, Negotiating, Budgeting and Cost Control are the essential skills for those who are dedicated to maximizing their performance and value-added contribution. As the business environment becomes ever more uncertain and turbulent, the requirement for professional leadership and management throughout organizations is at a premium. Hence, these skills learned in this course provides a structured and coherent framework for addressing the challenges which professionals face in respect of both their day-to-day and longer-term responsibilities.

Who Should Attend

Managers, Accountants, Budgeting Staff, Administrators etc.

Course Overview

Strategy, Risks, Negotiation & Leadership Strategy

- Introduction to strategy - background, historical developments, major theories
- Strategic Management – a practical approach for every leader
- A consistent methodology for strategy development
- The relationships between vision, mission and strategy
- The steps involved in developing a strategy

Strategic Analysis, Strategic Choices Strategic Implementation, Evaluation and Control Strategic Risk

- The meaning and nature of risk
- Identifying the risks in each strategy. Prioritising risks
- Contingency planning. Risk mitigation strategies

Leadership

- The strategic role and nature of effective leadership
- Charisma and how to earn it and use it effectively
- The role of the modern leader and how leadership has changed
- Innovative Leadership skills

- Maximising the performance of each team member

Effective Budgeting & Operational Cost Control

Introduction: Building a Common Financial Language

- The key role of budgeting and cost control in contemporary organisations
- The 21st century business imperative: delivering value added (but to whom?)
- Financial vs. Managerial accounting (for decision making)
- Understand your processes: integrating financial and non-financial aspects

The Budgeting Process

- The key features of budgeting
- Advantages and concerns with budgeting
- Accountability and centres of responsibility
- Zero-based budgeting. Budgeting and cost control

Cost Analysis

- Different costs for different purposes. Fixed vs. Variable costs
- The Cost-Volume-Profit analysis model
- Contribution Margin analysis

**Traditional vs. Advanced
Techniques in Cost-Control**

- Under-costing and over-costing: the consequences for profitability
- Indirect (OH) vs. Direct costs:
- Traditional Cost Allocations systems vs. Activity-Based Costing (ABC)
- Linking resources, activities and management
- Variance analysis

Learning Goal

- Develop an appreciation & understanding of each of the elements of the course.
- Understand how skills interact creating a systemic approach to mastering the essential tasks of any leader.
- Develop the skills and applications needed to master and integrate each individual element
- Utilise the elements in achieving individual, team and high organisational results
- Identify priorities for continued professional development

UMTB: *Understanding the Mechanics and Terminology of Bonds*

Duration:1 weeks

Course Objectives

A full understanding of the mechanics and terminology of bonds. A full explanation of how and why bonds are issued. A full explanation of how and why bonds are purchased. Identification of the main risks associated with bond markets

Who Should Attend

Capital market regulators, stockbrokers, institutional Government officials

Prerequisite Courses

None

Course Overview

- Bond Markets Terminology & Structures:
The cash flow structure of bonds, Interest calculations and day count
- Conventions:
Fixed coupon securities, FRNs, Zero coupons, Collateralized issues, Public offerings, Medium term notes, Private placements.
- The Issuance Process:
Bond market conditions, Why issuers seek long term funding, Investor's & Issuer's objectives, Selecting bond structure, Issue size, Role of the manager, Fees, Maturity, Timing, How swaps are used with new issues, All in price on a fixed and floating basis.
- Why investors buy bonds:
Different types of investor, Different risk/reward needs, Credit, interest rate, foreign exchange risks, how investors identify value, Relative value/spreads, Liquidity.
- Combining swaps & bonds:
Generic asset swap structures, Par/par structures, High coupon bonds, Low coupon bonds, Up-front payments, Accrued interest
- Bonds and risk:
Introduction to, Credit risk, Interest rate risk, FX risk, Problems with liquidity & valuation.
- Non-vanilla bonds:
Introduction to how different risk profiles can be added to bonds using swaps

Course Materials

Notes, handouts and exercise material

URFM: *Understanding Risk in Financial Markets*

Duration: 1 Week

Course Objectives

Enhance your understanding of the many different aspects of risk and risk management that exist in today's markets. This course focuses on systemic and unsystemic aspects and examines both the qualitative and quantitative views on analysing risk and common approaches to its mitigation.

Who Should Attend

- Those familiar with financial markets, but new to risk management
- Technologists focusing on risk management solutions
- Front-Mid Office staff seeking greater awareness of risk

Prerequisite Courses

None

Course Overview

- Defining Risk
 - The current landscape: scope and toxicity
 - Key risk categories
 - Systemic and systematic risk
 - Horrors and heroes: case risk
- Regulation and compliance
 - Banking supervision
 - Alternative investments
 - European themes
 - The global perspective
- Managing Risk
 - Government objectives
 - Establishing industry-wide practices
 - The fund manager's perspective
- Quality and Quantify
 - Cross-markets dependencies and patterns
 - Charting risk premiums
 - Buy and sell-side indicators
- Reporting
 - Obtaining requisite transparency
 - Identifying the sectors/asset classes laden with limit breaking risk
- Managing Liquidity
 - Determining a liquidity map of the industry
 - Threats to liquidity
 - Regulatory support for liquidity
- Systemic Risk
 - Identifying the weaknesses-the next blow-ups?
 - Determining 'street-level' indicators
- The Future of Risk
 - Summarising credit markets
 - Challenges for regulators
 - The new investors profiles
 - Market participants and new objectives

Learning Goal

At the end of the course, delegates should have:

- Understand the various risk categories associated with financial markets
- Conversancy with risk mitigation principles and approaches
- Clarity regarding key regulatory themes

Course Materials

Course notes, handouts

AEFE: *Advanced Excel for Business Executives*

Duration: 1 Week

Course Objective

This course is designed to make delegates gain mastery of the most advance tools provided on the Excel platform. Delegates will be able to build interactive financial and quantitative models for bespoke business solutions. The use of result driven case study, taught in the context of actual business problem, will make delegates join the tiny echelon of elites who can do virtually anything with Microsoft Excel

Who Should Attend

Managers, business/marketing executives, financial/management accountants and financial analyst

Prerequisite Courses

Basic Excel skill

Course Overview

- Mastering advance features of the latest versions of Microsoft Excel
- Creating and manipulating the new Excel dynamic tables
- Implementing complex business rules using function-driven routine validations
- Using sophisticated functions to solve real world business problem
- Using advance Excel skills to publish a inclusive web site from a work-book
- Eradicate errors using Excel's advanced formula auditing outfit
- Construct intuitive user interfaces using forms controls
- Understanding the vertical and horizontal look-ups (V & H LOOK-UP)
- Execute what-if analysis to model and evaluate business scenarios
- Recording macros and then executing them from remote button control
- Understanding and using all of Excel's security features
- Generating and using dynamic and table-based range names
- Designing advanced Pivot Tables and Pivot Charts
- Creating hyperlink among Microsoft Excel, power point and other Microsoft office programs

Learning Goal

After completing this course, delegates should be able to:

- Create Sophisticated worksheets for presentation to top level management
- Apply Excel to solve financial problems by developing models for tailored use
- Create simple computer program on the Excel platform to model business and financial process
- Develop a network of hyperlink for a comprehensive Microsoft office integration
- Display a comprehensive know-how of the most sophisticated spread sheet application in world

Course Materials

Course notes, case study and exercise materials

CNS: *Computer Networking and Security*

Duration: 1 Week

Course Objective

This course provides comprehensive opportunity to master networks and networking. This training can help you take your career to the next level. Attend the instructor led class and understand practically how networks are put together and how the elements talk to each other management of the internet are also included in the syllabus

Who Should Attend

Anyone who is computer literate and needs a fundamental understands of networking technology and data communications. It also closes the gap for those who need to understand the fundamental of networking operations. Technical staff that want to sharpen their network and troubleshooting skills

Prerequisite Courses

None

Course Overview

- Apply core network fundamental concepts, technology and solutions
- Setup networks using important media
- Deploy Local Area Networks (LAN)
- Implement enhance network security using industry standard solutions and practices
- Analyse, evaluate and select top network technology
- TCP/IP Fundamentals
- Web servers and services
- Remote Access and Long Distance Communications
- Configure websites and databases to a web server
- Wireless Networking

Course Materials

Course notes, case study and exercise materials

CDCPA: *Computer Disaster Contingency Planning & Auditing*

Duration:1 Week

Course Objective

Disaster can strike unexpectedly and disrupt the activities of an organisation where the entity has become dependent on computer systems for critical applications. Therefore, there is a need for an effective contingency planning for computer disaster prevention, recovery and business resumption

Who Should Attend

Auditors, Computer Executives, Internal Control officers, and security department managers who form part of the contingency planning or review team

Prerequisite Courses

None

Course Overview

- The Concept of Going-concern and Business Continuity
- Disaster Contingency Planning Objectives
- Disaster Risk, Vulnerability and Impact Analysis
- Business Continuity as a Key Management Responsibility
- How Disasters Expose the Internal Control System
- Contingency Planning Strategies
- Developing Disaster and Recovery Scenarios
- Documenting the Disaster Contingency Plan
- Testing the Disaster Contingency Provisions
- Developing Audit Plan and Program Steps
- Auditing the Contingency Plan and Provisions
- Developing Management Reports

Learning Goal

This seminar has been designed to enable delegates to:

- Develop contingency consciousness
- Acquire knowledge necessary to support a contingency planning process
- Learn contingency planning methods
- Advise management
- Challenge existing contingency plans for effectiveness
- Analyse disaster risks and audit plans for reasonableness and efficacy

Course Materials

Course notes, case study and exercise materials

GSC: Governance Security and Compliance

Duration: 1 Week

Course Objective

Learn how to implement Governance Security and Compliance (GSC) in Office 365 within the context of the Microsoft four step process. This course is appropriate to anyone interested in any aspect of Governance Security and Compliance.

Who Should Attend

- Technical Business Decision Makers. Office 365 IT Professionals
- Anyone who has a business interest in how to Implement Governance Security and Compliance for their organisation in Office 365

Prerequisite Courses

None

Course Overview

- There is an introduction to the commitments made by Microsoft across all their products to empower customers to meet these compliance requirements
- An Introduction to the Office 365 Security and Compliance Centre
- Office 365 Data Governance. SharePoint Information Management Policies
- Configuring Supervision Policies. Microsoft/Office 365 Cloud App Security
- Microsoft Threat Intelligence Centre. Multi-Factor Authentication in Office 365
- Authorisation. Security & Compliance Centre Permissions
- Office 365 Groups and Teams Guest Access. Roles and Permissions in Microsoft Teams
- Manage Who Can Create Office 365 Groups and Microsoft Teams
- Security & Compliance Centre eDiscovery Holds
- Retention Policies. Office 365 Label Record Management
- Exchange Archive Mailboxes and Retention Policies
- Office 365 Data Loss Prevention
- Office 365 Encryption. Office 365 Advanced Threat Protection (ATP)
- SharePoint and OneDrive Conditional Access
- Microsoft Security Incident Management Process
- Search for eDiscovery Activities in the Office 365 Audit Log
- Create a Holds in eDiscovery Cases Report.
- Advanced Threat Protection (ATP) Reports. Office 365 Management API
- Microsoft Compliance Manager

Course Materials

Course notes, handout and case studies.

IFSBU: *Internet Facilities and Security for Business Users*

Duration: 1 Week

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|---|
| Course Objective |
| This course provides comprehensive training on how the internet works, how to use it beneficially for business (both inside the organisation with external customers/partners), Delegates learn to use the various internet services for themselves on PCs. Essential security and the management of the internet are also included in the syllabus |
| Who Should Attend |
| Business and systems analysts, systems designers, database analysts and designers |
| Prerequisite Courses |
| ITMOE IT Skills and Microsoft Office for Executives |

This course can be combined with ITMOE (IT Skills and Microsoft Office for Executives) to make a 2 week training programme.

Course Overview

- What is the Internet?
- Domain names, registration, tracing
- Internet, Extranet and Intranet explained
- What are the various protocols?
- Using the World Wide Web for business applications
- Security and encryption for sensitive transactions and data
- Electronic Mail (Email) across the internet
- Email server types: SMTP, IMAP, POP
- Dealing with spam
- What are spyware, adware, viruses, Trojans and other malicious threats?
- Securing against these threats on the client and server
- Using newsgroups, world wide web, and file transfer protocol effectively
- Using search engines
- Conferencing and real time communications over the internet
- Using voice and video
- More on security -firewalls, proxy servers, PPK encryption
- Setting up your own internet presence
- Configuring your email and web servers
- Basics of creating your own web pages
- Web site design tools
- E-commerce facilities

Learning Goal

Upon completion of this course, delegates should be able to:

- Use the internet effectively from a PC
- Install and configure software to use email, newsgroups, world wide web, and file transfer protocol
- Install and configure anti-virus, anti-spyware/adware, and firewall software
- Assess security risks and know how to respond to them
- Create simple web pages and configure their own internet host

Course Materials

Course notes, case study / exercise materials

ITMOE: IT Skills and Microsoft Office for Managers and Executives

Duration: 1 Week

Course Objective

Understand 'The Cloud' and Office 365 Applications. Understand how to access applications and documents through a browser. Use Skype for Business to communicate, set up and join meetings. Understand how to work collaboratively with Office 365 through OneDrive. Use Office Online Apps: the online companions to Word, Excel and PowerPoint. Save and share documents from within Office 2016 via Office 365

Who Should Attend

Executives, managers and other office PC users

Prerequisite Courses

None

Course Overview

- Introducing Cloud Computing. Identify and Outline the Component Products in Office 365 including Outlook Web App, Office Online Apps, OneDrive and Skype for Business.
- Navigating around Office 365, Customising the Office 365 Nav Bar. Updating your Profile in Office 365.
- Overview of Skype for Business, Viewing and Setting Presence Status. Using Instant Messages in Business. Understanding the Interactive Contact Card in Microsoft Office Applications, Integration with Outlook, etc.
- What is OneDrive for Business. Navigating around OneDrive, Accessing Content in OneDrive
- Using the Office Online Apps, Sharing Documents and Collaborating. Connecting Microsoft Office to OneDrive. Creating Office Documents and Saving Directly to OneDrive.
- Navigating around OneDrive for Business. Creating and editing content using the Office Online Apps. Sharing Documents. Co-Editing and collaboration with OneDrive
- Excel and the Excel Environment. Navigate and Select in Worksheets. Create a Basic Workbook. Open, Save and Close Workbooks. Use Microsoft Help. Cut, Copy and Paste Commands. Flash Fill AutoFill Options. Find and Replace, Spelling. Undo and Redo Insert and Delete Options. Column Width and Row Height. Create Relative Formulas. Auto Calculate, Insert Functions. Use AutoSum, Copy Formulas.
- Font Group, Add Borders and Fill Colours. Cell Alignment, Number Formatting
- Manage Worksheets. View Worksheets and Workbooks
- Identify the Components of the Word Interface. Create a Word Document and help
- Navigate and Select Text, Modify Text. Find and Replace Text
- Apply Character Formatting, Align Text Using Tabs. Display Text as List Items, Control Paragraph Layout. Apply Borders and Shading, Apply Styles. Manage Formatting
- Insert a Table, Modify a Table. Format a Table, Convert Text to a Table
- Apply a Page Border and Colour. Add a Watermark, Add Headers and Footers
- Navigate the PowerPoint Environment. Create and Save a PowerPoint Presentation. Select a Presentation Type. View and Navigate a Presentation. Format Characters, Format Paragraphs Insert Clip Art and Images, Insert Shapes. Edit Objects, Format Objects. Group Objects Arrange Objects. Create a Table, Format a Table. Insert a Table from Other Microsoft Office Applications. Create a Chart, Format a Chart. Insert a Chart from Microsoft Excel. Review Your Presentation, Apply Transitions. Print Your Presentation, Deliver Your Presentation

Course Materials

Course notes, case study / exercise materials

MIT: *Managing Information Technology*

Duration: 1 Week

Course Objectives

Information technology is widely regarded as major organisational resources that spell the difference between survival and extinction in many industries. This course is designed to provide a grounding of the key issues affecting businesses today

Who Should Attend

Management or organisational strategists wishing to obtain grounding in the management and planning of IT as a corporate resource

Prerequisite Courses

None

Course Overview

- Introduction
- Information Management, Computer Fundamentals, Networked systems and networking technology
- People and Organisations, Systems & Models, Management & Decision Making
- Hardware Fundamentals, Software Fundamentals, File & Database Processing, Microcomputer Systems, Telecommunication
- Transaction Processing, Decision Support Systems, Expert Systems and Artificial Intelligence, Office Automation
- The emergence of Object Oriented design and software. Differences between procedural and object oriented systems
- The user interface, client/server architecture and application, "thin" client versus "thick" client, complexities in software architecture and software development
- Using the World Wide Web for business
- Understanding the significance of different operating platforms
- Disaster recovery requirements and planning
- Physical, software and application security requirements and implementation
- Requirements Analysis. System Design, System Acquisition, Implementation and Maintenance, End User Computing and Development
- The Chief Information Officer, Planning and MIS Strategic Planning, Project Selection, Budgeting
- Moving forward with legacy systems
- Considerations and risks involved in upgrading software and in migrating to a new system

Learning Goal

Upon completion delegates should be able to:

- Demonstrate a basic knowledge of modern computer hardware, software and networking technology
- Understand the various architectures and technologies currently in use
- Assess risks involved with their present installations and systems
- Appreciate how client/server and world wide web systems can benefit their businesses

Course Materials

Course Notes

PBI: PowerBI

Duration: 1 Week

Course Objectives

Power BI is a suite of business analytics tools that deliver insights throughout your organization. Connect to hundreds of data sources, simplify data prep, and drive ad hoc analysis. Produce beautiful reports, then publish them for your organization to consume on the web and across mobile devices. Everyone can create personalized dashboards with a unique, 360-degree view of their business. And scale across the enterprise, with governance and security built-in. Instructor-led Power BI training helps teams adopt Power BI for self-service business intelligence and analytics.

Who Should Attend

Business analysts, Business Managers. For IT

Pre-Requisites: Before attending this course, delegates must have

Some basic knowledge of data warehouse schema topology (including star and snowflake schemas).

Some exposure to basic programming constructs (such as looping and branching)

An awareness of key business priorities such as revenue, profitability, and financial accounting is desirable.

Familiarity with Microsoft Office applications – particularly Excel

Course Overview

- **Data Visualization:** Authoring activities in Power BI Desktop - create a report, interact with it, and upload it to the Power BI Service, etc.
- **Data Modelling:** Overview of data acquisition, data modeling, and security. Review business logic and calculations with DAX in a Power BI data model.
- **Advanced Power BI:** Advanced querying and data modelling capabilities. Understand complex DAX patterns along with Power BI tips and tricks.
- **Advanced Power BI with R:** Overview of the Microsoft R ecosystem. Functional programming for data manipulation. Data visualization and exploratory data analysis

Course Materials

Notes, handouts and case studies

SACBI: SAP Analytics Cloud for Business Intelligence

Duration: 1 Week

Course Objectives

SAP Analytics Cloud for Business Intelligence tool is a streamlined end-to-end Analytics An integrated SAP solution A single solution for business intelligence and organizational planning, enhanced with the power of predictive analytics and machine learning technology. Automatically discover the main business drivers behind your core KPIs. Reveal hidden insights and develop a clear understanding of your business data. Enhance your data quickly with intuitive suggestions during data preparation and automation of repetitive workflows.

Who Should Attend

For business analysts, Business Managers, and IT Staff.

Pre-Requisites: Before attending this course, delegates must have

Some basic knowledge of data warehouse schema topology (including star and snowflake schemas). Some exposure to basic programming constructs (such as looping and branching). Familiarity with Microsoft Office applications – particularly Excel/Sheets .

Course Overview

- Overview of SAP Analytics Cloud for Business Intelligence and business performance
- Solution overview; Architecture; Position in SAP portfolio
- Story definitions and possibilities; charts, KPIs. Data Access control. Geospatial analysis
- Overview of data acquisition, data modelling, and security

Integration options in Business Content for Oil & GAS

- General assessment of financial performance – based on P&L, investments, and account positions
- Benchmark direct production costs per cost category per barrel of crude for all districts, fields, or wells. Simulate changes of the direct production costs per barrel to meet demanding efficiency targets.
- Assessment of the product portfolio performance of downstream and chemical business units with respect to contribution margin by markets, regions, and customer segments
- Comparison of the refineries economics based on the difference of the cost of the raw materials and value of the petroleum products produced to improve e.g. decisions on matching supply/demand or investments
- Improve decisions on the current portfolio of capital and STO (Shutdowns, Turnarounds, and Outages) projects based on budgets, costs, commercial value, risks and ROI including analysis of budget deviations
- Monitor how well e.g. the oil platforms, fields, terminals and refineries reach the companies greenhouse gas emission reduction target
- Report on status on incidents, near misses and safety observations including root causes
- Overview of the Microsoft R ecosystem. Functional programming for data manipulation. Data visualization and exploratory data analysis. Installing R studio and setting up R in SAP Analytics. Understanding main data structures in R such as Data frame, Vector and List. Exploring and Understanding Data in R (summary, str, head, tail, so forth).
- Smart Discovery & Simulation. Time-series forecasting. R visualisations & algorithm

Course Materials

Notes and Handouts

AOAA: *Oil and Gas Accounting – Advanced Level*

Duration:1 Week

Course Objectives:

To develop an advanced understanding of the unique accounting and reporting practices of companies engaged in oil and gas exploration and production activities. To critically evaluate the issues that lie at the heart of preparation of financial statements of the oil and gas companies.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Oil and Gas Exploration and Production Accounting Policies and Standards.
- Analysis of oil and gas exploration and producing companies' financial statements.
- Accounting implications of financing arrangements in the oil and gas industry
- Sales revenue accounting
- Production sharing contract accounting
- Joint venture accounting
- Government reports
- Recent developments in oil and gas companies' disclosure requirements (EITI and Dodd-Frank Act)
- Financial and operational metrics to assess oil and gas company's exploration and production.
- Calculation and interpretation of various industry metrics.
- Performance assessment of oil and gas companies' exploration and production activities.
- Finding costs and reserves value-added-to-spending ratios.
- Financial planning and budgeting

Learning Goal

Participants should be able to:

- Engage with the debate surrounding oil and gas exploration and production companies' disclosure.
- Get a thorough understanding of how to account for the relations that exist amongst international oil and gas companies, and between them and the host countries relating to oil and gas exploration and production activities
- Analyse and comment on the published financial statements of the oil and gas exploration and production companies.

Course Materials

Course notes

BDCO:Upstream and Downstream: Business Development & Commercial Operations

Duration: 1 week

Course Objectives:

Business of oil & gas is contractually and technically complex, involving enormous capital along with some risks and uncertainties. It is often significantly influenced by geopolitical events. In this training course you will study the basics of oil & gas exploration, production, and the oil and gas recovery economics to fully understand the business and the essential contracting terms.

Who Should Attend

Business Development managers seeking new opportunities, negotiators and contracting professionals as well as Joint Venture officers

Prerequisite Courses

None

Course Overview

Introduction to Legal, Fiscal and Contractual Basics

Crude Oil & Gas

- The Oil Industry Streams
- Demand Drivers for Crude Oil
- Drilling Contracts – Contract Alternatives

Introduction to Contracts

- Kinds of Oil and Gas Interests
- Key Stages of Petroleum Projects in View of Contracts

Roles, Responsibilities and Fiscal Tools

- Dissection of Petroleum Contracts

Strategies and Solutions

- Fiscal Strategies and Solutions

Negotiations Skills

Art and Science of Negotiations Skills

Learning Goal

- Gain broad perspective of what are the essential factors in oil and gas business
- Enhance your understanding of the fundamentals of oil & gas law, and the commercial contracts
- Evaluate the technical, commercial, and financial aspects of oil & gas contracts and their impact on the profitability
- Confidently discuss the technical terms, concepts with your peers and clients
- Master the negotiations skills, lead and influence business agreements towards successful contracts

Course Materials

Handouts, Materials

BERE: Basin Evaluation and Reservoir Engineering

Duration: 1 week

Course Objectives:

Basin analysis demands an integrated approach from explorationist. The objective of the course is to provide the theory, methods, and practice for participants to develop and optimize their own individual basin evaluation and modelling.

Who Should Attend

Geoscientists who require a practical familiarity with the application of a variety of state-of-the-art conventional and unconventional tools of hydrocarbon evaluation to sedimentary basins.

Prerequisite Courses

None

Course Overview

- Introduction to the Petroleum System and Petroleum System Critical
- Geo-Mechanical fundamentals of basin formation
- Burial history curve
- Tectonic subsidence analysis
- Geo-Thermic: steady state and rifting
- Organic geochemistry: quantity, quality, and maturity
- Migration pathways
- Reservoir-traps-seals and analogs
- Critical points
- Basin classification
- Quantifying uncertainty, minimizing risk, and making decisions
- Synthesis

Learning Goal

- Ability to systematically assess the evolution of a basin's petroleum system critical through space and time through a non-linear parallel approach integrating geology, geophysics, and geochemistry
-
- Determination of the thermal history of a basin and its importance upon source maturity dynamics

CE: Cost Estimation Course

Duration: 1 Week

Course Objectives:

This course is designed to equip participants with the methodologies and tools, skills and attitudes to develop cost estimations in relation to various activities within E & P business, including management, design and construction projects. Participants will learn 'what to do', 'how to do it' and 'why'.

Who Should Attend

This course is developed for economists and engineers specifically personnel involved with project and proposal estimation as well as operations, scheduling and planning.

Prerequisite Courses

None

Course Overview

- Introduction to Cost Estimation
- Cost Estimation and COCOMO
- Projects and Project Life Cycle
- Budgets
- Sizing and Work Breakdown Structure
- Project Documentation and Scope Issues
- Cost Concepts (COSYSMO) and Bayesian approximations
- Project Technical Planning
- Estimating
- Project Cost Control, Managing Change, Contracts and Tenders for Estimation
- Procurement – Total Cost of Ownership
- Probabilistics Analysis and Evaluations
- Decision Analysis and Value Based Engineering
- Enablers and Barriers for Process Improvement
- Risk Estimation and Project Management including cost estimation guidance
- Economic Principles for Estimation
- Earned Value Analysis
- Business Models and Modelling

Learning Outcomes

By the end of this course participants will be able to -

- Introduction to and building awareness of cost estimating
- Understanding what comprises Projects and Project Life Cycle
- Understanding of Budgets
- Complete Work Breakdown Structures
- Understand the nature of Project Documentation and Scope Issues
- Complete and participate in Project Technical
- Be able to participate and be fully involved in all aspects of Estimating

Course Materials

The training course will consist of tutor led presentations/discussion, case studies, practical exercises and DVD viewing and review, where applicable.

CFER: Cash Flow Estimation and Associated Risks in the Oil and Gas Industry

Duration: 1 Week

| |
|---|
| Course Objectives: |
| It was recently estimated that the annual global exploration and production expenditure that the industry requires was in excess of \$400 billion. Profit margins, however, are under real pressure from many factors, including the higher costs of developing new reserves, less oil found per foot drilled, rising inflationary costs of doing business, oversupply of crude, crude oil price volatility, competition for oil company investments, competition for acreage/concessions, competition for funds, and overall business risk and uncertainty. It is therefore crucial to carry out prudent economic evaluation of any capital investments before resources are committed. And for every capital project will typically have cash receipts and cash disbursements into or out of the treasury, respectively. Thus, 'cash flow is king' seems to be message for businesses today and in particular with respect to their capital investment decisions. This course therefore aims to provide participants with a thorough understanding of the techniques used by entities engaged in oil and gas exploration and production activities in the estimation of cash flow and associated risks. |
| Who Should Attend |
| Finance Managers, Executives in the Oil & Gas Industry, etc |
| Prerequisite Courses |
| None |

Course Overview

- Profit planning
- Basic principles of economics
- Uncertainty and risk
- The concept of interest
- Cash flow diagram
- The time value of money
- Funds flow and compounding/discounting
- Before tax cash flow models
- Product pricing
- Capital expenditures, Operating expenditures
- Types of cost estimates, Variations in actual project costs
- Severance and ad valorem taxes
- Cash flow estimation bias, Cash flow analysis and inflation
- The cost of capital, The cash flow spreadsheet, After tax cash flow model
- Depreciation, Amortisation and depletion
- Intangible drilling costs, Spreadsheet application
- Capital budgeting techniques, Investment selection decision making

Learning Outcomes

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

- Identify relevant information in cash flow estimation
- Understand the financial arithmetic underlying compound interest and discounting
- Handle inflation in cash flow estimation
- Understand ways of calculating and interpreting estimates that include uncertainty
- Appreciate the levels at which risk can viewed
- Appreciate the main risk-handling techniques and their application to capital budgeting problems

Course Materials

Course notes

COPPPM: *Crude oil and Petroleum Products Price Mechanism*

Duration:1 Week

Course Objectives

This highly interactive and intensive crude oil & petroleum products and pricing mechanism course will provide the attendees with a comprehensive understanding and knowledge base of the international physical oil trading business from the perspective of both the trader and the supply analyst

Who Should Attend

Oil Company personnel, Analysts, Management Accountants, Marketers and operators

Prerequisites

None

Course Overview

- Overview of world petroleum products markets
- Petroleum product supply and demand, Issues and projections for the future
- Underling pricing mechanism, Fixed and Floating prices, Contango & backwardation
- Petroleum product markets, The regional markets
- Forward paper contracts
- Long term oil markets: participants, market liquidity, contractual issues, using long term derivatives
- Purpose of hedging. Hedging instruments. Hedging strategies
- Pure future and options. The futures market: speculation and arbitrage
- Petroleum products purchases and sales contract negation and documentation
- Operations and logistics
- Ship nomination and documentation. Inspection and book-outs. Shipping operations
- Terminals trans-shipments and storage
- Back office operations including wharfage, demurrage, scheduling
- Shipping contracts negotiation
- Petroleum products carriers and factors in carrier types selection
- Security issues in shipment (security of the products and terrorists concerns)
- Safety issues in product shipping
- Petroleum Products Trading Terminology
- The who, what, and why of product hedging
- Hedging venues – futures, options and derivatives
- Regulated exchanges, types or price risk- absolute risk, credit & performance risk
- Margin requirements, Contract settlement, volatility
- Forward curve – contango and backwardation, crack spreads
- Futures codes, Designing a risk management program
- How to use a few simple hedging techniques
- Charter parties, Laytime and Demurrage
- Charter party, types of clauses, concepts of laytime, Demurrage, vessels freight rates
- Arbitration, litigation, vessels vetting and performance
- Marine custody transfer, petroleum measurement and loss control
- Oil measurement, quantification of oil volumes, methods of loss evaluation
- Reduction of exposure, Recovery oil loss, Inspection/survey of marine petroleum cargoes
- Operations and safety issues
- Strategic Planning and Economics

Course Materials

Notes, handouts and exercise materials

CSRR: CORPORATE SOCIAL RESPONSIBILITY (CSR) & COMMUNITY RELATIONS IN THE OIL AND GAS INDUSTRY

Duration: 1 week

Course Objectives

Corporate Social Responsibility & Community Relations in the oil and Gas Industry is designed to provide delegates with a comprehensive overview of the key concepts and ideas regarding (CSR).

Who Should Attend

Corporate Affairs managers and officers, CSR managers and officers, Corporate strategists, Community Relations managers and officers, HR, Administration and Environmental managers, Project managers.

Prerequisites

None

Course Overview

THE SIGNIFICANCE AND RELEVANCE OF CORPORATE SOCIAL RESPONSIBILITY

- What is the scope of CSR?
- Who is involved? - CSR stakeholders
- What are the risks of ignoring corporate social responsibilities?
- Is CSR "Just Good Public Relations"?

SUSTAINABILITY IN PURCHASING

- Managing a responsible Supply Chain
- The Ethical Trading Initiative Base Code
- Combating child labour in manufacturing

COMMUNITY RELATIONS AND ENVIRONMENTAL SUSTAINABILITY

- Working effectively with host communities
- Managing sensitive issues including payments and relocation
- Building successful community projects
- Assessing social and environmental risk

CSR STANDARDS AND REPORTING

- Sustainability Reporting frameworks
- The Global Reporting Initiative
- UN Global Compact
- International Labour Organisation instruments

CSR PERSPECTIVES

- The politics of CSR
- Creating shared value
- Ethical consumerism
- "Greenwashing"
- Future requirements for corporate responsibility

Learning Goal

In particular, successful delegates of this programme will be able to: Describe how Corporate Social Responsibility is important in the public and private sectors, Develop and improve their community relations activities, Interpret the impact of CSR on the reputation of the organisation, Plan, initiate or improve CSR programmes, Report on their sustainability programmes

DCCOG: *Demurrage and Claim Calculation for Oil & Gas Industry*

Duration:1 Week

Course Objectives:

This course aims to provide participants with a comprehensive understanding and knowledge base of shipping and demurrage. Participants are given details of a spot fixture, a copy of the charter party and a statement of facts relating to the voyage performed. They asked to calculate the amount laytime used, the amount of demurrage due, if any.

Who Should Attend

Planners, Managers Traders etc

Prerequisite Courses

None

Course Overview

- Introduction and Context
- Key terms, legal framework, laytime, freight rates
- Elements of a Voyage Charter Party, choice of law, time Bars, Arbitration and Dispute Resolution
- Legal framework for charter parties
- Owners and characters obligation under different forms of charter
- Defining Laytime
- Types and commencement of laytime, Interruptions and exceptions, completion Averaging and reversing laytime
- Calculating Laytime, Tankers, Dry cargo, Step by step guide, multiple charters, practical examples
- Demurrage, Detention and Despatch
- Contract law, damages for detention, stoppage and termination of demurrage, deadfreight, liability
- What is it, how is it incurred, who pays, how is it calculated?
- What does and does not count as used laytime
- Practical problems
- Documentation and dealing with potential discrepancies
- Calculating Demurrage
- Basic Calculations, time bar clauses, termination, practical examples
- Insurance
- Case studies on Maritime law

Course Materials

Course notes

DOOGI: *Decommissioning of Offshore Oil and Gas Installations*

Duration:1 Week

Course Objectives:

This course aims to provide participants with the knowledge and skills associated with decommissioning, as well as what needs to be in place for effective and efficient decommissioning operation in their maturing provinces.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Historical background to decommissioning
- International law and decommissioning
- Decommissioning in oil and gas contracts
- Accounting for decommissioning
- Decommissioning and international accounting standards (IAS 37)
- US Statement of Financial Accounting Standard (SFAS 143)
- Financing decommissioning
- Decommissioning security
- Decommissioning accountability
- Decommissioning disputes

Learning Goal

Participants should be able to:

- Develop understanding of the current technical, social and environmental issues associated with decommissioning.
- Know the current international fiscal and accounting treatment of decommissioning costs.
- Engage in a thorough analysis of decommissioning issues in oil and gas contracts with a view to avoiding future pitfalls.
- Design a decommissioning policy for their organisations.

Course Materials

Course notes

DOTP: DRILLING OPERATIONS IN A TIGHT PATTERN

Duration: 1 Week

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|--|
| Course Objectives: |
| The course gives an overview of drilling, well operations, drilling systems and challenges in the drilling industry. Provides participants with the understanding of drilling and well technology and terminology. Explanations of the physics in a practical perspective and provides an overall picture of drilling and well operations. |
| Who Should Attend |
| Production Technologists, Engineers, Field Technicians, Reservoir Engineers, etc |
| Prerequisite Courses |
| None |

Course Overview

- Basic Drilling Technology
- The overall drilling process
- Terminology in drilling
- Rig equipment, rig types, drill bits MWD, drill strings, solids management, well control
- Hole problems, stuck pipes, lost returns
- Philosophies of drilling operations
- Drilling trends and new technology
- Casing and Cementing
- Selecting casing and hole sizes
- Setting depths, Selecting casing and connections
- Casing stress, Casing loads
- Cement and cement additives
- Selecting appropriate slurries
- Mud removal and cement placement
- Stage cementing, squeezes and plugs
- Preventing gas migration
- Cementing equipment
- Well head equipment
- Directional, Horizontal and Multilateral Drilling
- Applications for directional drilling
- Directional profiles, Extended reach wells
- Dogleg severity and their problems
- Horizontal drilling methods
- Logging high angle wells
- Hole clearing
- Multi-laterals
- Tools to deflect a wellbore
- Well Control
- Abnormal pressure, Normal pore pressure, Abnormal pore pressure gradients
- Fracture gradients
- Mud weights
- Causes of kicks
- Kick indicators
- Shut in procedure
- Well-killed procedures

Course Materials

The course will be enhanced through the use of case studies, DVD and daily exercises

EPSC: *Economic aspects of Production Sharing Contracts*

Duration: 1 Week

Course Objectives

The course gives an introduction to the upstream economic aspects of Production Sharing Contracts (PSC's)

Who Should Attend

Those personnel working in the upstream industry not familiar with Production Sharing Contracts and requiring either a working or practical knowledge of the financial mechanics and economic aspects of the contracts. It is suitable for delegates from all technical and commercial disciplines

Prerequisite Courses

None

Course Overview

- Learn about the history, evolution and structure of PSC's
- Investigate cost recovery
- Understand profit sharing
- Learn about bonuses and bonus calculations
- Examine sliding scale fiscal mechanisms
- Identify taxation liability and allowances
- Study ring fence calculations and examples
- Analyse and discuss the economics of PSC's
- Construct a production sharing contract spreadsheet model, derive relevant economic metrics and draw conclusions to aid decision-making

Course Materials

Course notes

EPRMS: Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry

Duration: 1 week

Course Objectives

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

Who Should Attend

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

Prerequisite Courses

None

Course Overview

Fundamental Project Risk Management Concepts

- What is risk?
- What is different about project risk in the Oil and Gas Industry?
- The dual nature of risk: - threats and opportunities

Responsibilities and Identifying Risks

- Key risk management roles and responsibilities^{[1][1]}_{SEP}
- Good practices adopted in oil and gas organisations^{[1][1]}_{SEP}
- Alternative techniques based on team dynamic
- Categorisation and the use of Risk Breakdown Structure (RBS)

Risk Analysis Techniques

- Alternative Risk Analysis assessment formats & recommended practices in the oil & gas industry
- Organisational / Business impact versus Safety / Environmental impact
- Tools and techniques for risk analysis
 - Sensitivity and Expected monetary value analysis^{[1][1]}_{SEP}

Planning Risk Responses and Implementing Risk Responses

- Risk prioritisation^{[1][1]}_{SEP}
- Risk response strategies
- Action plan formulation

Learning Goals

At the end of this training seminar, participants will:

- Develop key risk management competencies such as developing an appropriate risk process for an organisation in the oil & gas Industry
- Understand the key roles, responsibilities and activities associated with project risk management
- Understand the crucial challenges and lessons learned associated with oil and gas project risk management

Course Materials

Course notes

ETHRM: *Energy Trading, Hedging and Risk Management*

Duration: 1 Week

Course Objectives

You will review the key market drivers for the Global Oil markets; the derivative markets that can help manage the volatility in the markets, and gain insight and practical guidance on how to manage yourself as a trader in the markets with the help of our experienced training team. You will learn practical application of market price analysis techniques and how to apply them in scenarios for the improvement of supply chain management, trading, and improving margins as an exported and importer. All of this practical skill tested during the course in virtual trading games and exercises.

Who Should Attend

Management, traders, shipping and supply chain management personnel, finance, risk management, contract negotiators, terminal operators, international market analysts and forecasting personnel, etc.

Prerequisites Courses

None

Course Overview

Global Energy Markets

- Market outlook balance 2015/2016 supply demand drivers
- Review of energy price behaviour
- Forward curve analysis
- Using different derivative instruments
- key crude oil and gas pricing indexes and arbitrages
- Types of strategies and approaches
- Strategy case studies: ICE Brent vs ICE WTI, Brent vs Dubai Oman crude
- Key risk parameters

Review of derivative markets and contract

- Clearing of trades
- Financing of hedging positions
- Swaps
- Futures
- Options

Hedging to Protect revenues

- Strategy Workshop: End User, Producer, Utility, Physical trader scenario, Options & Risk management Approaches
- Using energy options: hedging

- Review of option types
- Understanding option payoffs, risk management, market risk management in energy markets, managing the trading Emotions
- Communication skills
- Market conspiracy - you versus the market
- Oil price tactical analysis for hedging and trading
- Trading ranges
- Analysing Spread Charts
- Trading Methodologies & Approaches
- Analysis techniques of Physical Oil Data PLATTS
- Hedging simulation game - Group Exercise
- Delegates will operate an integrated oil company, operating storage, hedging price risk, and an operating refinery, reacting to live news feed.
- Trading in live with market - applying analytics in short term market. Beat the Platts pricing window

Course Materials

Course Notes, Case studies etc.

FMOGI: *Financial Modelling in the Oil and Gas Industry*

Duration: 1 Week

Course Objective

This Oil & Gas training course on "*A Practical Approach in Oil and Gas Financial Modelling*" is aimed to senior and middle managers to enhance the understanding of appropriate use of Excel. It is critical in a growing and yet competitive environment to have the ability to use Excel to its fullest. This is designed to provide in-depth knowledge of using Excel in financial modelling. Upon completing this training course, the participants will have the requisite tools to utilize Excel effectively and be better equipped to challenge decisions and also learn how to deal with several important issues related to financial modelling, performance measurements, setting targets and to be able to explain the effects on the overall results of the company.

In addition, working in the upstream or downstream and the career progression is being restricted by outdated knowledge of modelling techniques, measuring performance, and limitations, then this will help you move your career forward

Who Should Attend

This training course is a suitable wide range of professionals but will significantly benefit: Decision Makers and Performance Monitoring Specialists, Budgeting and Financial Modelling Specialists, Accountant and Analysts, Financial Analysis Specialists, Junior Managers in Data Analyst.

Prerequisite Courses

None

Course Overview

Introduction to the Excel

Environment with Oil and Gas

- A Quick-start Tutorial for Excel
- Describing Data Sets Using Statistics
- Representing Data sets Graphically
- Understanding the Concept of Normal Distribution
- Trend Analysis Using Excel
- Time Series Analysis

Statistical Analysis (Applied to the Oil and Gas Industry) Using Excel

- Use of Excel Functions for Statistical Analysis
- Descriptive Statistics: Mean, Median, Standard Deviation, Skewness and Kurtosis
- Use of Scatter Diagrams, Frequency and Histogram Distribution
- Regression Techniques to Calculate the Cost of Equity Financing
- Analysis of Equity Returns of Oil and Gas Industry and Companies

Oil Product Spreads

- Examining the Relationship between Energy Products
- Differences between Data Sets
- Correlation Analysis
- Confidence Intervals
- Analysis of Variance (ANOVA)

Investment Appraisal Using Excel

- Investment Appraisal using NPV, IRR, and Payback as Applied to the Oil and Gas Industry
- Use of Excel Functions for Investment Appraisal: IRR, PV and NPV
- Modified Internal Rate of Return (MIRR)
- Use of Scenario Analysis and Stress Testing
- Predicting Financial Distress

Financial Analysis in the Up and Down Stream Oil and Gas Industry

- Introduction to Financial Statements

- Ratio Analysis Applied to the Oil and Gas Industry
- Ratios as a System – *Pyramids of Ratios*
- Financial Modelling
- Cash Flow Forecasts Using Excel

Learning Goal

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

- Improve the quality of the quantitative analysis of corporate presentations
- Apply financial modelling in the oil and gas industry
- Effectively assess the appropriate discount rate
- Use the model investment appraisal techniques
- Use business statistics to enhance operations and target setting for the organization

Course Materials

Course notes, handouts

FOAA: *Oil and Gas Accounting – Foundation Level*

Duration:1 Week

Course Objectives:

To understand the complexities and unusual circumstances that the upstream sector of the oil and gas industry presents to accountants. To understand the basic concepts and policies which underpin the preparation and presentation of financial statements of companies engaged in oil and gas exploration and production activities.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Unique features of oil and gas industry and its accounting.
- Accounting for Pre-Development Costs
- Successful efforts and full cost methods
- IFRS 6: Exploration for and Evaluation of Mineral Resources
- Non-drilling exploration costs, Drilling exploration costs Development costs, and Production.
- Cost centres.
- Depreciation, depletion and amortization.
- Provisions, contingent liabilities and contingent assets.
- Dismantlement, restoration and abandonment.
- Asset impairment under both successful efforts and full cost accounting methods.
- Reserves and its uses in accounting, reporting and financial analysis.
- Disclosure requirement relating to oil and gas producing activities.
- Accounting for taxation

Learning Goal

Participants should gain knowledge of:

- A thorough understanding of the regulation of oil and gas exploration and production companies' financial statements.
- Analysing and commenting on basic published financial statements of oil and gas exploration and production companies.

Course Materials

Course notes

FOGI: *Fundamentals of the Oil and Gas Industry*
Duration:1 Week

Course objectives

This course comprehensively covers the oil and gas supply chains from exploration through field development, valuation and risk production, transportation, processing and refining, marketing, contracts, trading, retailing, logistics, emerging markets and competition with alternative energies

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite courses

None

Course Overview

- Descriptions of the distinct oil and gas supply chains
- Origin and distribution of oil and gas
- Upstream production, reserves and price trends
- Petroleum product consumption trends
- Supply, demand licensing and bidding
- Seismic and drilling technologies
- Applying exploration and production technologies
- Sub-surface and above-ground risks and opportunities
- Economic evaluation of field developments
- Project planning and managing field developments
- Upstream fiscal terms, contractual and project finance
- Costs, timing, efficiency and benchmarking the industry
- Natural gas: pipelines, storage, LNG and GTL
- Global gas trading, gas-to-power, co-generation and CHP
- Gas supply contracts, distribution networks and liberalised markets
- Range of crude oil compositions and evolving product barrel
- Basic processes of refining and product outputs
- Refinery management and optimisation operations
- Refinery economics, gross product worth, net profit margins
- Petrochemical industries - trends and forecasts
- Syncrudes and heavy oil technologies and economics
- Physical oil markets and crude pricing
- The major oil and gas markets and trade movements
- Oil trading and supply operations
- Price exposure: the need to hedge
- Product marketing and distribution logistics
- Evolution of C-stores and unmanned forecourts
- Renewable and alternative energies: threats or opportunities?

Learning Goal

Participants will gain a fundamental understanding of:

- Oil and Gas Exploration Methods
- Oil and Gas Supply Chain
- Supply to Petrochemicals
- Petroleum Economics
- Continuous Improvement Techniques.
- Health, Safety and Environmental Considerations

Course Materials

Course notes

FOGP: Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools

Duration: 1 Week

Course Objectives:

The industry is highly capital-intensive, and so strong returns are critical to attracting low-cost debt and equity capital. In fact, while many of the integrated companies have the cash flow and financial wherewithal to fund capital spending internally, they frequently rely on external debt and new equity capital, particularly to finance larger acquisitions and mergers. The industry has also experienced rapidly growing needs for capital because of a number of different forces that have driven many changes to the financing of the oil and gas industry for sometime now. Thus, the combination of the capital-intensive nature of the industry and the large and varied risks has resulted in financing innovations of a high order. This course, therefore, aims to provide participants with the knowledge and skills, which finance managers use deploy in financing of oil and gas operation and capital investment decisions.

Who Should Attend

Finance Managers in the Oil & Gas Industry, etc

Prerequisite Courses

None

Course Overview

- Traditional sources of finance
- Factors complicating oil and gas operations in the finance world
- Evolution of new financing methods for the oil and gas industry
- Finance organisation in international headquarters
- Management of central funds
- Raising of new funds
- Financing of a subsidiary
- Financing of exploration activities
- Financing approach to development and exploitation
- Financing oil and gas production
- Tankers and drilling rigs finance
- Approaches to financing pipelines and processing plants
- Financing liquefied natural gas systems
- Taxation and the oil and gas industry
- Insurance of oil and gas operations
- Stock markets

Learning Goals

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

- Develop competencies for selecting appropriate sources of financing oil and gas operations and investment.
- Understand strategies for identifying dependable sources of funds, at the lowest cost, for financing oil and gas operations and investment.
- Develop practical skills on the amounts and types of investment in current assets that an oil and gas entity should keep to remain liquid and profitable.
- Develop practical skills on the amounts and types of financing from current liabilities should keep to remain liquid and profitable

Course Materials

Course notes

FOPC: *Fundamentals of Petrochemical Industry*

Duration:1 Week

Course Objectives

To gain understanding of feed-stocks and processing; supply chain to end user; continuous improvement techniques; Health, Safety and Environmental considerations

Who Should Attend

Petrochemical personnel, analysts, management accountants, marketers and operators

Prerequisites

None

Course Overview

The course will consider the following:

- Petrochemical feed-stocks
- Feed-stocks and processing
- Primary Petrochemicals
- Processing chain
- Supply chain to end user
- End use markets
- Health, Safety and Environmental
- Continuous improvement Techniques
- Health and safety considerations
- Petrochemical critical factors

Course Materials

Notes, handouts and exercise materials

FORE: *Fundamentals of Reservoir Engineering*

Duration:1 Week

Course Objectives

To develop subsurface skills for integrated analysis of rocks, pore and fluids and to solve problems associated with identifying and exploiting reserves. To understand various methods applied to predict reservoir performance and enhance recovery. To understand the role of petroleum economics in evaluating reservoir development project

Who Should Attend

Petroleum engineers, Geologists, Geophysicists, Maths & Science graduates, Operation Personnel and Technicians, recently graduated Reservoir Engineers

Prerequisites

None

Course Overview

- To identify reservoir types, classification and properties etc
- To understand the critical properties of reservoir rocks, fluids and PVT relationships
- To explain the fundamentals of fluid flow in porous media
- Understand how reservoirs are characterised by fluid and drive mechanisms
- The basis for reservoir fluid distribution
- Reservoir drive mechanisms for both Oil and Gas reserves
- Reservoir simulation techniques
- Oil recovery methods
- Oil and gas well performance and transient test analysis
- Ways to calculate oil and gas in place and hydrocarbons recovery
- Forecasting production decline
- To get a general feel for petroleum economics in reservoir development & risk analysis

Course Materials

Notes, handouts and exercise materials

FOSCM: *Fundamentals of Supply Chain Management*

Duration:1 Week

Course objectives

This course covers the basics of purchasing and supply chain management for the oil and gas industry, including international sourcing of equipment and materials, managing suppliers, procurement strategy and running tenders.

Who Should Attend

Any personnel involved purchasing in the oil and gas industry, including supply chain managers, purchasing managers and project managers.

Prerequisite courses

None

Course Overview

- Definitions of Supply Chain
- Benefits of Supply Chain Management approaches
- Trends in Supply Chain Management
- International sourcing – risks and benefits
- Risk Management
- Cultural issues in international Business
- Sourcing of materials
- Procurement Processes and best practises
- Managing Suppliers
- Key Performance Measures
- International Contract Law including Incoterms
- Negotiating with suppliers and customers
- Customer requirements of supply chains
- Green Supply Chains and Corporate Social Responsibility
- Managing third party logistics suppliers
- Stock level control processes
- Sales, Operations and Procurement Planning
- Forecasting, lead times and budgeting
- Ethics and standards
- Action planning and change management

Learning Goal

Participants should be able to:

- Define the key elements of their supply chains
- Asses the principle risks and risk management processes for their supply chain
- Be able to plan, forecast and budget their future supply chain requirements
- Set appropriate Key Performance Measures for their supply chain
- Develop supply management and development processes for key suppliers.
- Utilise best practices in sourcing and procuring suppliers
- Audit their supply chain for conformance to requirements
- Develop individual action plans for implementing learning

Course Materials

Course notes, exercises and case studies

FPCNR: Forecasting the Prices of Crude Oil, Natural Gas and Refined Products

Duration:1 Week

Course Objective

Due to the strategic nature of Crude oil in the global economy, governments, businesses, investors, financial institutions, regulators, and the public spend a lot of time to find out the direction of the Oil prices. Forecasting the exact direction of Oil prices has become a herculean task and hence, the lack of a widely accepted consensus on the best way to forecast Oil prices. This course will highlight most of the commonly used techniques in forecasting the prices of Crude Oil, Natural Gas and Refined Products. It is also expected that, aside from the standard techniques such as linear regression and econometrics, alternative methods such as structural models and computer-drive analytics will be explore.

The movement in global Oil price is influenced by so many variables and therefore the course will also explore the use of Technical Analysis (TA) as a technique that measures sentiment to predict the direction of Oil prices. Technical Analysis also known as charting is widely used by the financial market traders and is gradually gaining acceptability of the academicians due to its relationship with behavioural finance.

Who Should Attend

Financial analysts, Government and regulatory officials with responsibility to energy sector, Risk Managers, Energy traders, Consultants in the commodity sector, etc.

Prerequisite Courses

None

Course Overview

- Measuring Anxiety/Uncertainty of Equity and Commodity Markets
- The Crude-Oil Markets: Level and Slope of Crude-Oil Futures Markets; Impact of Economic, Financial and Geopolitical Events on Implied Instability in the Crude-Oil Market
- Effect of Seasonality on Global Petroleum and Gas Markets
- The Refining Spread and Retail Gasoline Prices
- The Domestic Petroleum and Gas Market: The effect of seasonality
- The Futures Contract
- Financial Markets' "Message from Markets"; Interpret bond-market moves in concurrence with those in equity markets.
- Empirical Regularities of Global Fixed Income Markets
- Understanding the fundamentals of bond valuation
- Eurodollar Futures and Interest Rate Swaps
- Duration and Convexity; Hedging interest rate exposure
- Interest-Rate Volatility
- Basic Statistical Concepts: Average and Volatility; Stationarity of time variables
- Regression Analysis
- Using Solver to Solve Constrained Optimization Problems
- Fundamentals of Forwards and Futures Contracts: Definition, Payoff Diagram, Pricing by Arbitrage
- Forward/Futures Prices and Forecast Prices
- Commodity Swaps
- The Key Difference between Real-Asset Valuation and Expected Value
- Black-Scholes Formula
- Option "Sensitivities" (the "Greeks"); Delta and Gamma
- Real Options in Energy Markets: Power Plants as a Strip of Spark Spread Options; Oil Fields as the Valuation of an Extraction Option
- Historical Volatility; The Term Structure of Volatility (TSOV)
- Estimating Volatility from Market Prices of Options in Energy Markets

- Characterizing the Volatility "Surface" Across Time and Strike
- The "Market Price of Risk": Estimating a Risk Premium in Finance and Applying it to Energy Prices.
- How Can We Use Regression Analysis to Fortify Our Understanding of Financial Markets' Perspective on Forecast Prices?
- Where Can We Observe Forecast Prices?
- What is the Difference between Futures Prices and Forecast Prices?
- What is the Capital Asset Pricing Model (CAPM) and How Can We Use it to Forecast Oil Prices?
- Applying a Jump-Diffusion Model to Oil Futures Options
- Using the Market Price of Risk to Implement Risk-Management from a Corporate Perspective
- Categorizing derivative products: option collars, average options, spread options, swing options, weather derivatives, commodity-linked bonds; "Swing" Options; Weather Derivatives.
- Structuring and valuing option collars
- Technical Vs Fundamental Analysis
- Technical Analysis Vs Random Walk Theory
- Brief on Dow Theory
- Trend and Trendlines, Volumes, Supports and Resistance Levels
- Chart Patterns
- Technical Indicators such as Moving Averages, RSI, Stochastics,
- Fibonacci Retracement

Learning Goal

Upon completion of this course, the participants will to:

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

Course Materials

Course notes, handouts

IEP: Introduction to Exploration and Production

Duration: 1 Week

Course Objectives

New and administrative personnel in the Oil and Gas business, often have insufficient understanding of the upstream part of the business. This course provides a full overview of the exploration for hydrocarbons, field development and operations, processing, storage and transportation of the product. Oil and Gas history, project economics and political issues are also covered

Who Should Attend

Technical personnel, accounting & administrative personnel in the oil and gas industry, Investment bankers, Service Industry personnel etc

Prerequisite Courses

None

Course Overview

- History of the Oil and Gas business
- Major players in the industry
- Activities in Exploration and Production
- Global energy resources, issues, PR and environment
- Project phases and life cycles
- Hydrocarbon basins/plays
- Origins of hydrocarbons
- Global geology, cycles, climates, structures and traps
- Exploration tools and methods
- Reservoirs, initial conditions, fluid properties
- Basic drilling technology
- Well technology, horizontal wells, artificial lift
- Surface facilities design
- Oil and Gas processing
- Field operations
- Basic project economics and financial performance indicators

Learning Goal

Participants should gain knowledge of:

- History of the oil industry including current issues
- Geological concepts
- Global distribution of hydrocarbons
- Methods and tools used for hydrocarbon exploration including drilling
- Static and dynamic models of reservoirs
- How to assess amounts of hydrocarbons in place and uncertainties
- Field appraisal and development, surface engineering and field operations
- Project - life cycle - economics
- Environmental issues

Course Materials

The training course will consist of lectures, case studies, practical exercises and DVD's where applicable

ILOGCN: *International Law for the Oil and Gas Contracting and Negotiation*

Duration: 1 Week

Course Objectives

The main objective of the seminar is to enhance the participant's ability to function as part of a negotiating team in the roles of either negotiator, legal or commercial adviser, and draftsman.

This course will make increase awareness of such inter-linkages, some of which are not always obvious.

Who Should Attend

Professionals involved in managing international investments in oil and gas ventures including, lawyers, analysts, procurement managers, corporate development managers, negotiators and economists working in New Venture Groups, exploration and production, governmental relations executives, officials in state petroleum companies and all relevant ministries.

Prerequisites Courses

None

Course Overview

- The Oil and Gas Industry: Overview and Trends - Policy, Legal and Contractual Framework Design of Petroleum Allocation systems
- The Design of Petroleum Allocation systems
- The practice of promotion and licensing
- The impact of domestic law, policy and the national institutions on the licensing process
- Issues in negotiations, technical, fiscal and contractual
- ABC's of Petroleum Contracts: License-Concession Agreements, joint venture, and production sharing.
- Principles for Responsible Contracts - How to Negotiate the 'Right' Petroleum Contract
- State Participation and State-Owned Enterprises Roles, Benefits and Challenges
- Local Content Initiatives: Enhancing the Subnational Benefits of the Oil, Gas and Mining Sectors
- Model Clauses
- Farm Outs
- Joint Operating Agreements (JOA)
- Stability in International Contracts for Hydrocarbons
- Exploration
- Renegotiation of Petroleum Agreements
- Issues in the exploration and development of transboundary oil and gas resources
- Instruments and institutions for energy arbitration
- Recent and relevant cases of arbitration on the energy industry
- The role of mediation and other ADR mechanisms for the energy industry
- Resolving tax-related energy investment disputes

Benefits of attending

Delegates will gain a comprehensive grounding in the best practice for modern petroleum licensing, contracting, negotiation, international law issues and dispute resolution. This program provides an opportunity to better understand the commercial and legal issues surrounding oil and gas transactions, structures and agreements successfully to implement oil and gas transactions and projects.

Course Materials

Course Notes, Case studies etc.

IOGBA: International Oil and Gas Business Analysis

Duration: 1 Week

Course Objectives

This course comprehensively covers the understanding of new oil and gas industry trends, market dynamics, Business Continuity, climate/environmental changes, perspective of health and safety, Energy transition and opportunities in the oil and gas industry.

Who Should Attend?

Professionals involved in managing investments in oil and gas industry, lawyer, analysts, managers, corporate development managers, etc.

Course Overview

- Understanding new oil and Gas Industry trends
- Market Dynamics in the oil and gas Industry
- Business continuity
- Climate Change and sustainability
- Perspective of health and safety in the oil and gas industry
- Energy transition
- Opportunities in the oil and gas industry

Learning Goal

This course has been designed to enable participants to

- Understand the oil and gas trends in the world today.
- Analyse Market Demand and supply in the oil and gas Industry
- Investigating the Business continuity of the international oil and gas in post pandemic era
- Climate change and sustainability
- Understanding the Perception of health and safety of the stakeholders in the oil and gas industry
- Develop an understanding of the Energy transition or transformation and opportunities for the energy industry
- Understanding the various opportunities in the oil and gas industry

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

IOGPT: *Introduction to Oil & Gas Production Technology*

Duration:1 Week

Course Objectives

To familiarise the participants with global oil and gas related statistics; upstream, middle stream and downstream operations; various methods to explore, produce and export oil & gas; various operations of the entire petroleum industry; the basic concept of evaluating oil & gas reserves, including artificial lift and enhancing recovery; the challenges associated with the industry to include offshore operations, horizontal drilling and other safety concern. Also to get a general feel for petroleum economics and risk analysis

Who Should Attend

Non-petroleum engineering, secretarial, administrative and management personnel. Those involved in accounting, purchasing, economics, legal work, finance, human resources, drafting, land and data processing personnel and anyone interested in obtaining a general understanding of the petroleum industry

Prerequisites

None

Course Overview

- Global distribution of Hydrocarbon resources
- Exploration for oil and gas
- Drilling
- Data gathering and analysis
- Crude Oil and Natural Gas Production
- Crude Oil separation
- Storage, Metering and Related Operations
- Health, Safety & Environmental Corrosion Control
- Crude and Product Transportation
- Oil Refining
- Gas Processing
- Petroleum Economics & Risk Management

Course Materials

Notes, handouts and exercise materials

IOPUCOG: Innovation, Opportunities and Potential Use Cases in Oil and Gas Industry

Duration: 1 Week

Course Objectives:

Today's businesses needs are setting new expectations around data: do more with more. Oil and Gas industry is no different. With so much data coming in, it's challenged to harness the data in new ways for new insights. Further, we want the analysis now. We operate in real time and we expect our data to do the same. The objective of this course is about great expectations from doing more with more data. It is to explain how leading organizations like Oil and Gas living the current data revolution are setting new expectations for getting results from data. The course encourages and enables the predictive enterprise to devise strategies to understand, anticipate and plan new ways to achieve insights through better questions, social discovery, predictive analytics, advanced models and analytics

Who Should Attend

From businesses to consumers, people have an insatiable appetite for data and all it can do. We are not only depending on data for movie recommendations and gift ideas but are pushing hard on data for multidisciplinary climate research and energy exploration, roads and buildings that adapt to their environment, more predictive healthcare, new ways to detect fraud, and keeping abreast of consumer sentiment and behaviour. There are all sorts of new data and new uses. The data feast is on, and not likely to stop any time soon. Therefore, although tailored to Oil and Gas, anyone who likes to play with data can attend the course to test the flavour.

Prerequisite Courses

None

Course Overview

- Predictive Analytics of Big Data in Oil and Gas
- Innovative Exploration & Development of Big Data for Oil & Gas
- Sustainability in Oil and Gas
- Identification of Seismic Trace Signatures
- Data Mashups of Internal or External Sources
- Anomalies Identification of Drilling and Completion
- Application of Predictive Maintenance
- The Source and Analysis of Unstructured Data in Oil and Gas
- Building new Scientific models for Production & Operation
- Real-time Production Optimization
- Performance Forecasting in Oil and Gas
- Enhanced Oil Recovery Techniques
- Optimization of Resource Allocation
- Case Study

Course Materials

Course notes, handouts and exercise materials

JCACC: Joint Venture Agreement and Cash Call Workshop

Duration: 1 Week

Course Objectives

This Joint Venture Agreement and Cash Call Course provides an overview on the collaboration in joint venture (JV) between International oil and gas companies (IOCs) and national oil companies (NOCs). This age-old arrangement is intended to among other reasons, share both exploration and financial risk among participating companies. Such organisations are referred to as JV partners while the partners choosing to manage the operation on behalf of itself and other partners is called the operator of the JV. From time to time, the operator calls upon the other JV Partners to provide funding for the operations based primarily on each partner's equity and on approved budgets. Such calls for funding are referred to as Cash Call. The administration and accounting for Cash Call remains a major function for JV operators and partner's Accounting and Finance, Administration, Operations and Human resource Department staff, as well as for the crude oil marketing staff.

Who Should Attend?

Accountants, Operational Auditors, Managers, Operators, Project Managers, Joint Venture Operators staff in the oil and gas industry, etc.

Course Overview

Joint Venture Agreements

- Understanding a Joint Venture (JV) agreements
- Proper understanding of the Joint Operating Agreement
- What a Joint Venture agreement states about accounting
- The Joint Venture Agreement and its management
- JV contract's fiscal policy resulting in Cash Call
- Cash call qualification on basis of equity and Cash Call account reconciliation

Joint Venture Cash Management

- Cash calling, invoicing, and cash management
- Identification and establishment of risks register for cash call processing
- Development of cash call process manuals for members
- How to prepare and process a cash call
- Documentation of cash call data

- Challenges and opportunities in the present cash call process
- The practice of cash call by other countries that have similar Joint Venture Operations
- The impact of other exogenous factors
- Insurance

Billing Arrangements

- How to account for Joint Venture billing statements
- Understanding Joint Venture Billing
- How to prepare and process a Joint Venture billing statement

Joint Venture Cost Allocation

- Key issues in allocating joint venture costs
- How to allocate Joint Venture Costs.
- Identifying the correct costs and method of allocation

Unitization and Recommendation

- How to account for product and cost sharing changes following an equity redetermination

Learning Goal

This course has been designed to enable participants to

- Understand the legal implications of a joint venture agreement
- Understand the cash call process
- Appreciate the challenges of the Exploration and Production in the oil and gas industry

The primary learning objective for this course is met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

LCGFD: *Life Cycle of Gas Field Development*

Duration: 1 Week

Course Objectives

The objective is to explain the various decision gates used throughout the life cycle of the field from gaining access to opportunity through explorations, appraisal, development, early and late production to decommissioning. It investigates the technical, commercial, and fiscal element that need to be considered and integrated at the different project stages of an oil and gas field.

In addition, it explains the opportunities and failures of Field Development Planning related activities and the conflicting priorities. It will also touch on the potential impact of the recent low oil price on the current and future production levels worldwide.

Who Should Attend?

A subsurface, surface, or commercial professional involved in planning or executing upstream project, Gas engineers, managers, etc.

Course Overview

What is Natural Gas

- Uses of and advantage of Natural Gas
- Types of Natural Gas Reservoirs
- World Proven Reserves of Natural Gas
- World biggest producers of Natural Gas
- Geopolitics of Natural Gas

Life Cycle of Gas Field

- Exploration
- Appraisal
- Development
- Production
- Decommissioning

Exploration Phase

- Seismic Survey on land and offshore

Appraisal

- Drilling of Gas Wells (Appraisal and Development)

Development

- Stage 1 - Identify
- Stage 2 - Assess
- Stage 3 - Select
- Stage 4 - Define
- Stage 5 - Execute

Production

- Phase 1: Flow under natural reservoir pressure
- Phase 2: More oil with water
- Phase 3: Enhance Oil Recovery (EOR)

Decommissioning of Gas Field

- Host Facilities
- Production Systems
- Well Plug and Abandonment

Oil and Gas Economics

- Petroleum Economics
- Sensitivity Analysis
- Fiscal Regimes

Learning Goal

This course has been designed to enable participants to:

- Understand stages of the field life cycle: value, creation, and realisation
- Understand technology, concepts, methods, and terminology used in planning and execution of upstream projects.
- Understand the field development planning process
- Understand the role and elements of risk and uncertainty
- Understand decision making processes and the main decision gates
- Understand why projects fail.

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

LMITS: *Logistics Management: International Transport and Shipping*

Duration: 1 Week

Course Objectives

Logistics management has become a crucial part of international commodity trade and shipping businesses. The intricacies of choosing the right mode of transport, the respective contracts and the effective management of each contract and choosing the appropriate risk mitigation mechanism are crucial for successful international trade.

Who Should Attend?

Commodity Traders, Operations Managers, Chartering Managers, Commercial managers, Supervisors dealing with chartering, operations and trading functions and strategic planners.

Course Overview

International Trade and Shipping

- Logistics management
- Modal interfaces and Logistics in international trade

Tramp trade and Liner Trade

Ocean transport

- Various segments and their features
- Liquid cargo movement: crude, products, chemicals and other cargoes
- Bulk cargo movement: various cargoes, ships and their peculiarities
- Voyage planning and voyage estimate

Container Trade

- Evolution
- Various containerised services
- RTW and pendulum service
- Hub and spoke concept
- Feeders
- Main lines

- Multimodal transport
- NVOCCs and forwarders and the role they play
- Types of containers and container inventory

Documentation

- Importance of documentation
- The documents – bills of lading, mates' receipt, cargo and freight manifest
- Shipper's declaration
- Documentary credit and related documentation.

Logistics Contract management

- Various contracts in international trade and contract management
- Various entities and their roles

Risk Mitigation

- Cargo insurance
- Hull and machinery cover
- P & I Clubs
- Time charterers liability cover
- Voyage charterers liability cover

Learning Goal

- Develop the skills to effectively manage logistics in international trade
- Appreciate the various interfaces in logistics and shipping
- Understand various segments of the shipping industry and their peculiarities
- A clear understanding of the importance of proper documentation in Logistics including documentary credit and effectively manage the documentation requirements.
- Understand the available risk mitigation mechanisms in logistics.

Course Materials

Course notes and Case studies

MBL: *Masterclass on Bills of Lading*

Duration: 1 Week

Course Objectives

Bill of Lading is perhaps the most important document used in international trade. Be it for ocean carriage or for trade finance, the bill of lading is the centre piece of the transactions. A thorough knowledge of the document is absolutely essential not only for the practitioners of ocean shipping but also for commodity traders and for practitioners of trade finance. Inadequate knowledge of bill of lading can lead to costly claims or ill will from customers. This course gives the participants a thorough knowledge of the bill of lading, its functions, different types of bills lading and to latest developments such as electronic bill of lading. The course also deals with the anatomy of the bill of lading, switch bills of lading and related documents such as letters of Indemnity and Delivery Order.

Who Should Attend?

Chartering Managers, Commercial managers, Commodity Traders, Operations Managers, Supervisors dealing with chartering, operations and trading functions and strategic planners.

Course Overview

- International trade and the role of bill of lading
- Who issues Bill of Lading and what does the document signify?
- Detailed explanations on the functions of bill of lading
- Switch bills of lading and split bills of lading
- The anatomy of bills of lading.
- Different types of bills of lading
- Delivery order, Mates' Receipt and other related documents
- Letters of Indemnity and their implications.
- Electronic bill of lading

Learning Goal

- Participants should be able to understand the importance of Bill of Lading and appreciate the role it plays in international trade and ocean carriage
- Thoroughly understand the functions of the bill of lading
- Understand what is switch bill of lading and the pitfalls and risks in dealing with switch BL
- Identify different types of Bills of Lading and what the various terms mean.
- Understand the delivery order, the role it plays and other documents such as Mates' receipt.
- How Letters of Indemnity with relation of Bills of Lading operates
- Electronic Bills of Lading and how they operate

Course Materials

Course notes and Case studies

NAPFO: Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields

Duration: 1 week

Course Objectives:

Well Inflow/ Outflow NODAL Analysis is an integral part of a production or completion engineer's work scope and is often applied throughout a well's life to maximize value. The objective is to equip the participant with a comprehensive analytic technique, emphasizing real world application through multiple problems from different perspectives.

Who Should Attend

Participants should be in a role that requires that they regularly perform or are required to technically review well inflow/outflow analysis.

Prerequisite Courses

None

Course Overview

- Recognize the application and limitations of traditional well systems analysis
- Identify data requirements for a meaningful analysis
- Accurately model the various components of skin, including perforating
- **Do you know your Green Field?**
- How marginal is your field? Basic definitions and challenges.
- Managing the development risks
- **Where is the oil and gas reserves?**
- Oil and gas distribution and uncertainties
- Determination of potential reserve
- Clustering small fields
- **How to deal with uncertainties?**
- Surface and subsurface integration to save cost
- Role of new technology and data acquisition
- **Can you add value and lower cost?**
- Surface production system integration

Learning Goals

Upon completion, participants will be able to approach a problem recognizing potential solution methods, prepare data for the analysis, identify sources of error, perform an analysis with industry software, and present a holistic recommendation. Topics related to perforating, components of skin, matching transient test data, outflow limitations, selecting artificial lift, liquid loading, and incorporating fluid PVT properties will be covered.

NGPT: *Natural Gas Pricing and Trading*

Duration:1 Week

Course Objectives:

This course aims to provide participants with a comprehensive understanding and knowledge base of the international physical gas trading business from the perspective of both the trader and the supply analyst. The program focuses on contract negotiations, hedging and trading contracts. It will also focus on approaches that work for valuing and relating both physical gas products.

Who Should Attend

Planners, Managers Traders etc

Prerequisite Courses

None

Course Overview

- Global Energy Resources
- Development of Energy Markets
- Natural Gas as a global commodity
- Uses of Natural Gas, What drives demand?
- Global Markets and Pricing
- New markets for Natural Gas, NGLs, NG as a transport fuel
- CNG developments
- Competing fuels, Gas as part of a low carbon future
- Types of Gas Production
- Key components of the value chain
- Conventional value chains
- LNG Value Chain
- Global Gas Market: General
- European Markets, US Markets, and Asian Markets
- Gas to Gas Market Mechanics
- Transporting and Storing Natural Gas
- Gas Market Trading and Contracts
- Contract Negotiations
- Valuing Assets in Natural Gas
- Hedging and trading Gas Contracts
- Arbitrage/Spread trading
- Simulated trading session
- Future for Natural Gas

Course Materials

Course notes

OGA: *Oil and Gas Accounting*

Duration:1 Week

Course objectives

The course provides an understanding of a series of major IFRS and standards that are particularly germane to the upstream oil and gas business, shows how to apply these accounting rules and discusses financial reporting requirements for the energy companies whose stock is traded: illustrates financial analysis of oil and gas firms. And presents and explains the metrics used to assess exploration and production operations.

Who Should Attend

Planners, accounting personnel in the oil and gas industry.

Prerequisite courses

None

Course Overview

Accounting Concepts

- The going concern concept, Materiality concept, Consistency concept, The matching concept

Concepts of Oil and Gas Accounting Methods

- Successful efforts, full cost

IFRS 6 Exploration for and Evaluation of Mineral Resources

Oil and Gas Accounting

- Non-drilling exploration costs, Drilling exploration costs
- Development costs, Production
- Depreciation, depletion and amortisation

Additional Major Accounting Issues for the Oil and Gas Industry

- Dismantlement, restoration and abandonment. Capitalisation of interest costs
- Asset impairment under both successful efforts and full cost accounting methods
- Financial Analysis: Analysis of Exploration and Production Activities
- Disclosure requirement relating to oil and gas producing activities
- Proven oil and gas reserve quantities
- Costs incurred for the property acquisition, exploration and development activities
- Financial and operational metrics to assess oil and gas company's exploration and production
- Hands-on Financial Statement Analysis Cast
- Calculate and interpret various industry metrics
- Assess oil and gas company's exploration and production business performance
- Finding costs and reserves value-added-to-spending ratios

Joint Venture Operations

Learning Goal

Participants should gain knowledge of:

- The need, function, and benefit of strategic control
- Planning strategy and tactical implementation
- Strategy & tactics for a world class organisation
- Set appropriate Key Performance Measures for their supply chain
- Leadership in performance of people and processes

Course Materials

Course notes

OGMA: *Oil and Gas Management Accounting*

Duration:1 Week

Course Objectives:

This course aims to introduce you to the nature and function of management accounting specifically within oil and gas enterprises. It will address various management accounting issues, including budgeting, financial planning, cost control and variance reporting, performance reporting, capital expenditure and project controls, and auditing in the oil and gas industry.

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Internal reporting and control systems
- Management control process and transfer pricing
- Management accounting issues in joint venture and production sharing contracts
- Joint account and non-operator
- Reports to non-operators, national oil companies and regulatory agencies
- Cost allocation methodology
- Recoverable and non-recoverable costs
- Budgeting and financial planning
- Operating expenditure control and behaviour
- Capital expenditure and control
- Depreciation, depletion and amortisation (DD&A)
- Typical KPIs utilised in the industry
- Standard Oil Accounting Procedures (SOAPs)

Learning Goal

Participants should be able to:

- Know the management information requirements of relating to the phases of oil and gas project.
- Understand how to design systems to provide information for decision making relating to the phases of oil and gas projects.
- Learn the general techniques for evaluating the economic viability of oil and gas projects, as well as determining the economic sensitivity of alternative strategies.
- Engage with management accounting standards as obtained in the oil and gas industry.

Course Materials

Course notes

OGPF: *Oil and Gas Project Financing*

Duration: 1 Week

Course Objectives:

This highly practical course has been specifically tailored to the needs of professionals operating in the oil and gas, banking, finance, legal and accounting industries who wish to expand dramatically and extend their knowledge of limited-recourse financing techniques used in the various branches of the oil and gas industry. The remarkable growth of the worldwide energy sector presents unique financing challenges and pressures for today's practitioners working in the oil and gas sector and financial industry.

Who Should Attend

This course is intended for Engineers, Project & Process Managers, Technical Managers, Team Leaders, Finance Managers & Professionals

Prerequisite Courses

None

Course Overview

Limited Recourse Financings

- The principle features of a project financing
- the due diligences required
- the choice of entity
- the role of contract
- the role of the project cashflow model
- the rationale for selecting project finance

The Particular Financing Issues to be Confronted in Energy Projects

- the challenges of upstream oil and gas
 - reserves estimation
 - extraction dynamics
 - development finance
 - reserve-based lending
 - determining the borrowing base for a basket
 - perfection of security
 - abandonment
- the challenges of Pipelines
 - throughput agreements
 - rights of way
 - social and security implications
- the challenges of LNG
 - the traditional contractual lock-in structure
 - the effect of the emergence of a spot market
 - vertical integration
 - the cycle
- the challenges of Petrochemicals
 - feedstock
 - agency and licensing

Legal Issues

- alternative dispute resolution procedures

- reversal of the plaintiff / defendant positions through contract structuring
- ADR conditions precedent for financing

Pre-Completion Risks

- liquidated damages
- policing the liquidated damages – performance bonds and retentions
- fixed price, lump sum, liquidity
- the implication of change orders, cost overruns
- turnkey EPC structures
- standard form contracts
- completion guarantees, refinancing risk
- the assigned insurances relevant as lender security
- completion testing, retentions, latent defects and warranties

Offtake Agreements

- classification of different cashflow profiles within the energy sector
- the security implications of take-or-pay
- availability risk versus market risk
- foreign exchange issues
- hidden recourse

Financing Structures

- risk and its relationship to cashflow
- the central importance of FCF
- the origins of cashflow volatility – the dynamics of project cashflow
- LLCR and ADSCR covenants
- when to apply a cash sweep

- providing liquidity 'suspension' for the special purpose vehicle
- different structures to control and capture the cashflow- sector by sector
- cashflow waterfall
- the different types of control accounts
- the syndication process
- tailoring the structure to the project cashflow
- consequences of default

The Role of the Model in Project Finance

- the cashflow adequacy and the cashflow volatility
- the 'problem' with predictive modelling
- purpose of model – initial feasibility, financing choice, post-completion monitoring, etc
- the layout and flow of the model
- the importance of the drivers and the profiles
- treatment of currency issues and escalation
- interface of risk quantification and risk allocation
- methods for processing sensitivities, break-even analysis, and scenarios

Model Reviewing

- procedures on receiving a model
- the use of audit software
- model flow
- building a trace diagram

Capital Markets

Learning Goal

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

- a) Outline the specific nature and financial implications of Oil, Gas, and energy Projects
- b) Recommend methods of financing Oil, Gas and energy Projects
- c) Calculate the costs of finance
- d) Undertake Financial Evaluation of Projects to determine their Financial & Economic Viability and sustainability
- e) Recommend ways to improve the financial position of the company

Course Materials

Course notes

- Rule 144A bond financings – origins and implications
- the bond rating and its importance
- the effect and implications of the sovereign debt rating
- bond financing in domestic infrastructure projects
- enhancing the credit and the rating
- the advantages of bond financing compared to bank syndication

The Analysis by Project Sponsors

- how investment appraisal differs between normal investment and project-financed investment
- frequent encountered errors in calculating the rate of return
- project IRR contrasted with the total return to sponsors
- the implementation of the return calculation in excel
- the contractual negotiation with financiers – what clauses impact the equity IRR

Political Risk

- insurers of political risk and the forms of cover available
- the various roles that can be performed by export credit agencies
- typical lending structures of ECAs
- multilaterals and the typical lending structures encountered
- Summary of the Essential Ingredients of Oil & Gas Project Financing

PE: *Petroleum Economics and Risk Analysis*

Duration: 1 Week

Course Objectives

The course is designed to provide grounding of the key issues affecting oil quality, accounting for international petroleum contracts and agreements. Financial performance, management, benchmarking and risk management. Economics of refinery operation

Who Should Attend

Oil Company Personnel, Analysts, Management Accountants, Engineers, Marketers and operators

Prerequisite Courses

None

Course Overview

- Introduction to petroleum Economics
- Accounting for petroleum contracts and Agreements
- Benchmarking
- Primary supply Mechanisms & Logistics, pipeline, ship, rail or road
- Upstream Fiscal Terms-Contractual and project finance
- Timing, Cost and Efficiency
- Refinery economics and Operations
- Retail and Supply chain
- Risk management - Price exposure and Trading Instruments
- Investment profitability studies in the petroleum industry
- Financial performance management in the oil industry
- Renewable and alternative energy. It's impact
- Accounting and reporting requirements for Oil and Gas industry

Learning Goal

Upon completion of the course, delegates should be able to:

- Formulate timely and effective responses to these industry challenges
- Address the question of what it means to operate an oil company
- Prepare yourself for advancement to a broader, more senior role in your company
- Search for understanding and common ground between government, oil firm and operating companies

Course Materials

Notes, handouts and exercise materials

PFAP: *Petroleum Finance and Accounting Principles*

Duration:1 Week

Course Objectives:

In the rapidly changing global oil and gas economy, it is critical to the success of any producing company to make the most efficient use of its resources. Finance and accounting comprise the universal business language. Planning and decision making that occur in an informal financial context permit better application of resources and promote competitive advantage

Who Should Attend

Planners, accounting personnel in the oil and gas industry

Prerequisite Courses

None

Course Overview

- Constructing the basic financial statements
- The financial reports for basic statements
- International Generally Accepted Accounting Principles
- Accounting Standards, Understanding footnotes and disclosures
- Special Issues in Oil and Gas Accounting the latest accounting issues
- Comparison of different accounting elements Full Cost, Successful Efforts and
- Revenue Recognition method of accounting
- Basic petroleum costs
- Accrual and Cash Accounting
- Accounting for Intangible Drilling costs
- Profits Vs Cash Flows
- Capital Vs Operating Tangible Asset Leases
- Budgeting and Forecasting operating Vs capital budgeting methods

Learning Goal

Participants should gain knowledge of:

- The need, function, and benefit of strategic control
- Planning strategy and tactical implementation
- Strategy & tactics for a world class organisation
- Leadership in performance of people and processes

Course Materials

Course notes

PFSAD: *Petroleum Fiscal Systems, Analysis and Design*

Duration:1 Week

Course Objectives:

The course aims to understanding of the language, arithmetic, philosophy, theory, and practice of international petroleum taxation, production sharing agreements, and the variety of arrangements and fiscal devices that exist in the world. The emphasis is on practical aspects of petroleum taxation and industry/government relationships.

Who Should Attend

Planners, accounting personnel in the oil and gas industry, policy makers

Prerequisite Courses

None

Course Overview

- Introduction and classification of petroleum fiscal systems
- Royalty/tax systems, including modern royalty/tax systems
- Indonesian-type PSCs
- Peruvian-type PSCs
- Egyptian-type PSCs
- Risk service contracts
- Incremental production agreements
- Basic contract elements
- Successful efforts and full cost methods of accounting
- Depreciation, depletion, and amortization
- Reserve recognition accounting – booking barrels
- Sliding scales
- Decommissioning provisions

Learning Goal

Participants should be able to:

- Understand the variety of arrangements and fiscal devices that exists in the world today.
- Understand the theory and practice of international petroleum taxation and production sharing arrangements between a host country and international oil companies.
- Develop an understanding of the relationship between accounting concepts and principles, and numerous fiscal systems in the international petroleum industry.
- Undertake practical fiscal system analysis and design.

Course Materials

Course notes

POGI: *Purchasing For the Oil and Gas Industry*
Duration:1 Week

Course objectives

This course comprehensively covers the fundamentals of supply chain management, including international sourcing, managing suppliers, procurement, logistics, and transport, and inventory management.

Who Should Attend

Any personnel involved in the sourcing of goods and services for the organisation, including supply chain managers, purchasing managers and project managers.

Prerequisite courses

None

Course Overview

- Strategic approach to purchasing
- International sourcing- risks and benefits
- Sourcing raw materials
- Sourcing equipment and spares
- Risk Management
- Developing and running tender processes
- Procurement Processes and best practises
- Key Performance Measures
- International Contract Law including Incoterms
- Negotiating with suppliers and customers
- Green procurement and Corporate Social Responsibility
- Sales, Operations and Procurement Planning
- Running Purchasing improvement programmes
- Managing Procurement Personnel
- Ethics and standards
- Action planning and change management

Learning Goal

Participants should be able to:

- Analyse and segment their procurement activities
- Asses the principle risks and risk management processes for their purchases
- Be able to plan, forecast and budget their future requirements
- Set appropriate Key Performance Measures for procurement using a balanced scorecard approach
- Develop supply management and development processes for key suppliers.
- Utilise best practices in sourcing and procuring suppliers
- Develop individual action plans for implementing learning

Course Materials

Course notes, exercises and case studies

PPERM: *Petroleum Project Economics and Risk Management*

Duration: 1 Week

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|--|
| Course Objectives |
| The course will enable participants to apply a structured approach to project justification, investment appraisal and decision making in the upstream petroleum business |
| Who Should Attend |
| Those with little or no previous project investment appraisal experience |
| Prerequisite Course |
| None |

Course Overview

- **Basic concepts**
Identifying project cash flows and sources of information
- **How to calculate the Accounting Rate of Return (ARR)**
Project payback. Net present value (NPV). Internal rate of return (IRR) and the cost of Capital. Profitability index (PI). Strengths & limitations of each method
- **Project ranking - how to choose the best alternative**
How to optimise expenditure
- **How to deal with inflation**
Taking account of taxation
- **Accounting measures vs. Economic measures**
Understanding other financial criteria for decision making. Balancing short term vs. long term business objectives
- **Economics, risk and decisions - decision to points are risk points**
Decision points for oil fields and gas fields. Risk & probability definitions and concepts. Risk identification, measurement & management. Forecasting as risk management. Assumptions, sensitivities & risk premia
- **Exploration and appraisal decisions, uncertainty, risk and exposure Monte Carlo Simulation**
Economic models and spreadsheet design
Development decisions
Work scope definition and options. Decommissioning economics & risks. Cost estimating and Contingencies. Financing options. Construction contracts
- **Further development decisions and economic cut off**
- **Preparing convincing project proposals**
- **Post project appraisal**

Learning Goal

Upon completion of the course, participants should be able to:

- Apply economic and risk management evaluation tools for the oil & gas project proposals
- Identify and quantify key uncertainties during field development and full life cycle economics
- Calculate the economic and financial viability of expenditure proposals projects under risk conditions
- Develop a structured approach to measuring, managing and combating commercial risk
- Assess the ranking of alternative projects
- Prepare convincing project proposals in a way that will win management, partner and government approval
- Improve project and business outcomes

Course Materials

Course notes

PSM: Process Safety Management for the Oil and Gas Industry

Duration: 1 Week

Course Objectives:

The course is an introduction to Process Safety Management, explaining the need for a modern approach to the management of major hazards in the chemical, oil and gas industry sectors. Its primary objective is to provide the participants with the skills necessary for setting up and/or operating Process Safety Management systems which address major hazards of fires, explosions, toxic substances releases, hazardous reactions, and runaways. The course equips participants with the means to succeed in safety terms as process, project, and production engineers or to attain specialist status in Process Safety Management.

Who Should Attend?

Engineers working in the process industry (chemical, petrochemical, oil and gas) in projects, process design, operational production and specialist process safety careers, etc.

Prerequisite Courses

None

Course Overview

- Progressive Process Safety Management framework (linking depth of risk study to severity of process hazards - going all the way from Process Hazard Analysis (PHA) to Quantitative Risk Assessment (QRA))
- Incorporating Process Safety into new projects
- Principles of Inherently Safer process design
- PHA methods, subjects and checklists - addressing fire, explosion, toxic release, reactive chemical hazards
- Using PHA to derive worst case and probable scenarios. The search for atypical scenarios and 'Black Swans'
- Hazard and Operability Study (HAZOP) - includes case studies
- Simple methods for estimating severity of all identified hazardous scenarios (fire, explosion, runaway reactions, toxic release etc.)
- Tolerability criteria (people effects and environment)
- Layer of Protection Analysis (LOPA) - includes case studies
- Criteria for deciding if a risk is tolerable or not - 'As Low as Reasonably Practicable' (ALARP)
- Process safety metrics, reporting incidents, Key Performance Indicators (KPIs) - Trending etc.
- Human factors basics (human error, human reliability to respond to stimuli such as alarms)
- Process safety culture (based on Baker Report recommendations)
- Process safety competence assurance
- Case studies based on Buncefield (major fire and explosion) and BP Texas City (explosion)
- Case review - Deepwater Horizon: what happened, how was the disaster finally stopped and what are the long-term issues?
- Root cause investigation
- Self-assessment and auditing

Mode of Delivery

The delivery is backed up by real life case studies and an evaluation of the level of the understanding of the participants. The overall Process Safety Management systems are described, and all the necessary tools are explained to allow the participants to adapt them for training others in their organisation.

Course Materials

Course notes

RES: *Renewable Energy and Sustainability*

Duration: 1 Week

Course Objectives

Renewable energy is fast growing at an astonishing pace, information technologies are revolutionizing electricity trade and management, and competitive electricity markets are driving unprecedented change in electricity generation choice. These rapid changes create countless opportunities for those firms and individuals that understand how and why these changes are happening, anticipate where energy markets are headed, and innovate new solutions and approaches that meet energy-related needs. Conversely, the transition will leave behind those that fail to keep up.

This course is designed to assess why the energy system is changing, and what it means for organizations. Also, it quantitatively evaluates sustainable energy options including renewables, energy efficiency, and electrification and explains how information technologies are transforming the electricity system.

Who Should Attend

Professionals new to the energy industry, and those in both modern and traditional energy firms, thought leaders, management of board executives and directors.

Prerequisite Course

None

Course Overview

Energy Fundamentals

- Energy Problems and Solutions
- World Energy Overview
- Energy Fundamentals Review
- Country-Specific Energy Overviews
- Electricity Fundamentals
- Electricity Industry Structure

Renewable Energy Technologies and Trends

- Renewable Energy (RE) Basics
- Renewable Energy (RE) Myths and Challenges
- Renewable Energy (RE) Technologies
- Economic Analysis of Renewable Energy (RE)
- Renewable Energy (RE) Forecasts and Scenarios

Distributed Renewables and Grid Integration

- Distributed Systems and Microgrids
- Rooftop Photovoltaics (PV) Technologies and Trends

- Rooftop Photovoltaics (PV) Case Study Analysis
- Grid Integration: Problem and Solutions
- Storage Technologies and Trends
- Hybrid Power Plants

Information Technologies (Smart Grid) and Energy Policy

- Electrification Trends and Implications
- Electric Vehicles as Distributed Storage
- Demand Response (DR)
- Energy Policy Levers and Tools
- Auctions
- Feed-in Tariffs and Net Metering

Energy Efficiency and Sustainable Energy Futures

- Energy Efficiency Overview and Technologies
- Megawatts: Theory and Practice
- Energy Efficiency - Business Models and Case Studies
- Elements of a Sustainable Energy Future
- Data Sources and Analysis Tools

Course Objective

- Have a solid understanding of energy industry fundamentals
- Know how to find and use the best online data sources, tools, and references in the industry
- Know why the energy industry is changing so quickly, and what it means for one's careers
- Pinpoint career opportunities and avoid career dead-ends
- Superbly positioned for success in this booming field

Course Materials

Course notes, case studies, etc

REST: *Renewable Energy Systems and Technologies*

Duration: 1 Week

Course Objectives

An understanding of the principles of renewable energy technologies is key to understanding the technological basis of the systems and applications, particularly with regards to the overall energy mix of a specific country. This course provides the fundamentals of the renewable energy technologies and their impact on global and national energy systems. The purpose of this course is to introduce the basis for assessment of the performances of wind, wave and tidal, hydro-electricity, biomass and waste technologies, and geothermal technologies.

Who Should Attend

Directors and Managers with responsibilities for renewable energy strategy development. Also, individuals with interest in renewable energy.

Prerequisite Course

None

Course Overview

- Introduction to renewable energy systems
- Photovoltaic technology
- Concentrated solar power technology
- Onshore and offshore wind energy: fundamentals of wind turbines and placement
- Geothermal Systems (including ground-source heat pumps)
- Wave and tidal energy technologies
- Hydro-electricity

Course Objective

- Understand the key physical characteristics of renewable energy and electricity.
- Have the knowledge to assess the advantages and disadvantages of wind, solar, and other important renewable energy technologies.
- Identify the different components and main configuration of the different renewable technologies covered in the course.
- Articulate the fundamental principles, terminology and key issues related to the most used renewable energy technologies.
- Critically compare the challenges for the development and operation of the major technologies, including government regulation and policy.
- Identify gaps in the knowledge and discuss potential opportunities for further development, including technology and economic potential.
- Renewable energy financing

Course Materials

Course notes, case studies, etc

SC: Ship Chartering

Duration: 1 Week

Course Objectives

Ship chartering is one of the most important segments of ocean transport. Though the practice of chartering is a few hundred years old, chartering still maintains its prime position among all sectors of ocean transport. The disruptions in the commercial world in the last few years emphasises the need for a thorough understanding of chartering practice to make commodity trade and shipping business a success. Over the years the practice of ship chartering has also undergone changes with newer forms of charter being introduced among practitioners. This course gives the participants an in depth understanding of chartering – be it time charter, period charter or voyage charter. The course also deals with contracts of affreightments and bare boat charters.

Who Should Attend

Directors and Managers with responsibilities for renewable energy strategy development. Also, individuals with interest in renewable energy.

Prerequisite Course

None

Course Overview

- **Overview of ocean transport**
 - Types of ships and cargoes
 - Types of services in ocean transport
- **Entities in chartering and their roles**
- **Types of charter**
 - Voyage charter
 - COA
 - Time charter
 - Period charter
 - Bare boat charter
- **Charter markets and Market Reports**
- **Port agent's role in chartering**
- **Evaluating charter business**
 - Voyage estimating and other aspects of the business.
- **Negotiating and charter**
 - Offer
 - Counter offers
 - Recap of main terms
- Clean recap
- Charter Parties and charter party negotiations
- Some key charter party clauses and their impact.
- **Risk mitigation**
 - P & I Clubs and their role in chartering
 - Time charterers liability cover and voyage charterers liability cover.
- **Fixture operations in chartering**
 - Demurrage, despatch, detention, NOR, SOF and laytime calculations
 - Management of contracts of affreightment
 - Bare boat charter and demise charter
 - IMO's new green initiatives and their impact on chartering

Course Objective

- Participants should be able to differentiate different types of charters and choose the most appropriate one for their business.
- Undertake chartering activities
- Understand the finer points of charter negotiations.
- Choose the appropriate risk mitigation method as a ship charterer.
- Impact of new green initiatives in chartering practice.

Course Materials

Course notes, case studies, etc

SCMOG: *Supply Chain Management In The Oil And Gas Industry*

Duration: 1 Week

Course Objectives

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

This innovative training course will assist delegates to reassess their organization's Procurement and Supply Chain strategies beyond short term cost cutting. It will focus on real time issues to counteract the downturn and think differently about global procurement. The training course had been designed to provide delegates with practical approaches for transforming their organization's procurement team to become more competitive and resilient.

Who Should Attend

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

Prerequisite Course

None

Course Overview

Defining Strategic Procurement in the Oil and Gas Industry

- What is World Class Procurement and Supply Management?
- Oil and Gas Value Chain Management
- Category Management Strategies
- E & P Total Cost of Ownership and Asset Management
- Global Procurement Contract Risks

Integrated Supply Chain Strategy

- The Importance of a Dynamic and Collaborative Supply Chain
- Supply Chain Modes in the Oil and Gas Industry
- Demand vs. Supply management
- Understanding Transport, Logistics and Warehousing
- Supply Chain Integration

Supplier Collaboration and Relationship Management

- The Importance of Strategic Supplier relationships
- Supplier Collaboration Best Practices
- Creating and Maintaining Dynamic and meaningful SLAs

- Supplier Relationships – The Total Management Process

- How to get Best and Sustained Value from Suppliers and Contractors

The "LEAN" Approach to Supply Chain Management

- Supplier Strategy and Rationalization
- Lean Tools and Techniques
- Understanding the Lean Approach in the various supply chain links
- Designing Lean Metrics for Optimal Performance
- Measuring and Improving the Supply Chain Performance

Strategic Contract Negotiations

- Understanding Key Components of a Commercial Contract
- Preparing for a Win/Win Negotiation
- Dealing with Difficult Suppliers
- The Importance of Collaborative, Competitive and Dynamic Negotiations
- Know when and how to renegotiate a contract

Course Objective

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

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

SDEALM: *Select, Design & Evaluate Artificial Lift Methods for Well*

Duration:1 Week

Course Objectives:

Artificial Lift plays a critical role in Oil and Gas Production, especially in mature oilfields. Artificial Lift is not only accelerating the production, but also vital to the economic success of the overall development. Therefore selecting and designing the appropriate artificial lift is important. The course will start with Multi-Phase Flow, analyse and how to compare and select the correct system. A thorough understanding of the principles, applications, design and operational issues will be provided.

Who Should Attend

Production Technologists, Engineers, Field Technicians, Reservoir Engineers

Prerequisite Courses

None

Course Overview

- Black Oil PVT
- Phase envelope for reservoir fluid
- Black Oil parameters, characteristics with pressure change
- PVT correlations and applicability
- Inflow Performance and Relationship
- Single phase and multi-phase flow
- Vogel and Vogel corrected for water equation
- Pressure loss in pipe
- Slip holdup phenomenon
- Multi-Phase flow, Multi-Phase matching
- Artificial Lift Comparisons
- Selection criteria and lift Type suitability
- Critical parameters, Artificial lift types, Artificial lift limitations, Artificial lift analysis
- Use of discharge pressure
- Process where discharge pressure is not available
- Gas Lift Design and Optimisation
- Understanding fluid mechanics, fluid properties
- Understanding gas lift principles: Installation types, Total systems and Optimum design
- Fluid operated valves versus Casing Pressure Ratio
- Gas Lift operations, Continuous flow, Intermittent flow
- Electric Submersible Pumping (ESP), ESP Systems, components
- Applications and selection of Artificial Lift: Operational issues, Solids, Scale, Corrosion
- Diagnostic of Well Operations
- Surveillance methods
- Architecture and control
- Workflow integration
- Logistics
- Advanced Artificial Lift Systems

Course Materials

Throughout the training course, all instruction will be enhanced through case studies, DVD and exercises to demonstrate aspects of the course.

SEIOR: *Select and Evaluate Proper Enhanced Oil Recovery Field*

Duration: 1 Week

Course Objectives:

Fundamentals and theory of enhance oil recovery, polymer flooding, surface flooding, miscible gas flooding and steam flooding. Application of fractional flow theory. Strategies and displacement performance.

Who Should Attend

Production Technologists, Engineers, Field Technicians, Reservoir Engineers, etc

Prerequisite Courses

None

Course Overview

- General Enhanced Oil Recovery - Reservoir Engineering
- Definition of reserves
- Environmental and Economics aspects of EOR methods
- Displacement fundamentals
- Reservoir engineering concepts for EOR
- Factors affecting Oil Recovery
- Comparative Performance of Different EOR methods
- Screening criteria and technical constraints
- Definitions of Mobility Ratios, Sweeping Efficiencies, Recovery Efficiencies,
- Phase behaviour and fluid properties
- General Solvent Methods
- Phase behaviour fundamentals
- Quantative representations of phase equilibria processes
- Ternary diagrams to represent Gas Injection processes
- Mechanisms of Oil Displacement, diffusion and dispersion
- Hydrocarbon Miscible Displacement: First contact process, Condensing Gas Process
- Minimum Miscibility Pressure
- Dissipation in Miscible Displacements
- Instability Phenomena
- Chemical and Polymer Flooding
- Fractional flow theory
- Dissipation in Immiscible Displacements
- Applications of Fractional Flow in Oil Recovery
- Improved Waterflooding (Polymer) Processes
- Rheology of Polymer solutions
- Polymer Adsorption and retention
- Properties of Surfactants and cosurfactants
- Surfactant Brine-Oil phase behaviour
- Determination of Residual Oil Saturation
- Steam Injection Processes
- Cyclic and Continuous steam injection
- Thermal properties of Fluids and Solids
- Steam properties - Flow Rate and Quality
- Temperature Effect on Reservoir and Fluid Properties
- Oil Characterisation for Thermal Reservoirs
- Evaluation of Heat Losses
- Prediction of Steam Flood Performance: Cyclic Steam, Steamflood Performance

Course Materials

Throughout the training course, all instruction will be enhanced through case studies, DVD and exercises to demonstrate aspects of the course

SOGPS: Subsea Oil & Gas Production Systems

Duration: 1 Week

Course Objectives

The Subsea Production Systems Course provides an overview of all the functionalities and key interfaces of subsea production systems. The course will refer to relevant industry standards for subsea systems. The sessions will cover challenges associated with subsea engineering.

Who Should Attend?

Offshore subsea engineers, Petroleum engineers, Project engineers, Operations engineers, Maintenance engineers and Technicians etc.

Course Overview

■ **Introduction to Subsea Engineering:**

- Where we are Today
- Overview of Offshore Production Facilities
- Overview of Subsea Drilling Operation.

■ **Subsea Production & Control Equipment**

- Overview of Subsea Production Systems
 - Wellhead
 - Christmas Tree (XT)
 - Manifold
 - Pipeline End Terminations/Manifolds (PLETS/PLEMS)
 - Tie-in & Jumpers Spools (Flexible or Rigid)
 - Control Umbilical, Flying Leads
 - Pipeline and Flowline
 - Riser (Flexible or Rigid)
 - Subsea Control Systems

■ **Overview of Mechanical protection systems**

■ **Subsea Field Architecture.**

- Stand-alone Field
- Daisy-chain Field
- Tie-back Field

■ **Subsea Processing**

- Subsea Separation and Re-injection
- Subsea Boosting
- Subsea Artificial Lift
 - Gas Lift (GL)
 - Electrical Submersible pumps (ESP)

■ **Installation and Commissioning**

- Overview of a Typical Installation Engineering
 - Installation analysis and procedure
 - Hazard Identification and Risk Assessment
 - Mobilisation and Installation
- Overview of Pre-commissioning operation
- Overview of commissioning operation

■ **Subsea Intervention**

- Diving and ROV operation
- AUVs

■ **Subsea Decommissioning**

- Overview of decommissioning
- Host Facilities
- Production Systems
- Well Plug and Abandonment

■ **Subsea Engineering Challenges and Future Trends**

Learning Goal

This course has been designed to enable participants to

- Understand the design of different subsea equipment
- Understand how subsea systems are installed
- Appreciate the challenges of subsea operations
- Learn about new technologies and future trends

The primary learning objective for this course are met through a combination of interactive presentations, discussion, and exercises.

Course Materials

Handouts, materials

TCDWP: Technical Contract Document Writing and Preparation in the Oil & Gas Industry

Duration: 1 Weeks

Course Objectives:

This course will show how to manage all aspects of contract writing and preparation effectively. You will find the logic behind contracting principles and practices as well as understanding the terms, techniques and tools for converting project needs into real time contracts. You will gain an understanding of the roles, responsibilities and expectations of the internal and external stakeholders involved in the contract process.

Contract activities will be the focus of the course from requirements documentation through to contract closure, contract selection, revising and updating SOW's, risk management and negotiation

Who Should Attend

Lawyers, Managers, etc

Prerequisite Courses

None

Course Overview

- Contract Management
- Authority and Negotiation
- Service Level Agreements
- Procurement Contracts
- Commitment Management
- Contract Visibility and Awareness
- Document Management
- Sales Contracts
- Communication Management
- Issue and Change Management
- Transaction Compliance
- Relationship Management
- Critical Success Factors
- Risk Management
- Contingency Planning
- Law of Contract
- Requirements for a Valid Contract
- Offer and Acceptance
- Formalising the Agreement
- Capacity and Authority
- Warranties, Guarantees and indemnities
- Bidding Documents
- Termination of the Agreement
- Subcontract Management
- Outsourcing
- Contract Award, Negotiation Skills, Client Relationships

Course Materials

Course notes, the course will be enhance through the use of Case Studies, DVD and daily classroom exercises

TOMPC: Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control

Duration: 1 or 2 Weeks

Course Objectives:

This course is designed for anyone who wants to discover the benefits of operating oil cargo loss management programme with a view to controlling inventory, reducing quantity shortages and claims. It also aims to study the complexities and difficulties in marine custody transfer operations, measurement and loss control.

Who Should Attend

Operations personnel, Supervisors, Station main gatherer, Terminal Staff, Financial staff related and other who are responsible for reporting oil flow

Course Overview

- Introduction to Tanker operations
- Terminal's advice to tanker
- Agreed discharge/loading plan
- Handling of cargo and ballast
- Handling static accumulator
- Operation of pumps
- Loading at terminals with vapour emission systems
- Monitoring of void and ballast spaces
- Transfer between vessels
- Tanker over pressurisation and under pressurisation
- Tanker cleaning and gas freeing
- Cargo tank washing and cleaning
- Gas freeing
- Crude oil washing (COW – Inerting – Deinerting)
- Special tank cleaning procedures
- Methods used to replace tank atmospheres
- Cargo tank atmosphere control
- Application to cargo tank operations
- Precaution to avoid health hazards
- Cargo tank protection
- Emergency procedures
- Terminal emergency plan
- Communications, firefighting, vehicle movement, port services, harbour authorities
- Police, medical facilities, vessel traffic control centres, emergency removal tanker from berth
- Overview of custody Transfer and Inherent Risks
- Commercial and operations overview
- Role of Independent Inspector
- Loss custody and its role
- Overview of Industry Measurement Standards
- Ship/Shore Measurement Terms and definitions
- Static Measurement, Manual, Automatic – Open/Closed/ Restricted Methods
- Dynamic Measurement/Sampling/Proving
- Terminal Custody transfer
- Methods of tank calibration, tank gauging techniques, Tank management systems
- Fluid mechanics – Terminology, Flow profiles, Measurement of flow
- Flowmeter classification.
- Uncertainty Measurement considerations – Preview, definition, data specification
- Flow measurement – Uncertainty consideration
- Overview of Loss Control
- Measurement and Sampling – API Chapter 17, Inspection and Inspectors role
- Dynamic and static measurement
- Meter Issues
- Importance of density and temperature

- Preventing Loss – Cargo Expeditors, Loss control programs, Ship/Shore differences
- Transit Losses – Ship to Ship transfer losses, Table losses, Vessel losses
- ROB/OBQ losses
- High Reid Vapour Pressure, ROB Claims
- Quality – water in crude oil
- Crude oil analytical parameters, cargo calculations - Terminology
- Calculation of Crude oil, method for calculation of cargoes
- Calculations- Calculate third party claims

Learning Goals

At the of the course the participants will:

- Have a good understanding of relevant fluid and gas laws that are needed for the use of flow measurement devices
- Understand the main requirements of custody transfer systems
- Appreciate the main requirements of flow measurement
- Understand about up-to-date flow measurement meters
- Gain the ability to determine if a metering system is adequate for the purpose
- Learn about the principles and applications of Multiple meters/meter runs

TSB: *The Shipping Business*

Duration: 1 Week

Course Objectives:

The complexity of International Shipping Regulations require professionals in the Shipping Business to understand the fundamentals of the legal environment surrounding international Shipping. The course will expose participants to managerial elements, best industry approaches and practical examples with essential subject area at the cross roads of shipping regulations and shipping management.

Who Should Attend

Managers from the shipping industry, Managers from the oil and gas industry, Jurists, Technical personnel keen to develop familiarity with international regulations and managerial practices, Senior professionals interested in updates and Administrators in contact with the maritime industry

Course Overview

Introduction to the Shipping Business

- About ships, international trade, and shipping markets
- The practitioners in the shipping business
- Ship registration and the role of the flag and port State. Ship finance
- Standards regulating the industry (IMO, classification societies, etc.)
- Digitalization, connectivity and autonomous shipping

Legal Framework and Management of Maritime Safety and Marine Environment Protection

- Identification of risks in shipping (safety, maritime security, cyber-security)
- SOLAS Convention overview and recent updates (e.g. Polar Code, III Code, etc.)
- Managerial aspects of safety: the ISM Code
- Marine environment protection fundamentals - Sustainable Shipping
- MARPOL Convention overview and updates
- Managerial aspects of marine pollution control

Legal Framework and Management of the Human Element

- Identifying the human element in the shipping business
- Behavioural elements. Leadership
- The 2010 STCW Convention, The ILO MLC 2006 Convention
- Exposure to liabilities (Company, Master, crew, etc.)

Carriage of Goods by Sea and Maritime Claims

- Shippers, carriers and interests at stake
- Basics tools (charter parties, bills of lading, seaway bills, etc.)
- Identifying key questions (e.g. seaworthiness, liability, etc.)
- The international legal regimes on carriage of goods by sea
- The Hague & the Hague-Visby Rules
- Dispute Resolution (including arbitration and mediation) in the shipping industry

The Shipping Business and Marine Insurance

- How does marine insurance underpin the shipping industry?
- Key markets (e.g. Lloyd's)
- Key stakeholders (e.g. P&I Clubs)
- The influence of English law
- The contribution of standards terms – Cargo, hull, etc.
- Selected risks (e.g. piracy)

Learning Goals

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

- Improve their understanding of the shipping business and how it operates
- Identify key areas in the shipping business which deserve special focus
- Enhance their understanding of shipping regulations
- Identify legal and managerial challenges
- Develop familiarity with current trends in the shipping industry

TSO: *Terminal and Shipping Operations*

Duration: 1 Week

Course Objectives

This programme sets out to provide a comprehensive overview of oil terminal operations followed by the requirements and the critical components of a terminal.

Who Should Attend

The course is a must for all operations personnel involved in terminal operations including Managers, Superintendents, Supervisors and other ancillary personnel involved in Terminal Operations.

Prerequisites Courses

None

Course Overview

Typical Oil Terminal Installations & Facilities and their functions

- Onshore and Offshore Terminals
- Hydrocarbon Properties and handling
- Terminal Regulations
- Vessel Operations
- Storage Tanks
- Control room
- Loading facilities including SBM, BOP
- Communication network
- Quality control
- Meters

Crude Oil Metering & Measurement of Crude

- The Tank Farm
- The effect of water content
- Focalisation of Crude Oil stock - temperature and density on meters, measured quantity, gauging and correction factors
- Understanding Crude Oil Measurement tables

- Calculating fixed roof tanks and floating roof tanks Crude oil conversions
- Gross and net volume determination
- Crude Oil Bunkering
 - Fiscal metering
 - Measurement for export
 - Transfers for export
- Custody transfer and metering
- Crude Oil Assay
 - Crude sampling
 - Specific Gravity
- Crude Oil Terminal Management
 - Linkages and relationships among terminal operating groups
 - Function overlap
 - Demurrages and how to minimise
 - Plants, facilities and equipment maintenance
 - Engineering maintenance and how to achieve it
 - HSE standards in Terminal Operations

Learning Objectives

- Apply in depth knowledge of Operations and Management of Terminals
- Implement regulations and requirements for Oil and Gas Terminals
- Apply knowledge the human factor in operations and management of terminals
- Employ correct techniques for stowage and transfer systems
- Difference of vessel operations- oil tankers (crude and product), gas carriers
- Cargo transfer, emergency response and vessel departures

Course Materials

Course Notes, Case studies etc.

UDAIO: Upstream Data Analytics and Information Optimization in Oil and Gas Industry

Duration: 1 Week

Course Objectives:

With the exponentially increasing amount of data and information available to optimize oil and gas exploration and production activities, particularly with regards to the emerging unconventional plays and resources, the need to address best practices related to data management and analysis is a top priority for industry leaders. Especially in upstream oil and gas, business efficiency and ensuing value relies heavily on a sound decision-making based upon accurate and accessible data. The objective of this course is to help Oil and Gas business leaders understand why big data is important to their industry and how some of those leaders are already using it to gain market advantage. It also offers guidance on how big data can be used to gain valuable operational insight and to assist in decision-making.

Who Should Attend

The course is aimed for upstream oil and gas industry professionals who desire better understanding of data and information management including. These among others may include upstream oil and gas executives, Data managers, Project managers, Operational leaders, Information technology professionals and upstream consultants and contractors.

Prerequisite Courses

None

Course Overview

- Current Landscape in Upstream Data Analysis
- Understanding the Appeal of Big Data for Oil & Gas
- Three Tenets of Upstream Data
- Data Management Platform
- Seismic Attribute Analysis
- Time-Lapse Seismic Exploration
- Reservoir Characterization and Simulation
- Drilling and Completion Optimization
- Production Forecasting in Oil and Gas
- Exploratory and Predictive Data Analysis
- Data Visualization
- Big Data: Structured and Unstructured
- Deploying Big Data Solution in Oil & Gas
- Hybrid Expert and Data-Driven Systems
- Case Study

Course Materials

Course notes, handouts and exercise materials

COURSE FEES - UK

Prices shown below exclude VAT. Please add 20% VAT to all prices when booking

| Code | Title | Fee |
|--|--|------------|
| Corporate, Executive and Management Courses | | £ |
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 4,895 |
| ALC | Advanced Leadership and Coaching | 4,895 |
| ALSE | Advance Leadership Skills for Executives | 4,895 |
| BCS | Business Communication Skills Course | 4,895 |
| CEA | Competency Evaluation and Assessment | 4,895 |
| CPMBI | Corporate Performance Management and Business Intelligence | 4,895 |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 4,895 |
| ELTM | Effective Leadership and Team Management | 4,895 |
| EIETM | Emotional Intelligence and Effective team Management | 4,895 |
| EMCS | Executive and Management Coaching Skills for Results | 4,895 |
| EMS | Executive Management Skills | 4,895 |
| ESP | Effective Succession Planning | 4,895 |
| HRM | Human Resources Management | 4,895 |
| ICM | Internal Communications Master Class | 4,895 |
| IGSM | Introduction to General Safety Management | 4,895 |
| KMA | Knowledge Management Advanced | 4,895 |
| LDA | Leadership Decision Architecture: Optimising Organisational Problem-Solving | 4,895 |
| MCCC | Management of Contracts & Contract Claims | 4,895 |
| MCESO | Managing Change & Empowering Self & Others | 4,895 |
| MCHR | Managing Change and Human Resources | 4,895 |
| MD | Managing Development | 4,895 |
| MICW | Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution | 4,895 |
| MIHLD | Managing an In-House Legal Department | 4,895 |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 4,895 |
| MLPM | Maritime Leadership and People Management | 4,895 |
| MMLM | Mini-MBA in Leadership and Management | 4,895 |
| MMLM | Mini-MBA in Leadership and Management – Two Weeks | 8,400 |
| MP | Management Procurement | 4,895 |
| MRM | Media Relations Master Class | 4,895 |
| MRMDM | Masterclass in Risk, Management & Decision Making | 4,895 |
| MRMDM | Masterclass in Risk, Management & Decision Making – Two Weeks | 8,400 |
| MSSP | Management Skills for Senior PA's | 4,895 |
| MTBCV | Managing Teams- Building Collective Vision | 4,895 |
| MTML | Masterclass: Transforming from Manager to Leader | 4,895 |
| MTML | Masterclass: Transforming from Manager to Leader – Two Weeks | 8,400 |
| NSE | Negotiation Skills for Executive | 4,895 |
| PDES | Personal Development for Secretaries | 4,895 |
| PRM | Project and Resource Management | 4,895 |
| PRM | Project and Resource Management – Two Weeks | 8,400 |
| PSP | Public Sector Procurement | 4,895 |
| RWPS | Report Writing and Presentation Skills | 4,895 |
| SFM | Strategic Facilities Management | 4,895 |
| SMLS | Shipping Management, Leadership and Strategy | 4,895 |
| SOD | Strategic Organisational Development | 4,895 |
| TTCFS | Training for Trainers, Coaching & Facilitation Skills | 4,895 |
| Finance Courses | | |
| ACAT | IDEA Auditing Tool -Computer Aided Audit Techniques | 4,895 |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop | 4,895 |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks | 8,400 |
| AFMBA | Advanced Financial Modelling and Business Analysis | 4,895 |
| AFS | Analysis of Financial Statements for Executives | 4,895 |
| BCP | Budgeting and Corporate Planning | 4,895 |
| BPIA | Best Practice Internal Audit | 4,895 |
| BPM | Budgeting and Performance Management | 4,895 |

| Code | Title | Fee |
|---------------------------------------|---|-------|
| BPMI | Business Process Management, Improvement, Modelling & Analysis Overview | 4,895 |
| CMF | Capital Market Finance | 4,895 |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments | 4,895 |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks | 8,400 |
| DIFSF | Detecting and Investigating Financial Statement Fraud | 4,895 |
| ES | Entrepreneurial Skills | 4,895 |
| FIA | Forensic and Investigative Auditing | 4,895 |
| FMIA | Fundamentals of Modern Internal Auditing | 4,895 |
| FMR | Financial Markets Regulation | 4,895 |
| FNFM | Finance for non-financial Managers | 4,895 |
| FPGSF | Fundamentals and Practice of Green and Sustainable Finance | 4,895 |
| FPM | Finance for Project Managers | 4,895 |
| FSAV | Financial Statement Analysis and Valuation | 4,895 |
| ID | Introduction to Derivatives | 4,895 |
| IFPI | IFRS Practical Implementation for First Time Adopters | 4,895 |
| IFRS | International Finance Reporting Standard | 4,895 |
| IPF | Investors Protection Funds | 4,895 |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance | 4,895 |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks | 8,400 |
| MER | Monitoring and Evaluation for Results | 4,895 |
| PEF | Private Equity Fund | 4,895 |
| PFMA | Pension Fund Management and Administration | 4,895 |
| PFS | Pension Fund Strategies | 4,895 |
| PRPC | Pension Retirement Planning and Calculations | 4,895 |
| PSGT | Pension Scheme Guidance and Trusteeship | 4,895 |
| RBA | Risk-Based Internal Audit | 4,895 |
| RBABP | Risk-Based Audit Best Practice | 4,895 |
| SFGB | Sustainable Finance – Green Bonds | 4,895 |
| SICM | Sukuk and Islamic Capital Markets | 4,895 |
| SPMCEB | Strategic Planning, Management Control and Effective Budgeting | 4,895 |
| UMTB | Understanding the Mechanics and Terminology of Bonds | 4,895 |
| URFM | Understanding Risk in Financial Markets | 4,895 |
| Information Technology Courses | | |
| AEFE | Advanced Excel for Executives | 4,895 |
| CDCPA | Computer Disaster Contingency Planning & Auditing | 4,895 |
| GSC | Governance Security and Compliance | 4,895 |
| CNS | Computer Networking and security | 4,895 |
| IFSBU | Internet Facilities and Security for Business Users | 4,895 |
| ITMOE | IT Skills and Microsoft Office for Managers and Executives | 4,895 |
| MIT | Managing Information Technology | 4,895 |
| PBI | PowerBI | 4,895 |
| SACBI | SAP Analytics Cloud for Business Intelligence | 4,895 |
| Petroleum Courses | | |
| AOAA | Oil and Gas Accounting – Advanced Level | 4,995 |
| BDCO | Upstream and Downstream: Business Development & Commercial Operations | 4,895 |
| BERE | Basin Evaluation and Reservoir Engineering | 4,895 |
| CE | Cost Estimation | 4,995 |
| CFER | Cash Flow Estimation and Associated Risk in the Oil & Gas Industry | 4,995 |
| COPPPM | Crude oil and Petroleum Product Price Mechanism | 4,995 |
| COPPPM | Crude oil and Petroleum Product Price Mechanism | 8,795 |
| CSRR | Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry | 4,895 |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry | 4,995 |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry | 8,795 |
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 4,995 |
| DOTP | Drilling Operations | 4,995 |

| Code | Title | Fee |
|---------|---|-------|
| EPSC | Economic Aspects of Production Sharing Contracts | 4,895 |
| EPRMS | Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry | 4,895 |
| ETHRM | Energy Trading, Hedging and Risk management | 4,995 |
| FMOGI | Financial Modelling in the Oil and Gas Industry | 4,995 |
| FOAA | Oil and Gas Accounting Level 1 | 4,995 |
| FOGI | Fundamentals of the Oil Gas Industry | 4,895 |
| FOGP | Financing of Oil and Gas operations: Principles, Practices and Analytical Tools | 4,995 |
| FOPC | Fundamentals of Petrochemical Industry | 4,995 |
| FORE | Fundamentals of Reservoir Engineering | 4,995 |
| FPCNR | Forecasting the Prices of Crude Oil, Natural Gas and Refined Products | 4,995 |
| FSCM | Fundamentals of Supply Chain Management | 4,895 |
| IEP | Introduction to Exploration and Production | 4,995 |
| ILOGCN | International Law for the Oil and Gas Contracting and Negotiation | 4,995 |
| IOGBA | International Oil and Gas Business Analysis | 4,995 |
| IOGPT | Introduction to Oil & Gas Production Technology | 4,995 |
| IOPUCOG | Innovation, Opportunities and Potential use Cases in the Oil & Gas Industry | 4,995 |
| JCACC | Joint Venture Agreement and Cash Call Workshop | 4,995 |
| LCGFD | Life Cycle of Gas Field Development | 4,995 |
| LMITS | Logistics Management: International Transport and Shipping | 4,995 |
| MBL | Masterclass on Bills of Lading | 4,895 |
| NAPFO | Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields | 4,895 |
| NGPT | Natural Gas Pricing and Trading | 4,995 |
| OGA | Oil and Gas Accounting | 4,895 |
| OGMA | Oil and Gas Management Accounting | 4,995 |
| OGPF | Oil and Gas Project Financing | 4,995 |
| PE | Petroleum Economics and Risk Analysis | 4,895 |
| PFAP | Petroleum Finance and Accounting Principle | 4,895 |
| PFSAD | Petroleum Fiscal Systems, Analysis and Design | 4,995 |
| POGI | Purchasing for the Oil and Gas Industry | 4,995 |
| PPERM | Petroleum Project Economics and Risk Management | 4,895 |
| PSM | Process Safety Management in the Oil and Gas Industry | 4,995 |
| RES | Renewable Energy and Sustainability | 4,995 |
| REST | Renewable Energy Systems and Technologies | 4,995 |
| SC | Ship Chartering | 4,995 |
| SCMOG | Supply Chain Management in the Oil and Gas Industry | 4,995 |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 4,995 |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 4,995 |
| SOGPS | Subsea Oil and Gas Production Systems | 4,995 |
| TCDWP | Technical Contract Document Writing and Preparation | 4,995 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control | 4,995 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks | 8,795 |
| TSB | The Shipping Business | 4,995 |
| TSB | The Shipping Business – Two Weeks | 8,795 |
| TSO | Terminal and Shipping Operations | 4,995 |
| TSO | Terminal and Shipping Operations – Two Weeks | 8,795 |
| UDAIO | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 4,995 |

COURSE FEES –DUBAI

| Code | Title | Fee |
|--|--|--------------|
| Corporate, Executive and Management Courses | | US \$ |
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 5,950 |
| ALC | Advanced Leadership and Coaching | 5,950 |
| ALSE | Advance Leadership Skills for Executives | 5,950 |
| BCS | Business Communication Skills Course | 5,950 |
| CEA | Competency Evaluation and Assessment | 5,950 |
| CPMBI | Corporate Performance Management and Business Intelligence | 5,950 |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 5,950 |
| ELTM | Effective Leadership and Team Management | 5,950 |
| EIETM | Emotional Intelligence and Effective team Management | 5,950 |
| EMCS | Executive and Management Coaching Skills for Results | 5,950 |
| EMS | Executive Management Skills | 5,950 |
| ESP | Effective Succession Planning | 5,950 |
| HRM | Human Resources Management | 5,950 |
| ICM | Internal Communications Master Class | 5,950 |
| IGSM | Introduction to General Safety Management | 5,950 |
| KMA | Knowledge Management Advanced | 5,950 |
| LDA | Leadership Decision Architecture: Optimising Organisational Problem-Solving | 5,950 |
| MCCC | Management of Contracts & Contract Claims | 5,950 |
| MCESO | Managing Change & Empowering Self & Others | 5,950 |
| MCHR | Managing Change and Human Resources | 5,950 |
| MD | Managing Development | 5,950 |
| MICW | Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution | 5,950 |
| MIHLD | Managing an In-House Legal Department | 5,950 |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 5,950 |
| MLPM | Maritime Leadership and People Management | 5,950 |
| MMLM | Mini-MBA in Leadership and Management | 5,950 |
| MMLM | Mini-MBA in Leadership and Management – Two Weeks | 8,850 |
| MP | Management Procurement | 5,950 |
| MRM | Media Relations Master Class | 5,950 |
| MRMDM | Masterclass in Risk, Management & Decision Making | 5,950 |
| MRMDM | Masterclass in Risk, Management & Decision Making – Two Weeks | 8,850 |
| MSSP | Management Skills for Senior PA's | 5,950 |
| MTBCV | Managing Teams- Building Collective Vision | 5,950 |
| MTML | Masterclass: Transforming from Manager to Leader | 5,950 |
| MTML | Masterclass: Transforming from Manager to Leader – Two Weeks | 8,850 |
| NSE | Negotiation Skills for Executive | 5,950 |
| PDES | Personal Development for Secretaries | 5,950 |
| PRM | Project and Resource Management | 5,950 |
| PRM | Project and Resource Management – Two Weeks | 8,850 |
| PSP | Public Sector Procurement | 5,950 |
| RWPS | Report Writing and Presentation Skills | 5,950 |
| SFM | Strategic Facilities Management | 5,950 |
| SMLS | Shipping Management, Leadership and Strategy | 5,950 |
| SOD | Strategic Organisational Development | 5,950 |
| TTCFS | Training for Trainers, Coaching & Facilitation Skills | 5,950 |
| Finance Courses | | |
| ACAT | IDEA Auditing Tool -Computer Aided Audit Techniques | 5,950 |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop | 5,950 |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks | 8,850 |
| AFMBA | Advanced Financial Modelling and Business Analysis | 5,950 |
| AFS | Analysis of Financial Statements for Executives | 5,950 |
| BCP | Budgeting and Corporate Planning | 5,950 |
| BPIA | Best Practice Internal Audit | 5,950 |
| BPM | Budgeting and Performance Management | 5,950 |
| BPMI | Business Process Management, Improvement, Modelling & Analysis | 5,950 |

| Code | Title | Fee |
|---------------------------------------|---|-------|
| | Overview | |
| CMF | Capital Market Finance | 5,950 |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments | 5,950 |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks | 8,850 |
| DIFSF | Detecting and Investigating Financial Statement Fraud | 5,950 |
| ES | Entrepreneurial Skills | 5,950 |
| FIA | Forensic and Investigative Auditing | 5,950 |
| FMIA | Fundamentals of Modern Internal Auditing | 5,950 |
| FMR | Financial Markets Regulation | 5,950 |
| FNFM | Finance for non-financial Managers | 5,950 |
| FPGSF | Fundamentals and Practice of Green and Sustainable Finance | 5,950 |
| FPM | Finance for Project Managers | 5,950 |
| FSAV | Financial Statement Analysis and Valuation | 5,950 |
| ID | Introduction to Derivatives | 5,950 |
| IFPI | IFRS Practical Implementation for First Time Adopters | 5,950 |
| IFRS | International Finance Reporting Standard | 5,950 |
| IPF | Investors Protection Funds | 5,950 |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance | 5,950 |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks | 8,850 |
| MER | Monitoring and Evaluation for Results | 5,950 |
| PEF | Private Equity Fund | 5,950 |
| PFMA | Pension Fund Management and Administration | 5,950 |
| PFS | Pension Fund Strategies | 5,950 |
| PSGT | Pension Scheme Guidance and Trusteeship | 5,950 |
| PRPC | Pension Retirement Planning and Calculations | 5,950 |
| RBA | Risk-Based Internal Audit | 5,950 |
| RBABP | Risk-Based Audit Best Practice | 5,950 |
| SFGB | Sustainable Finance – Green Bonds | 5,950 |
| SICM | Sukuk and Islamic Capital Markets | 5,950 |
| SPMCEB | Strategic Planning, Management Control and Effective Budgeting | 5,950 |
| UMTB | Understanding the Mechanics and Terminology of Bonds | 5,950 |
| URFM | Understanding Risk in Financial Markets | 5,950 |
| Information Technology Courses | | |
| AEE | Advanced Excel for Executives | 5,950 |
| CDCPA | Computer Disaster Contingency Planning & Auditing | 5,950 |
| CNS | Computer Networking and security | 5,950 |
| GSC | Governance Security and Compliance | 5,950 |
| IFSBU | Internet Facilities and Security for Business Users | 5,950 |
| ITMOE | IT Skills and Microsoft Office for Managers and Executives | 5,950 |
| MIT | Managing Information Technology | 5,950 |
| PBI | PowerBI | 5,950 |
| SACBI | SAP Analytics Cloud for Business Intelligence | 5,950 |
| Petroleum Courses | | |
| AOAA | Oil and Gas Accounting – Advanced Level | 5,950 |
| BDCO | Upstream and Downstream: Business Development & Commercial Operations | 5,950 |
| BERE | Basin Evaluation and Reservoir Engineering | 5,950 |
| CE | Cost Estimation | 5,950 |
| CFER | Cash Flow Estimation and Associated Risk in the Oil & Gas Industry | 5,950 |
| COPPPM | Crude oil and Petroleum Product Price Mechanism | 5,950 |
| COPPPM | Crude oil and Petroleum Product Price Mechanism – Two Weeks | 9,650 |
| CSRR | Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry | 5,950 |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry | 5,950 |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry – Two Weeks | 9,650 |
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 5,950 |
| DOTP | Drilling Operations | 5,950 |
| EPSC | Economic Aspects of Production Sharing Contracts | 5,950 |

| Code | Title | Fee |
|---------|---|-------|
| EPRMS | Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry | 5,950 |
| ETHRM | Energy Trading, Hedging and Risk management | 5,950 |
| FMOGI | Financial Modelling in the Oil and Gas Industry | 5,950 |
| FOAA | Oil and Gas Accounting Level 1 | 5,950 |
| FOGI | Fundamentals of the Oil Gas Industry | 5,950 |
| FOGP | Financing of Oil and Gas operations: Principles, Practices and Analytical Tools | 5,950 |
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| FORE | Fundamentals of Reservoir Engineering | 5,950 |
| FPCNR | Forecasting the Prices of Crude Oil, Natural Gas and Refined Products | 5,950 |
| FSCM | Fundamentals of Supply Chain Management | 5,950 |
| IEP | Introduction to Exploration and Production | 5,950 |
| ILOGCN | International Law for the Oil and Gas Contracting and Negotiation | 5,950 |
| IOGBA | International Oil and Gas Business Analysis | 5,950 |
| IOGPT | Introduction to Oil & Gas Production Technology | 5,950 |
| IOPUCOG | Innovation, Opportunities and Potential use Cases in the Oil & Gas Industry | 5,950 |
| JCACC | Joint Venture Agreement and Cash Call Workshop | 5,950 |
| LCGFD | Life Cycle of Gas Field Development | 5,950 |
| LMITS | Logistics Management: International Transport and Shipping | 5,950 |
| MBL | Masterclass on Bills of Lading | 5,950 |
| NAPFO | Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields | 5,950 |
| NGPT | Natural Gas Pricing and Trading | 5,950 |
| OGA | Oil and Gas Accounting | 5,950 |
| OGMA | Oil and Gas Management Accounting | 5,950 |
| OGPF | Oil and Gas Project Financing | 5,950 |
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| PFAP | Petroleum Finance and Accounting Principle | 5,950 |
| PFSAD | Petroleum Fiscal Systems, Analysis and Design | 5,950 |
| POGI | Purchasing for the Oil and Gas Industry | 5,950 |
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| RES | Renewable Energy and Sustainability | 5,950 |
| REST | Renewable Energy Systems and Technologies | 5,950 |
| SC | Ship Chartering | 5,950 |
| SCMOG | Supply Chain Management in the Oil and Gas Industry | 5,950 |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 5,950 |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 5,950 |
| SOGPS | Subsea Oil & Gas Production Systems | 5,950 |
| TCDWP | Technical Contract Document Writing and Preparation | 5,950 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control | 5,950 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks | 9,650 |
| TSB | The Shipping Business | 5,950 |
| TSB | The Shipping Business – Two Weeks | 9,650 |
| TSO | Terminal and Shipping Operations | 5,950 |
| TSO | Terminal and Shipping Operations – Two Weeks | 9,650 |
| UDAIO | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 5,950 |

COURSE FEES –KIGALI/ISTANBUL

| Code | Title | Fee |
|--|--|--------------|
| Corporate, Executive and Management Courses | | US \$ |
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 5,950 |
| ALC | Advanced Leadership and Coaching | 5,950 |
| ALSE | Advance Leadership Skills for Executives | 5,950 |
| BCS | Business Communication Skills Course | 5,950 |
| CEA | Competency Evaluation and Assessment | 5,950 |
| CPMBI | Corporate Performance Management and Business Intelligence | 5,950 |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 5,950 |
| ELTM | Effective Leadership and Team Management | 5,950 |
| EIETM | Emotional Intelligence and Effective team Management | 5,950 |
| EMCS | Executive and Management Coaching Skills for Results | 5,950 |
| EMS | Executive Management Skills | 5,950 |
| ESP | Effective Succession Planning | 5,950 |
| HRM | Human Resources Management | 5,950 |
| ICM | Internal Communications Master Class | 5,950 |
| IGSM | Introduction to General Safety Management | 5,950 |
| KMA | Knowledge Management Advanced | 5,950 |
| LDA | Leadership Decision Architecture: Optimising Organisational Problem-Solving | 5,950 |
| MCCC | Management of Contracts & Contract Claims | 5,950 |
| MCESO | Managing Change & Empowering Self & Others | 5,950 |
| MCHR | Managing Change and Human Resources | 5,950 |
| MD | Managing Development | 5,950 |
| MICW | Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution | 5,950 |
| MIHLD | Managing an In-House Legal Department | 5,950 |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 5,950 |
| MLPM | Maritime Leadership and People Management | 5,950 |
| MMLM | Mini-MBA in Leadership and Management | 5,950 |
| MMLM | Mini-MBA in Leadership and Management – Two Weeks | 8,850 |
| MP | Management Procurement | 5,950 |
| MRM | Media Relations Master Class | 5,950 |
| MRMDM | Masterclass in Risk, Management & Decision Making | 5,950 |
| MRMDM | Masterclass in Risk, Management & Decision Making – Two Weeks | 8,850 |
| MSSP | Management Skills for Senior PA's | 5,950 |
| MTBCV | Managing Teams- Building Collective Vision | 5,950 |
| MTML | Masterclass: Transforming from Manager to Leader | 5,950 |
| MTML | Masterclass: Transforming from Manager to Leader – Two Weeks | 8,850 |
| NSE | Negotiation Skills for Executive | 5,950 |
| PDES | Personal Development for Secretaries | 5,950 |
| PRM | Project and Resource Management | 5,950 |
| PRM | Project and Resource Management – Two Weeks | 9,650 |
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| SMLS | Shipping Management, Leadership and Strategy | 5,950 |
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| TTCFS | Training for Trainers, Coaching & Facilitation Skills | 5,950 |
| Finance Courses | | |
| ACAT | IDEA Auditing Tool -Computer Aided Audit Techniques | 5,950 |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop | 5,950 |
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| AFS | Analysis of Financial Statements for Executives | 5,950 |
| BCP | Budgeting and Corporate Planning | 5,950 |
| BPIA | Best Practice Internal Audit | 5,950 |
| BPM | Budgeting and Performance Management | 5,950 |
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| Code | Title | Fee |
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| FNFM | Finance for non-financial Managers | 5,950 |
| FPGSF | Fundamentals and Practice of Green and Sustainable Finance | 5,950 |
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| IFRS | International Finance Reporting Standard | 5,950 |
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| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance | 5,950 |
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| PEF | Private Equity Fund | 5,950 |
| PFMA | Pension Fund Management and Administration | 5,950 |
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| SPMCEB | Strategic Planning, Management Control and Effective Budgeting | 5,950 |
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| LMITS | Logistics Management: International Transport and Shipping | 5,950 |
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| PPERM | Petroleum Project Economics and Risk Management | 5,950 |
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| REST | Renewable Energy Systems and Technologies | 5,950 |
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| SCMOG | Supply Chain Management in the Oil and Gas Industry | 5,950 |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 5,950 |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 5,950 |
| SOGPS | Subsea Oil & Gas Production Systems | 5,950 |
| TCDWP | Technical Contract Document Writing and Preparation | 5,950 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control | 5,950 |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks | 9,650 |
| TSB | The Shipping Business | 5,950 |
| TSB | The Shipping Business – Two Weeks | 9,650 |
| TSO | Terminal and Shipping Operations | 5,950 |
| TSO | Terminal and Shipping Operations – Two Weeks | 9,650 |
| UDAIO | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 5,950 |

Course Dates

| Code | Title | Dates | Dates | Dates |
|--|--|------------------------------------|------------------------------------|----------------------------------|
| UK COURSES | | | | |
| Corporate, Executive and Management Courses | | | | |
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 15 Apr - 19 Apr | 10 Jun - 14 Jun 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| ALC | Advanced Leadership and Coaching | 22 Apr - 26 Apr | 8 Jul - 12 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| ALSE | Advance Leadership Skills for Executives | 15 Apr - 19 Apr | 1 Jul - 19 Jul 2 Sep - 6 Sep | 2 Dec - 6 Dec |
| BCS | Business Communication Skills | 11 Mar - 15 Mar 6 May - 10 May | 5 Aug - 9 Aug 21 Oct - 25 Oct | 9 Dec - 13 Dec |
| CEA | Competency Evaluation and Assessment | 11 Mar - 15 Mar | 8 Jul - 12 Jul 16 Sep - 20 Sep | 9 Dec - 13 Dec |
| CPMBI | Corporate Performance Management and Business Intelligence | 26 Feb - 1 Mar | 27 May - 31 May 29 Jul - 2 Aug | 7 Oct - 11 Oct |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 22 Jan - 26 Jan 22 Apr - 26 Apr | 8 Jul - 12 Jul 16 Sep - 20 Sep | 2 Dec - 6 Dec |
| ELTM | Effective Leadership and Team Management | 5 Feb - 9 Feb | 22 Apr - 26 Apr 8 Jul - 12 Jul | 2 Sep - 6 Sep 7 Oct - 11 Oct |
| EIETM | Emotional Intelligence and Effective team Management | 5 Feb - 9 Feb | 6 May - 10 May 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| EMCS | Executive and Management Coaching Skills for Results | 5 Feb - 9 Feb | 27 May - 31 May 29 Jul - 2 Aug | 14 Oct - 18 Oct |
| EMS | Executive Management Skills | 4 Mar - 8 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 2 Dec - 6 Dec |
| ESP | Effective Succession Planning | 15 Apr - 19 Apr 10 Jun - 14 Jun | 12 Aug - 16 Aug 28 Oct - 1 Nov | 9 Dec - 13 Dec |
| HRM | Human Resources Management | 19 Feb - 23 Feb | 6 May - 10 May 15 Jul - 19 Jul | 14 Oct - 18 Oct 2 Dec - 6 Dec |
| ICM | Internal Communications Master Class | 15 Apr - 19 Apr | 24 Jun - 28 Jun 16 Sep - 20 Sep | 11 Nov - 15 Nov |
| IGSM | Introduction to General Safety Management | 3 Jun - 7 Jun | 2 Sep - 6 Sep 21 Oct - 25 Oct | 2 Dec - 6 Dec |
| KMA | Knowledge Management Advanced | 11 Mar - 15 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| LDA | Leadership Decision Architecture: Optimising Organisational Problem-Solving | 15 Apr - 19 Apr | 10 Jun - 14 Jun 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| MCCC | Management of Contracts & Contract Claims | 5 Feb - 9 Feb | 6 May - 10 May 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| MCESO | Managing Change & Empowering Self & Others | 11 Mar - 15 Mar | 3 Jun - 7 Jun 12 Aug - 16 Aug | 30 Sep - 4 Oct |
| MCHR | Managing Change and Human Resources | 22 Jan - 26 Jan | 22 Apr - 26 Apr 1 Jul - 5 Jul | 14 Oct - 18 Oct |
| MLPM | Maritime Leadership and People Management | 18 Mar - 22 Mar | 10 Jun - 14 Jun 19 Aug - 23 Aug | 18 Nov - 22 Nov |
| MMLM | Mini-MBA in Leadership and Management | 11 Mar - 15 Mar 27 May - 31 May | 19 Aug - 23 Aug 21 Oct - 25 Oct | 9 Dec - 13 Dec |
| MMLM | Mini-MBA in Leadership and Management – Two Weeks | 15 Apr - 26 Apr | 8 Jul - 19 Jul | 14 Oct - 25 Oct |
| MD | Managing Development | 29 Jan - 2 Feb | 15 Apr - 19 Apr 1 Jul - 5 Jul | 7 Oct - 11 Oct |
| MICW | Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution | 25 Mar - 29 Mar | 3 Jun - 7 Jun 16 Sep - 20 Sep | 25 Nov - 29 Nov |
| MIHLD | Managing an In-House Legal Department | 22 Jan - 26 Jan | 22 Apr - 26 Apr 8 Jul - 12 Jul | 16 Sep - 20 Sep 2 Dec - 6 Dec |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 5 Feb - 9 Feb 6 May - 10 May | 29 Jul - 2 Aug 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| MP | Management Procurement | 15 Apr - 19 Apr | 1 Jul - 5 Jul 2 Sep - 6 Sep | 28 Oct - 1 Nov |
| MRM | Media Relations Master Class | 11 Mar - 15 Mar | 13 May - 17 May 2 Sep - 6 Sep | 11 Nov - 15 Nov |

| Code | Title | Dates | Dates | Dates |
|------------------------|---|------------------------------------|------------------------------------|----------------------------------|
| MRMDM | Masterclass in Risk, Management & Decision Making | 18 Mar - 22 Mar | 24 Jun - 28 Jun 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| MRMDM | Masterclass in Risk, Management & Decision Making – Two Weeks | 27 May - 7 Jun | 2 Sep - 13 Sep | 18 Nov - 29 Nov |
| MSSP | Management Skills for Senior PA's | 5 Feb - 9 Feb | 6 May - 10 May 12 Aug - 16 Aug | 4 Nov - 8 Nov |
| MTBCV | Managing Teams- Building Collective Vision | 22 Jan - 26 Jan | 22 Apr - 26 Apr 8 Jul - 12 Jul | 16 Sep - 20 Sep |
| MTML | Masterclass: Transforming from Manager to Leader | 19 Feb - 23 Feb 15 Apr - 19 Apr | 15 Jul - 19 Jul 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| MTML | Masterclass: Transforming from Manager to Leader – Two Weeks | 4 Mar - 15 Mar | 24 Jun - 28 Jun | 28 Oct - 8 Nov |
| NSE | Negotiation Skills for Executive | 5 Feb - 9 Feb | 6 May - 10 May 29 Jul - 2 Aug | 30 Sep - 4 Oct 2 Dec - 6 Dec |
| PDES | Personal Development for Secretaries | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| PRM | Project and Resource Management | 5 Feb - 9 Feb | 6 May - 10 May 8 Jul - 12 Jul | 9 Sep - 13 Sep 2 Dec - 6 Dec |
| PRM | Project and Resource Management – Two Weeks | 22 Apr - 26 Apr | 22 Jul - 2 Aug | 11 Nov - 22 Nov |
| PSP | Public Sector Procurement | 19 Feb - 23 Feb | 3 Jun - 7 Jun 5 Aug - 9 Aug | 4 Nov - 8 Nov |
| RWPS | Report Writing and Presentation Skills | 11 Mar - 15 Mar | 24 Jun - 28 Jun 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| SFM | Strategic Facilities Management | 15 Apr - 19 Apr | 1 Jul - 5 Jul 2 Sep - 6 Sep | 14 Oct - 18 Oct 2 Dec - 6 Dec |
| SMLS | Shipping Management, Leadership and Strategy | 22 Apr - 26 Apr | 8 Jul - 12 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| SOD | Strategic Organisational Development | 15 Apr - 19 Apr | 1 Jul - 5 Jul 16 Sep - 20 Sep | 11 Nov - 15 Nov |
| TTCFS | Training for Trainers, Coaching & Facilitation Skills | 11 Mar - 15 Mar | 3 Jun - 7 Jun 12 Aug - 16 Aug | 30 Sep - 4 Oct |
| Finance Courses | | | | |
| ACAT | IDEA Auditing Tool -Computer Aided Audit Techniques | 4 Mar - 8 Mar | 10 Jun - 14 Jun 19 Aug - 23 Aug | 18 Nov - 22 Nov |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop | 18 Mar - 22 Mar 27 May - 31 May | 5 Aug - 9 Aug 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks | 22 Apr - 3 May | 5 Aug - 16 Aug | 4 Nov - 15 Nov |
| AFMBA | Advanced Financial Modelling and Business Analysis | 3 Jun - 7 Jun | 5 Aug - 9 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| AFS | Analysis of Financial Statements for Executives | 19 - Feb - 23 Feb | 6 May - 10 May 22 Jul - 26 Jul | 21 Oct - 25 Oct |
| BCP | Budgeting and Corporate Planning | 29 Jan - 2 Feb | 6 May - 10 May 5 Aug - 9 Aug | 28 Oct - 1 Nov |
| BPIA | Best Practice Internal Audit | 6 May - 10 May | 29 Jul - 2 Aug 30 Sep - 4 Oct | 18 Nov - 22 Nov |
| BPM | Budgeting and Performance Management | 5 Feb - 9 Feb | 6 May - 10 May 29 Jul - 2 Aug | 4 Nov - 8 Nov |
| BPMI | Business Process Management, Improvement, Modelling & Analysis Overview | 22 Apr - 26 Apr | 10 Jun - 14 Jun 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| CMF | Capital Market Finance | 22 Apr - 26 Apr | 10 Jun - 14 Jun 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments | 3 Jun - 7 Jun | 5 Aug - 9 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks | 18 Mar - 29 Mar | 2 Sep - 13 Sep | 18 Nov - 29 Nov |
| DIFSF | Detecting and Investigating Financial Statement Fraud | 22 Apr - 26 Apr | 24 Jun - 26 Jun 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| ES | Entrepreneurial Skills | 18 Mar - 22 Mar | 27 May - 31 May 5 Aug - 9 Aug | 30 Sep - 4 Oct |

| Code | Title | Dates | Dates | Dates |
|---------------------------------------|--|-----------------|-----------------|-----------------|
| FIA | Forensic and Investigative Auditing | 20 May - 24 May | 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| FMIA | Fundamentals of Modern Internal Auditing | 6 May - 10 May | 8 Jul - 12 Jul | 11 Nov - 15 Nov |
| FMR | Financial Markets Regulation | 22 Apr - 26 Apr | 2 Sep - 6 Sep | 2 Dec - 6 Dec |
| FNFM | Finance for non-financial Managers | 11 Mar - 15 Mar | 1 Jul - 5 Jul | 18 Nov - 22 Nov |
| FPGSF | Fundamentals and Practice of Green and Sustainable Finance | 22 Apr - 26 Apr | 16 Sep - 20 Sep | 2 Dec - 6 Dec |
| FPM | Finance for Project Managers | 27 May - 31 May | 3 Jun - 7 Jun | 4 Nov - 8 Nov |
| FSAV | Financial Statement Analysis and Valuation | 22 Apr - 26 Apr | 2 Sep - 6 Sep | 2 Dec - 6 Dec |
| ID | Introduction to Derivatives | 11 Mar - 15 Mar | 8 Jul - 12 Jul | 14 Oct - 18 Oct |
| IPF | Investor Protection Funds | 18 Mar - 22 Mar | 16 Sep - 20 Sep | 27 May - 31 May |
| IPIFTA | IFRS Practical Implementation for First Time Adopters | 15 Apr - 19 Apr | 2 Sep - 6 Sep | 30 Sep - 4 Oct |
| IFRS | International Finance Reporting Standard | 3 Jun - 7 Jun | 5 Aug - 9 Aug | 2 Dec - 6 Dec |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance | 26 Feb - 1 Mar | 13 May - 17 May | 11 Nov - 15 Nov |
| MBFRMG | Mini- MBA: Finance, Risk Management & Corporate Governance – Two Weeks | 11 Mar - 22 Mar | 12 Aug - 16 Aug | 7 Oct - 11 Oct |
| MER | Monitoring and Evaluation for Results | 15 Apr - 19 Apr | 24 Jun - 28 Jun | 28 Oct - 1 Nov |
| PFMA | Pension Fund Management and Administration | 22 Apr - 26 Apr | 9 Sep - 13 Sep | 7 Oct - 11 Oct |
| PEF | Private Equity Fund | 15 Apr - 19 Apr | 8 Jul - 12 Jul | 18 Nov - 22 Nov |
| PFS | Pension Fund Strategies | 15 Apr - 19 Apr | 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| PSGT | Pension Scheme Guidance and Trusteeship | 22 Apr - 26 Apr | 24 Jun - 28 Jun | 2 Dec - 6 Dec |
| PRPC | Pension Retirement Planning and Calculations | 6 May - 10 May | 16 Sep - 20 Sep | 9 Dec - 13 Dec |
| RBA | Risk-Based Internal Audit | 6 May - 10 May | 15 Jul - 19 Jul | 18 Nov - 22 Nov |
| RBABP | Risk-Based Audit Best Practice | 6 Apr - 10 Apr | 23 Jul - 27 Sep | 11 Nov - 15 Nov |
| SFGB | Sustainable Finance – Green Bonds | 6 May - 10 May | 5 Aug - 9 Aug | 2 Dec - 6 Dec |
| SICM | Sukuk and Islamic Capital Markets | 6 May - 10 May | 7 Oct - 11 Oct | 18 Nov - 22 Nov |
| SPMCEB | Strategic Planning, Management Control and Effective Budgeting | 4 Mar - 8 Mar | 8 Jul - 12 Jul | 2 Dec - 6 Dec |
| UMTB | Understanding the Mechanics and Terminology of Bonds | 4 Mar - 8 Mar | 16 Sep - 20 Sep | 11 Nov - 15 Nov |
| URFM | Understanding Risk in Financial Markets | 22 Apr - 26 Apr | 5 Aug - 9 Aug | 11 Nov - 15 Nov |
| Information Technology Courses | | | | |
| AEE | Advanced Excel for Managers | 22 Apr - 26 Apr | 20 May - 24 May | 2 Dec - 6 Dec |
| CDCPA | Computer Disaster Contingency Planning & Auditing | 22 Apr - 26 Apr | 5 Aug - 9 Aug | 4 Nov - 8 Nov |
| CNS | Computer Networking and security | 22 Apr - 26 Apr | 7 Oct - 11 Oct | 18 Nov - 22 Nov |
| IFSBU | Internet Facilities and Security for Business Users | 22 Apr - 26 Apr | 1 Jul - 5 Jul | 4 Nov - 8 Nov |
| ITMOE | IT Skills and Microsoft Office for Managers and Executives | 22 Apr - 26 Apr | 2 Sep - 6 Sep | 28 Oct - 1 Nov |
| MIT | Managing Information Technology | 18 May - 22 May | 27 May - 31 May | 18 Nov - 22 Nov |

| Code | Title | Dates | Dates | Dates |
|--------------------------|--|-----------------|------------------------------------|-----------------|
| Petroleum Courses | | | | |
| AOAA | Oil and Gas Accounting – Advanced Level | 26 Feb – 1 Mar | 27 May – 31 May 2 Sep – 6 Sep | 18 Nov – 22 Nov |
| BDCO | Upstream and Downstream: Business Development & Commercial Operations | 15 Apr – 19 Apr | 24 Jun – 28 Jun 9 Sep – 13 Sep | 2 Dec – 6 Dec |
| BERE | Basin Evaluation and Reservoir Engineering | 15 Apr – 19 Apr | 1 Jul – 5 Jul 2 Sep – 6 Sep | 18 Nov – 22 Nov |
| CE | Cost Estimation | 15 Apr – 19 Apr | 1 Jul – 5 Jul 16 Sep – 20 Sep | 2 Dec – 6 Dec |
| CFER | Cash Flow Estimation and Associated Risks in the Oil & Gas Industry | 15 Apr – 19 Apr | 8 Jul – 12 Jul 30 Sep – 4 Oct | 2 Dec – 6 Dec |
| COPPPM | Crude oil and Petroleum Products Price Mechanism | 15 Apr – 19 Apr | 24 Jun – 28 Jun 9 Sep – 13 Sep | 2 Dec – 6 Dec |
| COPPPM | Crude oil and Petroleum Products Price Mechanism – Two Weeks | 11 Mar – 22 Mar | 3 Jun – 14 Jun | 21 Oct – 1 Nov |
| CSRR | Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry | 15 Apr – 19 Apr | 1 Jul – 5 Jul 16 Sep – 20 Sep | 18 Nov – 22 Nov |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry | 12 Feb – 16 Feb | 6 May – 10 May 29 Jul – 2 Aug | 21 Oct – 25 Oct |
| DCCOG | Demurrage and Claim Calculation for Oil & Gas Industry – Two Weeks | 8 Jan – 19 Jan | 22 Apr – 26 Apr | 9 Sep – 20 Sep |
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 15 Apr – 19 Apr | 24 Jun – 28 Jun 9 Sep – 13 Sep | 2 Dec – 6 Dec |
| DOTP | Drilling Operations in a Tight Pattern | 4 Mar – 8 Mar | 10 Jun – 14 Jun 2 Sep – 6 Sep | 4 Nov – 8 Nov |
| EPSC | Economic Aspects of Production Sharing Contracts | 22 Apr – 26 Apr | 1 Jul – 5 Jul 16 Sep – 20 Sep | 18 Nov – 22 Nov |
| EPRMS | Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry | 11 Mar – 15 Mar | 24 Jun – 28 Jun 9 Sep – 13 Sep | 18 Nov – 22 Nov |
| ETHRM | Energy Trading, Hedging and Risk Management | 11 Mar – 15 Mar | 27 May – 31 May 12 Aug – 16 Aug | 11 Nov – 15 Nov |
| FMOGI | Financial Modelling in the Oil and Gas Industry | 15 Apr – 19 Apr | 1 Jul – 5 Jul 16 Sep – 20 Sep | 18 Nov – 22 Nov |
| FOAA | Oil and Gas Accounting – Foundation Level | 19 Feb – 23 Feb | 3 Jun – 7 Jun 12 Aug – 16 Aug | 11 Nov – 15 Nov |
| FOGI | Fundamentals of the Oil & Gas Industry | 22 Apr – 26 Apr | 15 Jul – 19 Jul 2 Sep – 6 Sep | 18 Nov – 22 Nov |
| FOGP | Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools | 15 Jan – 19 Jan | 15 Apr – 19 Apr 1 Jul – 5 Jul | 30 Sep – 4 Oct |
| FOPC | Fundamentals of Petrochemical Industry | 26 Feb – 1 Mar | 6 May – 10 May 29 Jul – 2 Aug | 4 Nov – 8 Nov |
| FORE | Fundamentals of Reservoir Engineering | 4 Mar – 8 Mar | 10 Jun – 14 Jun 2 Sep – 6 Sep | 4 Nov – 8 Nov |
| FPOGR | Forecasting the Price of Crude Oil, Gas and Refined Products | 3 Jun – 7 Jun | 5 Aug – 9 Aug 7 Oct – 11 Oct | 2 Dec – 6 Dec |
| FSCM | Fundamentals of Supply Chain Management | 6 May – 10 May | 8 Jul – 12 Jul 9 Sep – 13 Sep | 2 Dec – 6 Dec |
| IEP | Introduction to Exploration and Production | 19 Feb – 23 Feb | 3 Jun – 7 Jun 2 Sep – 6 Sep | 2 Dec – 6 Dec |
| ILOGCN | International Law for the Oil and Gas Contracting and Negotiation | 15 Apr – 19 Apr | 1 Jul – 5 Jul 9 Sep – 13 Sep | 2 Dec – 6 Dec |
| IOGBA | International Oil and Gas Business Analysis | 11 Mar – 15 Mar | 3 Jun – 7 Jun 26 Aug – 30 Aug | 25 Nov – 29 Nov |
| IOGPT | Introduction to Oil & Gas Production Technology | 26 Feb – 1 Mar | 3 Jun – 7 Jun 2 Sep – 6 Sep | 2 Dec – 6 Dec |
| IOPUCOG | Innovation, Opportunities and Potential use Cases in the Oil & Gas Industry | 11 Mar – 15 Mar | 24 Jun – 28 Jun 9 Sep – 13 Sep | 18 Nov – 22 Nov |
| JCACC | Joint Venture Agreement and Cash Call Workshop | 6 May – 10 May | 29 Jul – 2 Aug 30 Sep – 4 Oct | 2 Dec – 6 Dec |
| LCGFD | Life Cycle of Gas Field Development | 22 Apr – 26 Apr | 8 Jul – 12 Jul 9 Sep – 13 Sep | 2 Dec – 6 Dec |

| Code | Title | Dates | Dates | Dates |
|--------|---|-----------------|------------------------------------|-----------------|
| LMITS | Logistics Management: International Transport and Shipping | 18 Mar - 22 Mar | 3 Jun - 7 Jun 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| MBL | Masterclass on Bills of Lading | 15 Apr - 19 Apr | 8 Jul - 12 Jul 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| NAPFO | Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields | 15 Apr - 19 Apr | 1 Jul - 5 Jul 16 Sep - 20 Sep | 2 Dec - 6 Dec |
| NGPT | Natural Gas Pricing and Trading | 11 Mar - 15 Mar | 10 Jun - 14 Jun 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| OGA | Oil and Gas Accounting | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| OGMA | Oil and Gas Management Accounting | 26 Feb - 1 Mar | 13 May - 17 May 5 Aug - 9 Aug | 14 Oct - 18 Oct |
| OGPF | Oil and Gas Project Financing | 22 Apr - 26 Apr | 15 Jul - 19 Jul 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| PE | Petroleum Economics and Risk Analysis | 4 Mar - 8 Mar | 24 May - 28 Jun 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| PFAP | Petroleum Finance and Accounting Principle | 11 Mar - 15 Mar | 20 May - 24 May 19 Aug - 23 Aug | 4 Nov - 8 Nov |
| PFSAD | Petroleum Fiscal Systems, Analysis and Design | 4 Mar - 8 Mar | 1 Jul - 5 Jul 16 Sep - 20 Sep | 2 Dec - 6 Dec |
| POGI | Purchasing for the Oil and Gas Industry | 15 Apr - 19 Apr | 1 Jul - 5 Jul 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| PPERM | Petroleum Project Economics and Risk Management | 11 Mar - 15 Mar | 3 Jun - 7 Jun 5 Aug - 9 Aug | 11 Nov - 15 Nov |
| PSM | Process Safety Management in the Oil and Gas Industry | 20 May - 24 May | 22 Jul - 26 Jul 23 Sep - 27 Sep | 25 Nov - 29 Nov |
| RES | Renewable Energy and Sustainability | 18 Mar - 22 Mar | 3 Jun - 7 Jun 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| REST | Renewable Energy Systems and Technologies | 15 Apr - 19 Apr | 1 Jul - 5 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| SC | Ship Chartering | 15 Apr - 19 Apr | 8 Jul - 12 Jul 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| SCMOG | Supply Chain Management in the Oil and Gas Industry | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 15 Apr - 19 Apr | 1 Jul - 5 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 15 Jan - 19 Jan | 15 Apr - 19 Apr 8 Jul - 12 Jul | 7 Oct - 11 Oct |
| SOGPS | Subsea Oil & Gas Production Systems | 18 Mar - 22 Mar | 3 Jun - 7 Jun 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| TCDWP | Technical Contract Document Writing and Preparation | 11 Feb - 15 Feb | 22 Apr - 26 Apr 15 Jul - 19 Jul | 21 Oct - 25 Oct |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Jul | 25 Nov - 29 Nov |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks | 11 Mar - 22 Mar | 3 Jun - 14 Jun | 7 Oct - 11 Oct |
| TSB | The Shipping Business | 18 Mar - 22 Mar | 27 May - 31 May 2 Sep - 6 Sep | 25 Nov - 29 Nov |
| TSB | The Shipping Business – Two Weeks | 15 Apr - 26 Apr | 22 Jul - 2 Aug | 11 Nov - 22 Nov |
| TSO | Terminal and Shipping Operations | 4 Mar - 8 Mar | 13 May - 17 May 5 Aug - 9 Aug | 4 Nov - 8 Nov |
| TSO | Terminal and Shipping Operations – Two Weeks | 15 Apr - 26 Apr | 8 Jul - 19 Jul | 18 Nov - 29 Nov |
| UDAI0 | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 4 Mar - 8 Mar | 27 May - 31 May 2 Sep - 6 Sep | 11 Nov - 15 Nov |

DUBAI COURSES**Corporate, Executive and Management courses**

| | | | | |
|--------|--|-----------------|-----------------------------------|---------------|
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 4 Mar - 8 Mar | 15 Jul - 19 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| ALC | Advance Leadership and Coaching | 15 Apr - 19 Apr | 12 Aug - 16 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |

| Code | Title | Dates | Dates | Dates |
|-------|--|------------------------------------|------------------------------------|------------------------------------|
| ALSE | Advanced Leadership Skills for Executives | 29 Jan - 2 Feb | 22 Apr - 26 Apr 19 Aug - 23 Aug | 21 Oct - 25 Oct 2 Dec - 6 Dec |
| BCS | Business Communication Skills | 5 Feb - 9 Feb | 15 Apr - 19 Apr 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| CEA | Competency Evaluation and Assessment | 25 Mar - 29 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 22 Apr - 26 Apr 3 Jun - 7 Jun | 9 Sep - 13 Sep 4 Nov - 8 Nov | 2 Dec - 6 Dec |
| ELTM | Effective Leadership & Team Management | 8 Feb - 12 Feb 15 Apr - 19 Apr | 3 Jun - 7 Jun 2 Sep - 6 Sep | 14 Nov - 18 Nov |
| EIETM | Emotional Intelligence and Effective team Management | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov 2 Dec - 6 Dec |
| EMCS | Executive and Management Coaching Skills for Results | 6 May - 10 May | 22 Jul - 26 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| EMS | Executive Management Skills | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| ESP | Effective Succession Planning | 4 Mar - 8 Mar 11 May - 15 May | 7 Oct - 11 Oct 18 Nov - 22 Nov | 18 Nov - 22 Nov |
| HRM | Human Resources Management | 29 Jan - 2 Feb | 15 Apr - 19 Apr 8 Jul - 12 Jul | 16 Sep - 20 Sep 18 Nov - 22 Nov |
| ICM | Internal Communications Master Class | 5 Feb - 9 Feb | 15 Apr - 19 Apr 16 Sep - 20 Sep | 18 Nov - 20 Nov |
| IGSM | Introduction to General Safety Management | 22 Apr - 26 Apr | 22 Jul - 26 Jul 23 Sep - 27 Sep | 2 Dec - 6 Dec |
| LDA | Leadership Decision Architecture: Optimising Organisational Problem-Solving | 22 Apr - 26 Apr 22 Jul - 26 Jul | 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| MCHR | Managing Change & Human Resources | 19 Feb - 23 Feb | 13 May - 17 May 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| MICW | Managing Issues and Crisis in the Workplace – Alternative Dispute Resolution | 19 Feb - 23 Feb | 13 May - 17 May 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 15 Apr - 19 Apr 15 Jul - 19 Jul | 16 Sep - 20 Sep 11 Nov - 15 Nov | 2 Dec - 6 Dec |
| MLPM | Maritime Leadership and People Management | 19 Feb 23 Feb | 13 May - 17 May 19 Aug - 23 Aug | 28 Oct - 1 Nov |
| MMLM | Mini-MBA in Leadership and Management | 4 Mar - 8 Mar 13 May - 17 May | 2 Sep - 6 Sep 4 Nov - 8 Nov | 9 Dec - 13 Dec |
| MMLM | Mini-MBA in Leadership and Management – Two Weeks | 29 Jan - 9 Feb | 2 Sep - 13 Sep | 28 Oct - 8 Nov |
| MRMDM | Masterclass in Risk, Management & Decision Making | 6 May - 10 May | 22 Jul - 26 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| MRMDM | Masterclass in Risk, Management & Decision Making – Two Weeks | 6 May - 17 May | 23 Sep - 4 Oct | 25 Nov - 6 Dec |
| MRM | Media Relations Master Class | 15 Apr - 19 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| MSSP | Management Skills for Senior PA's | 29 Jan - 2 Feb | 22 Apr - 26 Apr 22 Jul - 26 Jul | 28 Oct - 1 Nov |
| MTBCV | Managing Teams- Building Collective Vision | 4 Mar - 8 Mar | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| MTML | Masterclass: Transforming from Manager to Leader | 29 Jan - 2 Feb 22 Apr - 26 Apr | 22 Jul - 26 Jul 23 Sep - 27 Sep | 28 Oct - 1 Nov |
| MTML | Masterclass: Transforming from Manager to Leader – Two Weeks | 15 Apr - 26 Apr | 26 Aug - 6 Sep | 4 Nov - 15 Nov |
| PDES | Personal Development for Executive Secretaries | 4 Mar - 8 Mar | 13 May - 17 May 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| PRM | Project Resource Management | 15 Apr - 19 Apr | 3 Jun - 7 Jun 9 Sep - 13 Sep | 4 Nov - 8 Nov 2 Dec - 6 Dec |
| PRM | Project Resource Management – Two Weeks | 15 Apr - 26 Apr | 24 Jun - 5 Jul | 21 Oct - 1 Nov |
| SMLS | Shipping Management, Leadership and Strategy | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |

| Code | Title | Dates | Dates | Dates |
|------------------------|---|------------------------------------|------------------------------------|---------------------------------|
| TTCFS | Training for Trainers, Coaching & Facilitation Skills | 4 Mar - 8 Mar | 13 May - 17 May 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| Finance Courses | | | | |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop | 15 Apr - 19 Apr 15 Jul - 19 Jul | 16 Sep - 20 Sep 28 Oct - 1 Nov | 9 Dec - 13 Dec |
| AFFMCB | Advanced Financial Forecasting, Modelling & Capital Budgeting Workshop – Two Weeks | 15 Apr - 19 Apr | 16 Sep - 27 Sep | 11 Nov - 22 Nov |
| AFMBA | Advanced Financial Modelling and Business Analysis | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| AFSE | Analysis of Financial Statements for Executives | 15 Apr - 19 Apr | 8 Jul - 12 Jul 7 Oct - 11 Oct | 18 Nov - 22 Nov |
| BCP | Budgeting and Corporate Planning | 15 Apr - 19 Apr | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| BPIA | Best Practice Internal Audit | 11 Mar - 15 Mar | 24 Jun - 28 Jun 2 Sep - 6 Sep | 4 Nov - 8 Nov |
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| CMF | Capital Market Finance | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments | 19 Feb - 23 Feb | 6 May - 10 May 9 Sep - 13 Sep | 11 Nov - 15 Nov |
| COEID | Comprehensive overview, Economics of Payment Industry Issues & Developments – Two Weeks | 15 Apr - 26 Apr | 7 Oct - 11 Oct | 25 Nov - 6 Dec |
| DIFSR | Detecting and Investigating Financial Statement Fraud | 15 Apr - 19 Apr | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| ES | Entrepreneurial Skills | 15 Apr - 19 Apr | 15 Jul - 19 Jul 23 Sep - 27 Sep | 28 Oct - 1 Nov |
| FIA | Forensic and Investigative Auditing | 4 Mar - 8 Mar | 15 Jul - 19 Jul 23 Sep - 27 Sep | 2 Dec - 6 Dec |
| FMIA | Fundamentals of Modern Internal Auditing | 15 Apr - 19 Apr | 22 Jul - 26 Jul 14 Oct - 18 Oct | 18 Nov - 22 Nov |
| FMR | Financial Markets Regulations | 4 Mar - 8 Mar | 1 Jul - 5 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| FPGSF | Fundamentals and Practice of Green and Sustainable Finance | 15 Apr - 19 Apr | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| FPM | Finance for Project Managers | 29 Jan - 2 Feb | 6 May - 10 May 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| FSAV | Financial Statement Analysis and Valuation | 26 Feb - 1 Mar | 6 May - 10 May 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| ID | Introduction to Derivatives | 15 Apr - 19 Apr | 15 Jul - 19 Jul 23 Sep - 27 Sep | 28 Oct - 1 Nov |
| IFIP | IFRS Practical Implementation for First Time Adopters | 26 Feb - 1 Mar | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| IFRS | International Finance Reporting Standard | 19 Feb - 23 Feb | 6 May - 10 May 9 Sep - 13 Sep | 11 Nov - 15 Nov |
| IPF | Investor Protection Funds | 26 Feb - 1 Mar | 8 Jul - 12 Jul 2 Sep - 6 Sep | 28 Oct - 1 Nov 2 Dec - 6 Dec |
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| MER | Monitoring and Evaluation for Results | 26 Feb - 1 Mar | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| PFMA | Pension Fund Management and Administration | 15 Apr - 19 Apr | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| PEF | Private Equity Fund | 19 Feb - 23 Feb | 15 Jul - 19 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |

| Code | Title | Dates | Dates | Dates |
|--------------------------|--|-----------------|------------------------------------|----------------------------------|
| PFS | Pension Fund Strategies | 15 Apr - 19 Apr | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| PRPC | Pension Retirement Planning and Calculations | 11 Mar - 15 Mar | 15 Jul - 19 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| PSGT | Pension Scheme Guidance and Trusteeship | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 28 Oct - 1 Nov |
| RBA | Risk-Based Internal Audit | 18 Mar - 22 Mar | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| SFGB | Sustainable Finance – Green Bonds | 15 Jul - 19 Jul | 16 Sep - 20 Sep 11 Nov - 15 Nov | 2 Dec - 6 Dec |
| SICM | Sukuk and Islamic Capital Markets | 15 Apr - 19 Apr | 7 Oct - 11 Oct | 2 Dec - 6 Dec |
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| Petroleum Courses | | | | |
| AOAA | Oil and Gas Accounting – Advanced Level | 18 Mar - 22 Mar | 3 Jun - 7 Jun 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| BERE | Basin Evaluation and Reservoir Engineering | 4 Mar - 8 Mar | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| CE | Cost Estimation | 6 May - 10 May | 29 Jul - 2 Aug 7 Oct - 11 Oct | 11 Nov - 15 Nov 2 Dec - 6 Dec |
| CFER | Cash Flow Estimation and Associated Risks in the Oil & Gas Industry | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| COPPPM | Crude oil and Petroleum Products Price Mechanism | 22 Apr - 26 Apr | 2 Sep - 6 Sep 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| COPPPM | Crude oil and Petroleum Products Price Mechanism – Two Weeks | 25 Mar - 5 Apr | 26 Aug - 8 Sep | 11 Nov - 22 Nov |
| CSRR | Corporate Social Responsibility (CSR) & Community Relations In The Oil And Gas Industry | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| DCCOG | Demurrage and Claim Calculation for Oil and Gas Industry | 6 May - 10 May | 9 Sep - 13 Sep 21 Oct - 25 Oct | 9 Dec - 13 Dec |
| DCCOG | Demurrage and Claim Calculation for Oil and Gas Industry – Two Weeks | 11 Mar - 22 Mar | 23 Sep - 4 Oct | 25 Nov - 6 Dec |
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 6 May - 10 May | 9 Sep - 13 Sep | 11 Nov - 15 Nov |
| DOTP | Drilling Operations in a Tight Pattern | 22 Apr - 26 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| EAPSC | Economic Aspect of Productions Sharing Contracts | 19 Feb - 23 Feb | 13 May - 17 May 16 Sep - 20 Sep | 28 Oct - 1 Nov |
| EPRMS | Effective Project and Risk Management and Stakeholder engagement in the Oil and Gas Industry | 6 May - 10 May | 29 Jul - 2 Aug 7 Oct - 11 Oct | 11 Nov - 15 Nov |
| ETHRM | Energy Trading, Hedging and Risk Management | 11 Mar - 15 Mar | 20 May - 24 May 19 Aug - 23 Aug | 7 Oct - 11 Oct 9 Dec - 13 Dec |
| FMOGI | Financial Modelling in the Oil & Gas Industry | 6 May - 10 May | 29 Jul - 2 Aug 7 Oct - 11 Oct | 11 Nov - 15 Nov |
| FOAA | Oil and Gas Accounting – Foundation Level | 11 Mar - 15 Mar | 20 May - 24 May 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| FOGI | Fundamentals of the Oil and Gas Industry | 12 Feb - 16 Feb | 13 May - 17 May 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| FOGP | Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools | 26 Feb - 1 Mar | 8 Jul - 12 Jul 9 Sep - 13 Sep | 11 Nov - 15 Nov |
| FPOGR | Forecasting the Price of Crude Oil, Gas & Refined Products | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| FPI | Fundamentals of the Petrochemical Industry | 6 May - 10 May | 9 Sep - 13 Sep | 28 Oct - 1 Nov |
| FRE | Fundamentals of Reservoir Engineering | 6 May - 10 May | 7 Oct - 11 Oct | 18 Nov - 22 Nov |

| Code | Title | Dates | Dates | Dates |
|---------|---|------------------------------------|------------------------------------|-----------------------------------|
| IEP | Introduction to Exploration and Production | 29 Jan - 2 Feb | 6 May - 10 May 2 Sep - 6 Sep | 14 Nov - 18 Nov |
| ILOGCN | International Law for the Oil and Gas Contracting and Negotiation | 26 Feb - 1 Mar | 8 Jul - 12 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| IOGBA | International Oil and Gas Business Analysis | 13 May - 17 May | 15 Jul - 19 Jul 23 Sep - 27 Sep | 25 Nov - 29 Nov |
| IOGPT | Introduction to Oil & Gas Production Technology | 13 May - 17 May | 19 Aug - 23 Aug | 18 Nov - 22 Nov |
| IOPUCOG | Innovation, Opportunities and Potential use Cases in the Oil & Gas Industry | 15 Apr - 19 Apr | 1 Jul - 5 Jul 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| JCACC | Joint Venture Agreement and Cash Call Workshop | 6 May - 10 May | 29 Jul - 2 Aug 7 Oct - 11 Oct | 11 Nov - 15 Nov |
| LCGFD | Life Cycle of Gas Field Development | 22 Apr - 26 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| LMITS | Logistics Management: International Transport and Shipping | 26 Feb - 1 Mar | 8 Jul - 12 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov 2 Dec - 6 Dec |
| MBL | Masterclass on Bills of Lading | 26 Feb - 1 Mar | 8 Jul - 12 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| NAPFO | Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| NGPT | Natural Gas Pricing and Trading | 19 Feb - 23 Feb | 13 May - 17 May 14 Oct - 18 Oct | 9 Dec - 13 Dec |
| OGA | Oil and Gas Accounting | 6 May - 10 May | 19 Aug - 23 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| OGMA | Oil and Gas Management Accounting | 22 Apr - 26 Apr | 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| OGPF | Oil & Gas Project Financing | 22 Apr - 26 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| PE | Petroleum Economics and Risk Analysis | 15 Apr - 19 Apr | 22 Jul - 26 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| PFAP | Petroleum Finance and Accounting Principles | 11 Mar - 15 Mar | 15 Jul - 19 Jul 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| PFSAD | Petroleum Fiscal Systems, Analysis and Design | 15 Apr - 19 Apr | 2 Sep - 6 Sep | 28 Oct - 1 Nov |
| PPERM | Petroleum Project Economics and Risk Management | 19 Feb - 23 Feb | 13 May - 17 May 2 Sep - 6 Sep | 11 Nov - 15 Nov 2 Dec - 6 Dec |
| PSM | Process Safety Management in the Oil and Gas industry | 13 May - 17 May | 26 Aug - 30 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| RES | Renewable Energy and Sustainability | 22 Apr - 26 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| REST | Renewable Energy Systems and Technologies | 13 May - 17 May | 15 Jul - 19 Jul 23 Sep - 29 Sep | 25 Nov - 29 Nov |
| SC | Ship Chartering | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov 9 Dec - 13 Dec |
| SCMOG | Supply Chain Management in the Oil and Gas Industry | 22 Apr - 26 Apr | 2 Sep - 6 Sep 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 4 Mar - 8 Mar | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 18 Mar - 22 Mar | 12 Aug - 16 Aug 7 Oct - 11 Oct | 2 Dec - 6 Dec |
| SOGPS | Subsea Oil & Gas Production Systems | 11 Mar - 15 Mar | 20 May - 24 May 19 Aug - 23 Aug | 7 Oct - 11 Oct |
| TCDWP | Technical Contract Document Writing and Preparation | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control | 11 Mar - 15 Mar 20 May - 24 May | 19 Aug - 23 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| TOMPC | Tanker Operations and Maritime Custody Transfer, Petroleum Measurement & Loss Control – Two Weeks | 18 Mar - 29 Mar | 9 Sep - 20 Sep | 25 Nov - 6 Dec |
| TSB | The Shipping Business | 22 Apr - 26 Apr | 19 Aug - 23 Aug 14 Oct - 18 Oct | 2 Dec - 6 Dec |
| TSB | The Shipping Business – Two Weeks | 15 Apr - 26 Apr | 2 Sep - 13 Sep | 18 Nov - 29 Nov |

| Code | Title | Dates | Dates | Dates |
|--------------------------|---|-----------------|------------------------------------|---------------------------------|
| TSO | Terminal and Shipping Operations | 4 Mar - 8 Mar | 13 May - 17 May 12 Aug - 16 Aug | 7 Oct - 11 Oct 2 Dec - 6 Dec |
| TSO | Terminal and Shipping Operations – Two Weeks | 11 Mar - 22 Mar | 19 Aug - 30 Aug | 18 Nov - 29 Nov |
| UDAI0 | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 15 Jan - 19 Jan | 22 Apr - 26 Apr 9 Sep - 13 Sep | 4 Nov - 8 Nov |
| KIGALI COURSES | | | | |
| Petroleum Courses | | | | |
| CFER | Cash Flow Estimation and Associated Risks in the Oil & Gas Industry | 5 Aug - 9 Aug | 30 Sep - 4 Oct | 18 Nov - 22 Nov |
| DCCOG | Demurrage and Claim Calculation for Oil and Gas Industry | 22 Aug - 26 Aug | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 1 Jul - 5 Jul | 30 Sep - 4 Oct | |
| DOTP | Drilling Operations in a Tight Pattern | 3 Jun - 7 Jun | 5 Aug - 9 Aug | 30 Sep - 4 Oct |
| EAPSC | Economic Aspect of Productions Sharing Contracts | 29 Jul - 2 Aug | 30 Sep - 4 Oct | 11 Nov - 15 Nov |
| ETHRM | Energy Trading, Hedging and Risk Management | 18 Mar - 22 Mar | 8 Jul - 12 Jul | 7 Oct - 11 Oct |
| FMOGI | Financial Modelling in the Oil & Gas Industry | 2 Apr - 16 Apr | 8 Jul - 12 Jul 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| FOGI | Fundamentals of the Oil and Gas Industry | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| FOGP | Financing of Oil and Gas Operations: Principles, Practices and Analytical Tools | 1 Jul - 5 Jul | 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| FPOGR | Forecasting the Price of Crude Oil, Gas & Refined Products | 15 Jul - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| FSCM | Fundamentals of Supply Chain Management | 5 Feb - 9 Feb | 13 May - 17 May 12 Aug - 16 Aug | 4 Nov - 8 Nov |
| IEP | Introduction to Exploration and Production | 15 Apr - 19 Apr | 29 Jul - 2 Aug | 28 Oct - 1 Nov |
| ILOGCN | International Law for the Oil and Gas Contracting and Negotiation | 15 Apr - 19 Apr | 10 Jun - 14 Jun | 2 Sep - 6 Sep |
| IOPUCOG | Innovation, Opportunities and Potential use Cases in the Oil & Gas Industry. | 3 Jun - 7 Jun | 19 Aug - 23 Aug | 4 Nov - 8 Nov |
| LMITS | Logistics Management: International Transport and Shipping | 4 Mar - 8 Mar | 29 Jul - 2 Aug 12 Aug - 16 Aug | 11 Nov - 15 Nov |
| MBL | Masterclass on Bills of Lading | 26 Feb - 1 Mar | 8 Jul - 12 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| NAPFO | Nodal Analysis and Production Forecasting and Optimization for Green and Brown fields | 15 Apr - 19 Apr | 15 Jul - 19 Jul 16 Sep - 20 Sep | 18 Nov - 22 Nov |
| NGPT | Natural Gas Pricing and Trading | 4 Mar - 8 Mar | 12 Aug - 16 Aug | 11 Nov - 15 Nov |
| OGPF | Oil & Gas Project Financing | 22 Apr - 26 Apr | 1 Jul - 5 Jul 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| PE | Petroleum Economics and Risk Analysis | 26 Feb - 1 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 28 Oct - 1 Nov |
| PFSAD | Petroleum Fiscal Systems, Analysis and Design | 29 Jul - 2 Aug | 4 Nov - 8 Nov | |
| PPERM | Petroleum Project Economics and Risk Management | 11 Mar - 15 Mar | 10 Jun - 14 Jun 16 Sep - 20 Sep | 2 Dec - 6 Dec |
| RES | Renewable Energy and Sustainability | 22 Apr - 26 Apr | 29 Jul - 2 Aug 7 Oct - 11 Oct | 9 Dec - 13 Dec |
| REST | Renewable Energy Systems and Technologies | 13 May - 17 May | 15 Jul - 19 Jul 23 Sep - 27 Sep | 25 Nov - 29 Nov |
| SC | Ship Chartering | 18 Apr - 19 Apr | 10 Jun - 14 Jun 12 Aug - 16 Aug | 18 Nov - 22 Nov |
| SDEALM | Select, Design and Evaluate Artificial Lift Methods for Well | 6 May - 10 May | 15 Jul - 19 Jul | 18 Nov - 22 Nov |
| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 22 Apr - 26 Apr | 12 Aug - 16 Aug | 14 Oct - 18 Oct |

| Code | Title | Dates | Dates | Dates |
|--|--|------------------------------------|------------------------------------|-----------------|
| TSO | Terminal and Shipping Operations | 22 Apr - 26 Apr | 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| UDAI0 | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 1 Jul - 5 Jul | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| Finance Courses | | | | |
| AFMBA | Advanced Financial Modelling & Business Analysis | 15 Apr - 19 Apr | 24 Jun - 28 Jun 9 Sep - 13 Sep | 18 Nov - 22 Nov |
| BCP | Budgeting and Corporate Planning | 24 Jun - 28 Jun | 19 Aug - 23 Aug | 2 Dec - 6 Dec |
| BPIA | Best Practice Internal Audit | 8 Jul - 12 Jul | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| BPM | Budgeting and Performance Management | 1 Jul - 5 Jul | 9 Sep - 13 Sep | 11 Nov - 15 Nov |
| CMF | Capital Market Finance | 11 Mar - 15 Mar | 15 Jul - 19 Jul | 7 Oct - 11 Oct |
| DIFSR | Detecting and Investigating Financial Statement Fraud | 15 Apr - 19 Apr | 19 Aug - 23 Aug | 11 Nov - 15 Nov |
| FIA | Forensic and Investigative Auditing | 18 Mar - 22 Mar | 14 Aug - 18 Aug | 21 Oct - 25 Oct |
| FPGSF | Fundamentals and Practice of Green & Sustainable Finance | 11 Mar - 15 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 18 Nov - 22 Nov |
| FPM | Finance for Project Managers | 4 Mar - 8 Mar | 15 Jul - 19 Jul | 7 Oct - 11 Oct |
| ID | Introduction to Derivatives | 4 Mar - 8 Mar | 8 Jul - 12 Jul | 30 Sep - 4 Oct |
| IFRS | International Finance Reporting Standard | 6 May - 10 May | 30 Sep - 4 Oct | 2 Dec - 6 Dec |
| PEF | Private Equity Fund | 18 Mar - 22 Mar | 22 Jul - 26 Jul | 14 Oct - 18 Oct |
| RBA | Risk-Based Internal Audit | 1 Jul - 5 Jul | 2 Sep - 6 Sep | 4 Nov - 8 Nov |
| SFGB | Sustainable Finance - Green Bond | 6 May - 10 May | 29 Jul - 2 Aug 30 Sep - 4 Oct | 18 Nov - 22 Nov |
| SICM | Sukuk and Islamic Capital Markets | 15 Apr - 19 Apr | 12 Aug - 16 Aug | 4 Nov - 8 Nov |
| Corporate, Executive and Management Courses | | | | |
| ACSRBE | Advanced Corporate Social Responsibility and Business Excellence | 5 Aug - 9 Aug | 11 Nov - 15 Nov | |
| ALC | Advanced Leadership and Coaching | 22 Apr - 26 Apr | 4 Nov - 8 Nov | |
| ALSE | Advanced Leadership Skills for Executives | 27 May - 31 May | 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| CEA | Competency Evaluation and Assessment | 22 Jan - 26 Jan | 22 Apr - 26 Apr | 8 Jul - 12 Jul |
| DPCIA | Developing Personal Confidence, Impact and Assertiveness | 8 Jul - 12 Jul | 16 Sep - 20 Sep | 9 Dec - 11 Dec |
| IGSM | Introduction to General Safety Management | 2 Sep - 6 Sep | 18 Nov - 22 Nov | |
| MICADS | Managing Issues and Crisis in the Workplace - Alternative Dispute Resolution | 3 Jun - 7 Jun | 12 Aug - 16 Aug | |
| MIPIS | Media Interviews, Presentation & Influencing Skills | 10 Jun - 14 Jun | 19 Aug - 23 Aug | 18 Nov - 22 Nov |
| MMLM | Mini MBA in Leadership & Management | 19 Feb - 23 Feb 22 Apr - 26 Apr | 15 Jul - 19 Apr 27 May - 7 Jun | 2 Sep - 13 Sep |
| MRDM | MasterClass in Risk, Management & Decision Making | 11 Mar - 15 Mar | 3 Jun - 5 Jun | 12 Aug - 16 Aug |
| MRDM | MasterClass in Risk, Management & Decision Making - Two Weeks | 15 Apr - 26 Apr | 8 Jul - 19 Jul | |
| MTML | MasterClass: Transforming from Manager to Leader | 11 Mar - 15 Mar | 27 May - 31 May | 19 Aug - 23 Aug |
| MTML | MasterClass: Transforming from Manager to Leader - Two Weeks | 4 Mar - 15 Mar | 24 Jun - 5 Jul | |
| SMLS | Shipping Management, Leadership and Strategy | 18 Mar - 22 Mar | 10 Jun - 14 Jun 19 Aug - 23 Aug | 18 Nov - 22 Nov |
| ISTANBUL COURSES | | | | |
| Petroleum Courses | | | | |
| CFER | Cash Flow Estimation and Associated Risks in the Oil & Gas Industry | 5 Aug - 9 Aug | 7 Oct - 11 Oct | 18 Nov - 22 Nov |
| DCCOG | Demurrage and Claim Calculation for Oil and Gas Industry | 22 Apr - 26 Apr | 2 Sep - 6 Sep | 11 Nov - 15 Nov |

| Code | Title | Dates | Dates | Dates |
|------------------------|---|-----------------|------------------------------------|-----------------|
| DOOGI | Decommissioning of offshore Oil and Gas Installations | 1 Jul - 5 Jul | 7 Oct - 11 Oct | |
| DOTP | Drilling Operations in a Tight Pattern | 3 Jun - 7 Jun | 5 Aug - 9 Aug | 30 Sep - 4 Oct |
| EAPSC | Economic Aspect of Productions Sharing Contracts | 29 Jul - 2 Aug | 30 Sep - 4 Oct | 11 Nov - 15 Nov |
| ETHRM | Energy Trading, Hedging and Risk Management | 18 Mar - 22 Mar | 8 Jul - 12 Jul | 7 Oct - 11 Oct |
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| FOGI | Fundamentals of the Oil and Gas Industry | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 18 Nov - 22 Nov |
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| FPOGR | Forecasting the Price of Crude Oil, Gas & Refined Products | 15 Apr - 19 Apr | 1 Jul - 5 Jul 9 Sep - 13 Sep | 2 Dec - 6 Dec |
| FSCM | Fundamentals of Supply Chain Management | 5 Feb - 9 Feb | 13 May - 17 May 12 Aug - 16 Aug | 4 Nov - 8 Nov |
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| SEEOR | Select and Evaluate Proper Enhanced Oil Recovery Field | 22 Apr - 26 Apr | 12 Aug - 16 Aug | 14 Oct - 18 Oct |
| TSO | Terminal and Shipping Operations | 22 Apr - 26 Apr | 12 Aug - 16 Aug | 28 Oct - 1 Nov |
| UDAIO | Upstream Data Analytics and Information Optimization in the Oil & Gas Industry | 1 Jul - 5 Jul | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| Finance Courses | | | | |
| AFMBA | Advanced Financial Modelling & Business Analysis | 15 Apr - 19 Apr | 24 Jun - 28 Jun 9 Sep - 13 Sep | 18 Nov - 22 Nov |
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| BPIA | Best Practice Internal Audit | 8 Jul - 12 Jul | 2 Sep - 6 Sep | 11 Nov - 15 Nov |
| BPM | Budgeting and Performance Management | 1 Jul - 5 Jul | 9 Sep - 13 Sep | 11 Nov - 15 Nov |
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| DIFSR | Detecting and Investigating Financial Statement Fraud | 22 Apr - 26 Apr | 19 Aug - 23 Aug | 11 Nov - 15 Nov |
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| FPGSF | Fundamentals and Practice of Green & Sustainable Finance | 11 Mar - 15 Mar | 3 Jun - 7 Jun 2 Sep - 6 Sep | 18 Nov - 22 Nov |

| Code | Title | Dates | Dates | Dates |
|------|--|-----------------|----------------------------------|-----------------|
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| ID | Introduction to Derivatives | 4 Mar - 8 Mar | 8 Jul - 12 Jul | 30 Sep - 4 Oct |
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| PEF | Private Equity Fund | 18 Mar - 22 Mar | 22 Jul - 26 Jul | 14 Oct - 18 Oct |
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| SICM | Sukuk and Islamic Capital Markets | 15 Apr - 19 Apr | 12 Aug - 16 Aug | 4 Nov - 8 Nov |

Corporate, Executive and Management Courses

| | | | | |
|--------|--|------------------------------------|------------------------------------|-----------------|
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| ALC | Advanced Leadership and Coaching | 22 Apr - 26 Apr | 4 Nov - 8 Nov | |
| ALSE | Advanced Leadership Skills for Executives | 27 May - 31 May | 12 Aug - 16 Aug | 28 Oct - 1 Nov |
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| MRDM | MasterClass in Risk, Management & Decision Making – Two Weeks | 15 Apr - 26 Apr | 8 Jul - 19 Jul | |
| MTML | MasterClass: Transforming from Manager to Leader | 11 Mar - 15 Mar | 27 May - 31 May | 19 Aug - 23 Aug |
| MTML | MasterClass: Transforming from Manager to Leader – Two Weeks | 4 Mar - 15 Mar | 24 Jun - 5 Jul | |
| SMLS | Shipping Management, Leadership and Strategy | 18 Mar - 22 Mar | 10 Jun - 14 Jun 19 Aug - 23 Aug | 18 Nov - 22 Nov |

Let *US* come to *YOU*

If you have several delegates whom you wish to send on the same course, you could make significant cost savings by requesting an ON-SITE course.

We will gladly send our instructors to teach any of our courses at either your offices or a nearby suitable hotel or conference/training facility.

You will be able to save on travel and accommodation costs for your personnel, though you will of course have to pay for the instructor's travel, accommodation and living expenses for the duration of the course.

You will also be able to secure your training at a more favourable price than would be the case when sending delegates on our public courses in England.

Please contact us and ask about how on-site training can benefit you.

COURSE BOOKING FORM

(Please cut out or photocopy this form)

Company/Contact Details

Company's Name:

Address:
.....

Contact Person:

Email address:

Telephone - switchboard: Fax:

- Landline / mobile:(If any)

You can fax this form to us on:
+44 1424 442629Or Scan and email to
enquiries@hastingsbusinesstraining.co.ukOr post to:-
Course Administration
Hastings Business Training
45a London Road
St.Leonards-on-Sea
East Sussex TN37 6AJ
United Kingdom**Attendee(s)**

Please list the names of those attending the course(s) and add after each name the course code and schedule number which the attendee is being booked on. If the same person is to be booked on to more than one course, then please insert his/her name once for each course to be attended.

| Name | Course code | Start Date | Price | £ |
|------|-------------|------------|----------------------------------|---|
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| | | | | |
| | | | | |
| | | | Net Total Price | |
| | | | VAT @ 20% | |
| | | | Total price including VAT | |

VAT NO: 940498504**Please tick as applicable**☐

I/we would like information and assistance in booking a hotel

☐

One or more of the attendees has a special dietary requirement or disability. (Please send accompanying letter giving details)

I/We confirm:-

1. That I/we require the above number(s) of places to be booked on the course(s) as indicated, on the dates as listed on the previous page, and at a prices stated
2. That this booking is made in accordance with the standard terms and conditions of Hastings Business Training for the booking and sale of training courses
3. That payment in full for these courses will be made within 14 days of making this booking and in any case not less than 14 days before the start of the earliest course booked.

Signature:..... Date..... /...../.....
(Day/month/year)

Print Name and Position:

Payment

Please pay either by cheque, payable to Hastings Business Training, and posted to our office address.

BOOKING TERMS and CONDITIONS

Bookings

Bookings may be made:-

- by post or fax on a form approved by Hastings Business Training,
- by email, provided all the relevant information (as sought in the postal form) is provided,
- via our web site (for those courses where online application has been made available).

In these terms and conditions, the person authorising and making the booking is referred to as the 'applicant', and each person being booked on to a course is referred to as an 'attendee'. The term 'you' within these terms and conditions refers to the applicant (not an attendee).

All postal and faxed bookings must be signed by an applicant competent to authorise the payment of the course fees. For email and online-booked courses, the combination of the applicant's typed name, email address and originating IP address shall be taken as the equivalent of a signature.

Fees

Course fees must be paid in full within two weeks of the booking being made or at least two weeks before the start of the first course being booked, whichever is the earlier. All fees are quoted exclusive of VAT, and are subject to VAT at the current rate.

Your booking will not be confirmed until payment has been received in full.

Payment

Your payment may be made either by cheque sent to us by post, or by electronic bank transfer. Please contact us for our account details if wishing to pay by bank transfer.

All fees must be paid in Pounds Sterling. Our fees are exclusive of any taxes, duties or banking charges, and you should take any such charges into account when determining the payment. We reserve the right to add Value Added Tax to any fees quoted and charged as and when such tax is applicable.

Substitutions and Transfers

If an attendee is unable to attend a booked course, we will accept a substitute (alternative) attendee instead at no extra cost. Any substitute attendee must be advised to use in writing by the applicant.

You may alternatively switch an attendee to another course. If you switch a course, and the new course has a higher fee, then we will charge you the difference according to our normal terms (in Fees section above). If the new course has a lower fee, then we will treat the difference as if it were a refund arising from a cancellation by you, and we will refund you that difference in accordance with the terms in our Cancellations and Refunds section below. Only one course switch per attendee is allowed.

Cancellations and Refunds

If you wish to cancel a booking you must do so in writing - either by post or by email.

If you wish, course fees already paid in respect of a cancelled course may be carried forward to another course scheduled to run within 12 months of the course cancelled.

Should you wish a refund on a course cancelled by you (or price differential upon switching courses):

- For courses where notice to cancel is received more than 8 weeks before the start of the course, we will refund all of the fee paid,
- Where notice to cancel is received more than 1 Week before the start of the course, but not more than 8 weeks, we will refund 30% of the fee.
- Where notice to cancel is received within 1 Week of the start of the course, or if a person booked fails to attend, then we will not make any refund.

We may at our absolute discretion cancel any course, or any attendee's place on a course, by giving notice in writing by post, fax or email at least one week before commencement of the course. If we are forced to cancel a course with less than one week's notice, or are unable to complete a course, for reasons beyond our control then we will endeavour to arrange an alternative course at the mutual convenience of ourselves and the applicant, but we will not be under any liability for our failure to do so. We will refund in full any fees paid in respect of any course, or individual course attendance, which is cancelled by us.

Copyright

All course documentation and hand-outs provided to attendees during the course are copyrighted material and must not be reproduced without prior permission in writing from the relevant copyright holder.

Performance

Hastings Business Training accepts no responsibility whatsoever for any attendee's performance as a result of their attendance at a course, and shall not be liable for any loss or damage arising to the attendee, the attendee's employer or any other party, arising howsoever from attendance at a course or from the training given during that course.

Jurisdiction

These terms and conditions are subject to English Law. Any and all matters arising between any customer or course attendee and Hastings Business Training in relation to these terms and conditions (or the provision of training courses booked subject to these terms and conditions) shall be subject to English Law.

Visas

Should you require a visa to enter the United Kingdom, then you are responsible for arranging your own Visa. We will assist you by providing a letter to confirm your booking (once paid in full). Please contact the British Embassy in your country to find out if you need a visa and the procedure to be followed. Visa applications may take some time, and we recommend you apply as soon as possible once we have confirmed your booking. We will provide additional assistance if needed, but will charge you for any costs involved.

Accommodation

You are responsible for your own accommodation arrangements. However, if requested, we will assist by:-

- Providing information about local hotels
- Assist you by making the hotel bookings for you - in which case you must pay us (in advance of our making the hotel booking) the amount needed to pay any hotel deposit/charge which the hotel request

COURSE BOOKING FORM

(Please cut out or photocopy this form)

Company/Contact Details

Company's Name:

Address:

Contact Person:

Email address:

Telephone - switchboard: Fax:

- Landline / mobile:(If any)

You can fax this form to us on:
+44 1424 442629Or Scan and email to
enquiries@hastingsbusinesstraining.co.ukOr post to:-
Course Administration
Hastings Business Training
45a London Road
St.Leonards-on-Sea
East Sussex TN37 6AJ
United Kingdom**Attendee(s)**

Please list the names of those attending the course(s) and add after each name the course code and schedule number which the attendee is being booked on. If the same person is to be booked on to more than one course, then please insert his/her name once for each course to be attended.

| Name | Course code | Start Date | Price | £ |
|------|-------------|------------|----------------------------------|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | Net Total Price | |
| | | | VAT @ 20% | |
| | | | Total price including VAT | |
| | | | VAT NO: 940498504 | |

Please tick as applicable☐

I/we would like information and assistance in booking a hotel

☐

One or more of the attendees has a special dietary requirement or disability. (Please send accompanying letter giving details)

I/We confirm:-

1. That I/we require the above number(s) of places to be booked on the course(s) as indicated, on the dates as listed on the previous page, and at a prices stated
2. That this booking is made in accordance with the standard terms and conditions of Hastings Business Training for the booking and sale of training courses
3. That payment in full for these courses will be made within 14 days of making this booking and in any case not less than 14 days before the start of the earliest course booked.

Signature: Date:..... /...../.....
(Day/month/year)

Print Name and Position:

Payment

Please pay either by cheque, payable to Hastings Business Training, and posted to our office address.

BOOKING TERMS and CONDITIONS

Bookings

Bookings may be made:-

- by post or fax on a form approved by Hastings Business Training,
- by email, provided all the relevant information (as sought in the postal form) is provided,
- via our web site (for those courses where online application has been made available).

In these terms and conditions, the person authorising and making the booking is referred to as the 'applicant', and each person being booked on to a course is referred to as an 'attendee'. The term 'you' within these terms and conditions refers to the applicant (not an attendee).

All postal and faxed bookings must be signed by an applicant competent to authorise the payment of the course fees. For email and online booked courses, the combination of the applicant's typed name, email address and originating IP address shall be taken as the equivalent of a signature.

Fees

Course fees must be paid in full within two weeks of the booking being made or at least two weeks before the start of the first course being booked, whichever is the earlier. All fees are quoted exclusive of VAT, and are subject to VAT at the current rate.

Your booking will not be confirmed until payment has been received in full.

Payment

Your payment may be made either by cheque sent to us by post, or by electronic bank transfer. Please contact us for our account details if wishing to pay by bank transfer.

All fees must be paid in Pounds Sterling. Our fees are exclusive of any taxes, duties or banking charges, and you should take any such charges into account when determining the payment. We reserve the right to add Value Added Tax to any fees quoted and charged as and when such tax is applicable.

Substitutions and Transfers

If an attendee is unable to attend a booked course, we will accept a substitute (alternative) attendee instead at no extra cost. Any substitute attendee must be advised to use in writing by the applicant.

You may alternatively switch an attendee to another course. If you switch a course, and the new course has a higher fee, then we will charge you the difference according to our normal terms (in Fees section above). If the new course has a lower fee, then we will treat the difference as if it were a refund arising from a cancellation by you, and we will refund you that difference in accordance with the terms in our Cancellations and Refunds section below. Only one course switch per attendee is allowed.

Cancellations and Refunds

If you wish to cancel a booking you must do so in writing -either by post or by email.

If you wish, course fees already paid in respect of a cancelled course may be carried forward to another course scheduled to run within 12 months of the course cancelled.

Should you wish a refund on a course cancelled by you (or price differential upon switching courses):

- For courses where notice to cancel is received more than 8 weeks before the start of the course, we will refund all of the fee paid,
- Where notice to cancel is received more than 1 Week before the start of the course, but not more than 8 weeks, we will refund 30% of the fee.
- Where notice to cancel is received within 1 Week of the start of the course, or if a person booked fails to attend, then we will not make any refund.

We may at our absolute discretion cancel any course, or any attendee's place on a course, by giving notice in writing by post, fax or email at least one week before commencement of the course. If we are forced to cancel a course with less than one week's notice, or are unable to complete a course, for reasons beyond our control then we will endeavour to arrange an alternative course at the mutual convenience of ourselves and the applicant, but we will not be under any liability for our failure to do so. We will refund in full any fees paid in respect of any course, or individual course attendance, which is cancelled by us.

Copyright

All course documentation and hand-outs provided to attendees during the course are copyrighted material and must not be reproduced without prior permission in writing from the relevant copyright holder.

Performance

Hastings Business Training accepts no responsibility whatsoever for any attendee's performance as a result of their attendance at a course, and shall not be liable for any loss or damage arising to the attendee, the attendee's employer or any other party, arising howsoever from attendance at a course or from the training given during that course.

Jurisdiction

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What our customers have said about us

Here are a few quotes from course evaluation questionnaires completed by people attending our courses – we have many more such excellent references.



Personal Development for Executive Secretaries

"The film presentation which further broadened my knowledge of understanding on each topic and the motivational attitude of the instructor. Everything is perfectly handled"

AKINOLA FOLAKE - NNPC-ABUJA



Managing an In-House Legal Department

"The tutor made it interesting by making it a cross-fertilisation of ideas between us. The lectures are full of real life experiences that made it easy to grasp the subjects and one looks forward to them. I have actually gained some insights into areas that were not in my contemplation when I set out for the course"

MOHAMMED J. A - PEFMB-ABUJA



Strategies to Achieve Effective Joint Venture Cash C.

"In depth knowledge of the course by the presenter; interactive process - getting all participants involved; wonderful group discussion; encouragement of team work."

MOGAHA E. O. - CHEVRON-LAGOS

Effective Leadership and Team Management

"The course tutor is very experienced and has displayed it; the other facilitators were committed; time keeping was excellent; venue conducive and other facilities were quite satisfactory"

CHUKWU C. CHARLES - NSPM-ABUJA

of printing, but accepts no liability for any errors or omissions within this brochure. Hastings Business Training also reserves the right to cancel or change course schedules, modify the course contents (from those as described herein) or add new courses at any time. Hastings Business Training accepts no liability for any consequences arising howsoever caused or perceived as a result of any errors, omissions or alterations as described to any courses or course schedules.

Hastings Business Training

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East Sussex
TN37 6AJ
United Kingdom

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