London Business Training and Consulting



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Company Profile

London Business Training and Consulting (LBTC) is the UK's premier

business and management training and consultancy service provider.

We cater to both **individual and** organisational clients.

Our services are delivered by practising business and management consultants who possess **extensive multi-sector and global knowledge and experience.**





LBTC's services include:

- Open courses: a portfolio of 500 courses with scheduled dates for 2020. All open courses with durations of 3-days or more are listed in this brochure. Refer to www.LBTC.co.uk for our 1-day and 2-day courses.
- Bespoke training: refer to page 5 for details.
- **Consultancy:** refer to page 6 for details.

To meet the business and management training and consulting needs of all individuals and organisations the world over.



Bespoke Training



For those clients who are unable to find an appropriate solution from our portfolio of open courses, LBTC offers a bespoke training service.

Whether it is one of our open courses on a date of your choice, or if you require us to deliver a course at an alternative location, or if you would like us to design an entirely new course customised to your learning objectives, let us know and we would be happy to oblige.

Email us on contact@LBTC.co.uk with the following information:

- Course title
- Preferred duration
- Estimated group size
- Proposed location
- Suggested dates
- Learning objectives (if any)

Upon receiving this information, we will design and submit a training proposal for your consideration.

Consultancy

Not all business and management issues can be addressed by training alone. Some problems might involve greater complexities, or client organisations may face deep-seated issues that are department wide.

Such cases require a more hands-on approach in the form of a tailored consulting service. LBTC's consultants are more than just training experts. They are active business and management professionals who have successfully delivered numerous consultancy projects all over the world.

Email us on contact@LBTC.co.uk with the specifics of the challenge you or your organisation have encountered, and let LBTC devise a suitable solution. Rest assured, we will persist until your problem has been resolved.



Strategic Management



Code	Course	Duration	Page
SM101	Advanced Strategic Management	2-weeks	8
SM101A	Developing Strategy	1-week	10
SM101B	Implementing Strategy	1-week	12
SM101B3	The Strategy Implementation Process	3-days	14
SM102	Strategic Management	2-weeks	15
SM102A	Strategic Analysis and Purpose	1-week	17
SM103	Advanced Corporate Governance	2-weeks	19
SM103A	Developments in Corporate Governance	1-week	21
SM103B	Corporate Governance – Owners, Stakeholders, Directors and Board Structure	1-week	22
SM103A4	Development of Corporate Governance Codes	4-days	24
SM104	Advanced Strategic Corporate Social Responsibility	8-days	25
SM104A	Managing and Implementing Corporate Social Responsibility	1-week	27
SM104B	The Impact, Critics, and Future of Corporate Social Responsibility	3-days	28
SM105	Advanced Corporate Social Responsibility	9-days	29
SM105A	Corporate Social Responsibility	4-days	31

Code: SM101 Duration: 2-weeks Fee: £5,275 + VAT



Dates:

 23^{rd} March – 3^{rd} April 2020 3^{rd} – 14^{th} August 2020 23^{rd} November – 4^{th} December 2020

ADVANCED STRATEGIC MANAGEMENT

Agenda

Developing Business-Level Strategy Options

- Purpose and the SWOT analysis
 the contribution of Andrews
- Environment-based options: generic strategies – the contribution of Porter
- Environment-based strategic options: the market options matrix
- Environment-based strategic options: the expansion method matrix
- Resource-based strategic options: the resource-based view
- Resource-based strategic options: cost reduction

Developing Corporate-Level Strategy Options

- Corporate-level strategy: the benefits and costs of diversifying
- * Corporate options: degrees of diversification
- Corporate strategy and the role of the centre – the principle of parenting
- Corporate strategy: decisions about the company's diversified portfolio of products
- * The tools of corporate-level options: from acquisition to restructuring

Strategy Evaluation and

Development: The Prescriptive Process

- * Prescriptive strategy content: evaluation against six criteria
- Strategy evaluation: procedures and techniques
- * Applying empirical evidence and guidelines
- * The classic prescriptive model of strategic management: exploring the process

Finding the Strategic Route Forward

- * The importance of strategy context
- The survival-based strategic route forward
- The uncertainty-based strategic route forward
- * The network-based strategic route forward
- * The learning-based strategic route forward

Organisational Structure, Style and People Issues

- * Strategy before structure?
- Building the organisation's structure: basic principles
- * The choice of management style and culture
- * Types of organisational structure
- Organisational structures for innovation
- * Motivation and staffing in strategy implementation

Implementing and Controlling the Strategic Plan

- * The nature and limitations of the implementation process
- Objectives, task setting and communicating the strategy
- Resource allocation
- Information, monitoring and control
- * The Balance Scorecard: the contribution of Kaplan and Norton
- * Prescriptive strategy planning

Green Strategy and Sustainability

- Green strategy and sustainability: the main topics
- Green strategy: environmental analysis
 Green strategy:
- analysing resources
- * Green strategy: stakeholders and organisational purpose
- * Green strategy: knowledge, technology and innovation
- * Green strategy: strategic options and choice
- * Implementing green strategies

Managing Strategic Change

- * The basic concept of strategic change
- Analysing the causes of strategic change
- * Prescriptive approaches to managing strategic change
- Emergent approaches to managing change
- * Developing a strategic change programme

Strategic Leadership

- * What is strategic leadership?
- * What makes a successful leader?
- * How leadership roles change over time
- * How leaders cope with power
- * Successful strategic leadership

Strategy and Business Models

- * What is a business model?
- * Identifying the elements of the business model
- * The benefits and problems of the business model
- * Strategic management and business models



Dates:

23rd March – 3rd April 2020 3rd – 14th August 2020 23rd November – 4th December 2020

ADVANCED STRATEGIC MANAGEMENT

Target audience

Code: SM101

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives involved in the development of strategic management.
- Those who wish to understand the basic concepts for identifying the future of their organisations with the new challenges and opportunities that may lead to substantial change.
- Those who wish to consider not only the rational approach to strategic decision making, but also the creative aspects of such decisions.
- Those who wish to grasp the major intended and emergent initiatives that can be taken, involving the utilisation of resources, to enhance the performance of their firms in their external environments.

Learning outcomes

- The main environment-based and resource-based opportunities available to organisations, and the strategy options that arise from these opportunities.
- The benefits and problems of being part of a group.
- The options that arise from being part of a corporation.
- How to develop and decide strategic management.
- The important distinction between strategic content and strategic process.
- The options that are consistent with the purpose of an organisation.
- The options that are particularly suitable for the environmental and resource conditions facing an organisation.
- The options that make valid assumptions about the future, are feasible, contain acceptable business risk, and are attractive to stakeholders.
- The distinction between strategic context and the other two elements - content and process.
- How emergent strategic considerations alter the decisions.
- The main features of alternative strategic approaches.
- The consequences of chosen strategies.
- The main principles involved in designing an organisation's structure to implement its strategy.
- The special considerations that apply when seeking innovatory strategies.
- How managers are selected and motivated to ٠ implement strategies.
- The process of implementation.
- How tasks and objectives are set.
- How resources are allocated.

- How strategic planning is conducted and its influence on strategy.
- How strategy is controlled.
- The role of information processing and systems.
- The main elements of green strategy and sustainability.
- The additional elements involved in analysing the green strategy environment and in identifying sustainable resources and capabilities.
- How purpose changes as green strategy and sustainability principles are adopted.
- The implications of green strategy for knowledge, technology and innovation.
- The impact of green strategy and sustainability on strategic options and choice.
- Why people resist strategic change.
- The main principles involved in strategic change.
- How to devise a programme to manage change.
- How strategic management is changing.
- The main elements of strategic leadership.
- What makes a good leader.
- How leadership roles change over time. ٠
- How leaders influence organisations and cope with power.
- The main elements of successful strategic leadership.
- The difference between a business strategy and a business model.
- The main elements of a business model.
- How to identify the main strengths and weaknesses of business models.
- The usefulness of business models.



DEVELOPING STRATEGY

Agenda

Developing Business-Level Strategy Options

- Purpose and the SWOT analysis
 the contribution of Andrews
- Environment-based options: generic strategies – the contribution of Porter
- Environment-based strategic options: the market options matrix
- Environment-based strategic options: the expansion method matrix
- Resource-based strategic options: the resource-based view
- Resource-based strategic options: cost reduction

Developing Corporate-Level Strategy Options

- * Corporate-level strategy: the benefits and costs of diversifying
- * Corporate options: degrees of diversification
- Corporate strategy and the role of the centre – the principle of parenting
- Corporate strategy: decisions about the company's diversified portfolio of products
- * The tools of corporate-level options: from acquisition to restructuring

Strategy Evaluation and Development: The Prescriptive Process

- * Prescriptive strategy content: evaluation against six criteria
- * Strategy evaluation: procedures and techniques
- Applying empirical evidence and guidelines
- * The classic prescriptive model of strategic management: exploring the process

Finding the Strategic Route Forward

- The importance of strategy context
- * The survival-based strategic route forward
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- * The network-based strategic route forward
- * The learning-based strategic route forward

Organisational Structure, Style and People Issues

- * Strategy before structure?
- Building the organisation's structure: basic principles
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- * Types of organisational structure
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Learning outcomes

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- The options that make valid assumptions about the future, are feasible, contain acceptable business risk, and are attractive to stakeholders.
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- How emergent strategic considerations alter the decisions.
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- The consequences of chosen strategies.
- The main principles involved in designing an organisation's structure to implement its strategy.
- The special considerations that apply when seeking innovatory strategies.
- How managers are selected and motivated to implement strategies.



IMPLEMENTING STRATEGY

Agenda

Implementing and Controlling the Strategic Plan

- * The nature and limitations of the implementation process
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- Green strategy and sustainability: the main topics
- Green strategy: environmental analysis
- * Green strategy: analysing resources
- * Green strategy: stakeholders and organisational purpose
- * Green strategy: knowledge, technology and innovation
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Learning outcomes

- The process of implementation.
- How tasks and objectives are set.
- How resources are allocated.
- How strategic planning is conducted and its influence on strategy.
- How strategy is controlled.
- The role of information processing and systems.
- The main elements of green strategy and sustainability.
- The additional elements involved in analysing the green strategy environment and in identifying sustainable resources and capabilities.
- How purpose changes as green strategy and sustainability principles are adopted.
- The implications of green strategy for knowledge, technology and innovation.
- The impact of green strategy and sustainability on strategic options and choice.

- Why people resist strategic change.
- The main principles involved in strategic change.
- How to devise a programme to manage change.
- How strategic management is changing.
- The main elements of strategic leadership.
- What makes a good leader.
- How leadership roles change over time.
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- The difference between a business strategy and a business model.
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THE STRATEGY IMPLEMENTATION PROCESS

Agenda

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Learning outcomes

Upon completion of this course, you will be able to understand:

- The process of implementation.
- How tasks and objectives are set.
- How resources are allocated.
- How strategic planning is conducted and its influence on strategy.
- How strategy is controlled.
- The role of information processing and systems.
- The main elements of green strategy and sustainability.
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- How purpose changes as green strategy and sustainability principles are adopted.
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- The impact of green strategy and sustainability on strategic options and choice.
- Why people resist strategic change.
- The main principles involved in strategic change.
- How to devise a programme to manage change.
- How strategic management is changing.

Code: SM102 Duration: 2-weeks Fee: £5,175 + VAT



Dates:

16th – 27th March 2020 27th July – 7th August 2020 16th – 27th November 2020

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STRATEGIC MANAGEMENT

Agenda

Analysing the Strategic Environment

- * Exploring the
- competitive environment
- * Strategic environment the basics
- Degree of turbulence in the environment
- Analysing the general environment
- Analysing the stages of market growth
- Key factors for success in an industry
- Analysing the competitive industry environment – the contribution of Porter
- * Analysing the
- co-operative environmentAnalysing one or more immediate
- competitors in depth
- Analysing the customer and market segmentation

Analysing Resources and Capabilities

- Why does an organisation possess any resources at all? The make-orbuy decision
- * Resource analysis and adding-value
- Adding-value: the value chain and the value system – the contribution of Porter
- * Resource analysis and competitive advantage
- Identifying which resources and capabilities deliver sustainable competitive advantage
- Resource and capability analysis improving competitive advantage
- Analysing other important company resources: especially human resources

Strategy Dynamics

- Developing a dynamic business framework
- The dynamics of an organisation's changing and uncertain environment
- Dynamic strategies in fastmoving markets
- The dynamics of resource development
- * Aggressive competitive strategies
- * The dynamics of
- co-operation strategies * Strategy dynamics using
- Strategy dynamics using game theory

Prescriptive Purpose Delivered through Mission, Objectives and Ethics

- Shaping the purpose of the organisation
- * Developing a strategic vision for the future
- Stakeholder power analysis
- * Corporate governance and the purpose of the organisation
- * Purpose shaped by ethics and corporate social responsibility
- Developing the mission
- Developing the objectives

Purpose Emerging from Knowledge, Technology and Innovation

- * Understanding and measuring knowledge
- Knowledge creation and purpose
- Using technology to develop
- purpose and competitive advantage
 Innovation and purpose
- $\ast\,$ How to innovate: the 'ideas' process

Developing Business-Level Strategy Options

Purpose and the SWOT analysis –

- the contribution of Andrews
 Environment-based options: generic
- strategies the contribution of Porter * Environment-based strategic
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 of such decisions.
- Those who wish to grasp the major intended and emergent initiatives that can be taken, involving the utilisation of
 resources, to enhance the performance of their firms in their external environments.

Learning outcomes

- The strategic environment and why it is important.
- Key industry factors that help deliver the objectives of an organisation.
- The main background areas to be analysed.
- The strategic significance of market growth.
- How the more immediate influences of an organisation are analysed.
- How to analyse competitors.
- The role of co-operation in environmental analysis.
- How important the customer is.
- How resources and capabilities add value to an organisation.
- The resources and capabilities that are particularly important in adding value and competitive advantage.
- The main ways in which resources and capabilities deliver competitive advantage.
- How competitive advantage can be enhanced.
- The other important resources an organisation possesses, especially in the area of human resources.
- How strategic purpose changes and why.
- How to analyse the dynamics of the environment and its impact on competitive advantage.
- How to analyse fast-moving markets and resource changes.
- How to develop new aggressive competitive strategies.
- How to develop co-operative strategies, and use game theory.
- How purpose is shaped by the organisation and its environment.
- The vision your organisation has for its future.
- The mission and objectives of your organisation.
- The relationship between purpose and the corporate governance of an organisation.
- The role and approach to green strategy.
- Your organisation's views on ethics and corporate social responsibility, and its effect on purpose.

- The knowledge your organisation possesses, how it can create and share knowledge, and the impact on its purpose.
- The strategic implications of new technologies, and how it can shape the purpose of an organisation.
- How innovation can contribute to an organisation's purpose.
- The main environment-based and resource-based opportunities available to organisations, and the strategy options that arise from these opportunities.
- The benefits and problems of being part of a group.
- The options that arise from being part of a corporation.
- How to develop and decide strategic management.
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STRATEGIC ANALYSIS AND PURPOSE

Agenda

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Strategic Environment * Exploring the

- Exploring the competitive environment
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- * Innovation and purpose
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STRATEGIC ANALYSIS AND PURPOSE

Target audience

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- The strategic implications of new technologies, and how it can shape the purpose of an organisation.
- How innovation can contribute to an organisation's purpose.



ADVANCED CORPORATE GOVERNANCE

Agenda

Theoretical Aspects of Corporate Governance

- Agency theory
- * Separation of ownership and control
- Transaction cost economics (TCE)
- * Stakeholder theory
- * Stewardship theory
- * Convergence

Development of Corporate Governance Codes – Part 1

- * The growth in corporate governance codes
- * Corporate governance in the UK
- * Influential corporate governance codes
- * Cadbury Report (1992)
- * OECD Principles of Corporate Governance (1999) as revised (2004)

Development of Corporate

Governance Codes – Part 2

- * World Bank
- * Global Corporate Governance Forum (GCGF)
- International Corporate Governance Network (ICGN)
- * Commonwealth Association for Corporate Governance (CACG)
- * EU and corporate governance
- * Basle Committee

Development of Corporate

- Governance Codes Part 3
- * US corporate governance
- * Delaware corporate law
- * Employee Retirement Income Security Act 1974 (ERISA)
- * Sarbanes-Oxley Act 2002
- * Commission on Public Trust and Private Enterprise 2003
- NYSE Corporate Governance Rules (2003)

Development of Corporate Governance Codes – Part 4

- Emergency Economic Stabilisation Act (2008)
- * NACD Key Agreed Principles to Strengthen Corporate Governance for US Publicly Traded Companies (2008)
- Dodd-Frank Wall Street Reform and Consumer Protection Act (2010)
- New York Stock Exchange (NYSE) Commission on Corporate Governance (2010)
- Non-Governmental Organisations (NGOs), public sector, non-profit organisations, and charities

Shareholders and Stakeholders

- * Stakeholder groups
- * Guidance on shareholders' and stakeholders' interests
- Roles of shareholders and stakeholders

The Role of Institutional Investors in Corporate Governance

- *Corporate Governance* Influence of
- institutional investors
- * Stewardship
- Development of guidance on institutional investors' responsibilities
- Private equity and sovereign wealth funds (SWFs)
- * Tools of corporate governance
- * Corporate governance and corporate performance

Socially Responsible Investment (SRI)

- * Strategies for SRI
- * Institutional investors' policies
- * International guidance
- * CSR indices
- Corporate social responsibility (CSR)
- * The impact on shareholder value

Directors and Board Structure

- * Unitary board versus dual board
- * Role, duties, and responsibilities
- * Chief executive officer (CEO), chairperson, senior independent director, and company secretary
- Board subcommittees
- Remuneration, nomination, risk, and ethics committees
- * Non-executive directors
- Director evaluation
- Succession planning
- Board diversity

Directors' Performance and Remuneration

- * The directors' remuneration debate
- Key elements of directors' remuneration
- Role of the remuneration committee and remuneration consultants
- * Performance measures
- * Remuneration of nonexecutive directors
- * Disclosure of directors' remuneration
- * International guidance on executive remuneration
- * 'Say on pay'



ADVANCED CORPORATE GOVERNANCE

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Those who wish to explore some of the more challenging aspects of corporate governance in the 21st century.
- Professionals, practitioners, and management.
- Those employed in the corporate and investment sectors, as well as public, voluntary, and non-profit organisations who wish to place much more emphasis on good governance.
- Those who wish to understand the development of corporate governance in the last twenty-five years and its importance to the firm, to directors, shareholders, and other stakeholders, and to the wider business community.

Learning outcomes

- The various main theories that underlie the development corporate governance.
- Be aware of the impact of the form of legal system, capital market, and ownership structure on the development of corporate governance.
- The key factors affecting the development of corporate governance codes.
- The main developments in corporate governance codes.
- The corporate governance codes that have been most influential globally.
- The characteristics of corporate governance codes and the mode of operation.
- The difference between shareholders and stakeholders.
- The various different stakeholder groups.
- An overview of the way that shareholders and stakeholders are provided for in various corporate governance codes and guidelines.
- The roles that shareholders and stakeholders can play in companies and the development of corporate governance.
- Who institutional investors are.
- The growing influence of institutional investors and why they are increasingly interested in corporate governance.
- The importance of institutional investors' relationships with their investee companies and the role of stewardship.
- The 'tools of governance' that institutional investors have available to them.

- How to assess the potential impact of corporate governance on corporate performance.
- The origins of socially responsible investment.
- The different approaches that may be used for socially responsible (ethical) investment.
- The role of institutional investors in socially responsible investment.
- The different ethical indices that may be used to assess performance of socially responsible funds.
- The evidence analysing the performance of socially responsible investment funds.
- The distinction between unitary and dual boards.
- The roles, duties, and responsibilities of directors.
- The rationale for key board committees and their functions.
- The criteria for independence of non-executive (outside) directors.
- The role and contribution of non-executive (outside) directors.
- The importance of board evaluation, succession planning, and board diversity.
- The main features of the directors' remuneration debate.
- The key elements of directors' remuneration.
- The role of the remuneration committee in setting directors' remuneration.
- The different measures used to link directors' remuneration with performance.
- The disclosure requirements for directors' remuneration.
- Possible ways of evaluating directors.



DEVELOPMENTS IN CORPORATE GOVERNANCE

Agenda

Theoretical Aspects of

- Corporate Governance
- Agency theory
- * Separation of ownership and control
- Transaction cost economics (TCE)
- * Stakeholder theory
- Stewardship theory
- * Convergence

Development of Corporate Governance Codes – Part 1

- * The growth in corporate governance codes
- * Corporate governance in the UK
- * Influential corporate governance codes
- * Cadbury Report (1992)
- * OECD Principles of Corporate Governance (1999) as revised (2004)

Development of Corporate

- Governance Codes Part 2
- * World Bank
- * Global Corporate Governance Forum (GCGF)
- * International Corporate Governance Network (ICGN)
- * Commonwealth Association for Corporate Governance (CACG)
- * EU and corporate governance
- * Basle Committee

Development of Corporate Governance Codes – Part 3

* US corporate governance

- * Delaware corporate law
- * Employee Retirement Income Security Act 1974 (ERISA)
- * Sarbanes-Oxley Act 2002
- * Commission on Public Trust and Private Enterprise 2003
- NYSE Corporate Governance Rules (2003)

Development of Corporate

- *Governance Codes Part 4* * Emergency Economic Stabilisation Act (2008)
- NACD Key Agreed Principles to Strengthen Corporate Governance for US Publicly Traded Companies (2008)
- Dodd-Frank Wall Street Reform and Consumer Protection Act (2010)
- New York Stock Exchange (NYSE) Commission on Corporate Governance (2010)
- Non-Governmental Organisations (NGOs), public sector, non-profit organisations, and charities

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Those who wish to explore some of the more challenging aspects of corporate governance in the 21st century.
- Professionals, practitioners, and management.
- Those employed in the corporate and investment sectors, as well as public, voluntary, and non-profit organisations who wish to place much more emphasis on good governance.
- Those who wish to understand the development of corporate governance in the last twenty-five years and its importance to the firm, to directors, shareholders, and other stakeholders, and to the wider business community.

Learning outcomes

- The various main theories that underlie the development corporate governance.
- Be aware of the impact of the form of legal system, capital market, and ownership structure on the development of corporate governance.
- The key factors affecting the development of corporate governance codes.
- The main developments in corporate governance codes.
- The corporate governance codes that have been most influential globally.
- The characteristics of corporate governance codes and the mode of operation.



CORPORATE GOVERNANCE – OWNERS, STAKEHOLDERS, DIRECTORS AND BOARD STRUCTURE

Agenda

Shareholders and Stakeholders

- * Stakeholder groups
- * Guidance on shareholders' and stakeholders' interests
- Roles of shareholders and stakeholders

The Role of Institutional Investors

- *in Corporate Governance* * Influence of
- institutional investors
- * Stewardship
- Development of guidance on institutional investors' responsibilities
- * Private equity and sovereign wealth funds (SWFs)
- * Tools of corporate governance
- * Corporate governance and corporate performance

Socially Responsible Investment (SRI)

- * Strategies for SRI
- * Institutional investors' policies
- * International guidance
- * CSR indices
- Corporate social responsibility (CSR)
- * The impact on shareholder value

Directors and Board Structure

- * Unitary board versus dual board
- * Role, duties, and responsibilities
- Chief executive officer (CEO), chairperson, senior independent director, and company secretary
- Board subcommittees
- Remuneration, nomination, risk, and ethics committees
- Non-executive directors
- Director evaluation
- * Succession planning
- Board diversity

Directors' Performance and Remuneration

- * The directors' remuneration debate
- Key elements of directors' remuneration
- * Role of the remuneration committee and remuneration consultants
- * Performance measures
- Remuneration of nonexecutive directors
- Disclosure of directors' remuneration
- * International guidance on executive remuneration
- * 'Say on pay'



CORPORATE GOVERNANCE – OWNERS, STAKEHOLDERS, DIRECTORS AND BOARD STRUCTURE

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Those who wish to explore some of the more challenging aspects of corporate governance in the 21st century.
- Professionals, practitioners, and management.
- Those employed in the corporate and investment sectors, as well as public, voluntary, and non-profit
 organisations who wish to place much more emphasis on good governance.
- Those who wish to understand the development of corporate governance in the last twenty-five years and its importance to the firm, to directors, shareholders, and other stakeholders, and to the wider business community.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The difference between shareholders and stakeholders.
- The various different stakeholder groups.
- An overview of the way that shareholders and stakeholders are provided for in various corporate governance codes and guidelines.
- The roles that shareholders and stakeholders can play in companies and the development of corporate governance.
- Who institutional investors are.
- The growing influence of institutional investors and why they are increasingly interested in corporate governance.
- The importance of institutional investors' relationships with their investee companies and the role of stewardship.
- The 'tools of governance' that institutional investors have available to them.
- How to assess the potential impact of corporate governance on corporate performance.
- The origins of socially responsible investment.
- The different approaches that may be used for socially responsible (ethical) investment.
- The role of institutional investors in socially responsible investment.

- The different ethical indices that may be used to assess performance of socially responsible funds.
- The evidence analysing the performance of socially responsible investment funds.
- The distinction between unitary and dual boards.
- The roles, duties, and responsibilities of directors.
- The rationale for key board committees and their functions.
- The criteria for independence of non-executive (outside) directors.
- The role and contribution of non-executive (outside) directors.
- The importance of board evaluation, succession planning, and board diversity.
- The main features of the directors' remuneration debate.
- The key elements of directors' remuneration.
- The role of the remuneration committee in setting directors' remuneration.
- The different measures used to link directors' remuneration with performance.
- The disclosure requirements for directors' remuneration.
- Possible ways of evaluating directors.



DEVELOPMENT OF CORPORATE GOVERNANCE CODES

Agenda

Development of Corporate Governance Codes – Part 1

- * The growth in corporate governance codes
- * Corporate governance in the UK
- Influential corporate governance codes
- * Cadbury Report (1992)
- OECD Principles of Corporate Governance (1999) as revised (2004)

Development of Corporate

Governance Codes – Part 2

- * World Bank
- * Global Corporate Governance Forum (GCGF)
- International Corporate Governance Network (ICGN)
- Commonwealth Association for Corporate Governance (CACG)
- * EU and corporate governance
- * Basle Committee

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Those who wish to explore some of the more challenging aspects of corporate governance in the 21st century.
- Professionals, practitioners, and management.
- Those employed in the corporate and investment sectors, as well as public, voluntary, and non-profit
 organisations who wish to place much more emphasis on good governance.
- Those who wish to understand the development of corporate governance in the last twenty-five years and its importance to the firm, to directors, shareholders, and other stakeholders, and to the wider business community.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The key factors affecting the development of corporate governance codes.
- The main developments in corporate governance codes.
- The corporate governance codes that have been most influential globally.
- The characteristics of corporate governance codes and the mode of operation.

Development of Corporate Governance Codes – Part 3

- * US corporate governance
- * Delaware corporate law
- * Employee Retirement Income Security Act 1974 (ERISA)
- * Sarbanes-Oxley Act 2002
- * Commission on Public Trust and Private Enterprise 2003
- * NYSE Corporate Governance Rules (2003)

Development of Corporate Governance Codes – Part 4

- Emergency Economic Stabilisation Act (2008)
- NACD Key Agreed Principles to Strengthen Corporate Governance for US Publicly Traded Companies (2008)
- Dodd-Frank Wall Street Reform and Consumer Protection Act (2010)
- New York Stock Exchange (NYSE) Commission on Corporate Governance (2010)
- Non-Governmental Organisations (NGOs), public sector, non-profit organisations, and charities

Code: SM104 Duration: 8-days Fee: £4,245 + VAT Dates:

 $\begin{array}{l} 13^{th}-22^{nd} \text{ January 2020} \\ 11^{th}-20^{th} \text{ May 2020} \\ 14^{th}-23^{rd} \text{ September 2020} \end{array}$

ADVANCED STRATEGIC CORPORATE SOCIAL RESPONSIBILITY

Agenda

How CSR is Managed

- * Understanding what companies want from CSR
- * Qualities of good CSR management
- * Structuring the CSR function
- * CSR as strategy
- * The business case for CSR

CSR and Governance

- Theories of corporate governance
- * The 'drivers' of corporate governance reform
- * International developments in corporate governance
- Commentary from a CSR perspective

CSR Reporting

- * The nature, challenges and emergence of CSR reporting
- The upsurge in CSR reporting since the early 1990s
- * Conventional financial reporting and CSR reporting
- Reporting issues for corporate management

Stakeholder Management and Engagement

- Meaning and origins of stakeholder
- CSR standards
- * Stakeholder consensus: deviance and uniformity
- * Government and governance

Socially Responsible Investment

- * The origins and development of SRI
- * Sustainable investing
- Types of SRI analysis and practice
- * Engagement
- * Other SRI approaches
- * SRI performance
- * SRI index performance
- * SRI fund performance
- Market growth
- * Trends in SRI

The Impact of CSR

- * Understanding impact
- * Different dimensions of the impact of CSR
- The challenges of determining impact

Criticisms of CSR

- * Introducing critiques of CSR
- * 'CSR is anti-business'
- * 'CSR is pro-business'
- * 'The scope of CSR is too narrow'
- * CSR fails to achieve its goals'

The Future of CSR

- * Where is CSR heading?
- * Mega-trends affecting CSR
- * Embedding and integrating CSR
- * Transition and transformation
- * The role of business in society



ADVANCED STRATEGIC CORPORATE SOCIAL RESPONSIBILITY

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives interested in corporate social responsibility (CSR).
- Managers of tomorrow who wish to develop modern business practices and find ways to act in a truly responsible way.
- Those who see business as being increasingly central to addressing global concerns and society's expectations
 of going beyond wealth creation, against a backdrop of financial crises, climate change, political shifts, and
 population growth.
- Those who want their business to maximise profits whilst also being publicly accountable for its social and environmental record.
- Those who are concerned about the role of business in modern society.

Learning outcomes

- The different goals that companies are trying to achieve.
- The types and levels of CSR that companies exhibit.
- The shared lessons and common elements of CSR management.
- How CSR is managed inside companies.
- The business case for CSR.
- What is meant by 'corporate governance'.
- The theories and 'drivers' of corporate governance.
- International developments in corporate governance.
- The implications for CSR.
- The emergence and development of CSR reporting.
- The voluntary nature of the reports and the issues that surround this feature.
- The theories which might help explain the practice of CSR and CSR reporting.
- New forms of reporting in the coming decade.
- Stakeholders as a managerial concept.
- The different types of stakeholder and difficulties with the 'stakeholder' construct.
- The role of stakeholders in defining and implementing voluntary codes of CSR practice and standards.
- Stakeholder management.
- The evolution of socially responsible investment (SRI).

- The main approaches used in SRI decision-making.
- The performance of SRI funds.
- An overview of the international market for SRI and its development in different regional contexts.
- Emerging trends in SRI.
- The importance of understanding impact.
- The ways we learn about impact and the ways it is assessed.
- A framework for understanding the different dimensions to impact.
- An overview of the impact of CSR to date.
- The challenges of assessing impact.
- Why some see CSR as being anti-business or antifree markets.
- How some regard CSR as being too pro-business.
- Why CSR has been criticised for failing to deal with major areas of the interaction of business with society.
- Why some feel that CSR needs to become more rigorous and tougher in its approach.
- The major trends that will affect what is meant by CSR over the coming years.
- Aspects of contemporary CSR that may be refined or enhanced.
- Evolving types of approach to CSR.
- What CSR reveals about the changing role of business in twenty-first-century society.



MANAGING AND IMPLEMENTING CORPORATE SOCIAL RESPONSIBILITY

Agenda

How CSR is Managed

- Understanding what companies want from CSR
- * Qualities of good CSR management
- * Structuring the CSR function
- * CSR as strategy
- * The business case for CSR

CSR and Governance

- * Theories of corporate governance
- * The 'drivers' of corporate governance reform
- * International developments in corporate governance
- * Commentary from a CSR perspective

CSR Reporting

- * The nature, challenges and emergence of CSR reporting
- The upsurge in CSR reporting since the early 1990s
- * Conventional financial reporting and CSR reporting
- Reporting issues for corporate management

Stakeholder Management and Engagement

- Meaning and origins of stakeholder
- * CSR standards
- * Stakeholder consensus: deviance and uniformity
- * Government and governance

Socially Responsible Investment

- * The origins and development of SRI
- * Sustainable investing
- * Types of SRI analysis and practice
- * Engagement
- * Other SRI approaches
- * SRI performance
- * SRI index performance
- * SRI fund performance
- * Market growth
- * Trends in SRI

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives interested in corporate social responsibility (CSR).
- Managers of tomorrow who wish to develop modern business practices and find ways to act in a truly responsible way.
- Those who see business as being increasingly central to addressing global concerns and society's expectations of going beyond wealth creation, against a backdrop of financial crises, climate change, political shifts, and population growth.
- Those who want their business to maximise profits whilst also being publicly accountable for its social and environmental record.
- Those who are concerned about the role of business in modern society.

Learning outcomes

- The different goals that companies are trying to achieve.
- The types and levels of CSR that companies exhibit.
- The shared lessons and common elements of CSR management.
- How CSR is managed inside companies.
- The business case for CSR.
- What is meant by 'corporate governance'.
- The theories and 'drivers' of corporate governance.
- International developments in corporate governance.
- The implications for CSR.
- The emergence and development of CSR reporting.
- The voluntary nature of the reports and the issues that surround this feature.
- The theories which might help explain the practice of CSR and CSR reporting.

- New forms of reporting in the coming decade.
- Stakeholders as a managerial concept.
- The different types of stakeholder and difficulties with the 'stakeholder' construct.
- The role of stakeholders in defining and implementing voluntary codes of CSR practice and standards.
- Stakeholder management.
- The evolution of socially responsible investment (SRI).
- The main approaches used in SRI decision-making.
- The performance of SRI funds.
- An overview of the international market for SRI and its development in different regional contexts.
- Emerging trends in SRI.

Code: SM104B Duration: 3-days Fee: £1,605 + VAT

Dates:

 $20^{th} - 22^{nd}$ January 2020 $18^{th} - 20^{th}$ May 2020 $21^{st} - 23^{rd}$ September 2020

THE IMPACT, CRITICS, AND FUTURE OF CORPORATE SOCIAL RESPONSIBILITY

Agenda

The Impact of CSR

- * Understanding impact
- * Different dimensions of the impact of CSR
- The challenges of determining impact

Criticisms of CSR

- * Introducing critiques of CSR
- * 'CSR is anti-business'
- * 'CSR is pro-business'
- * 'The scope of CSR is too narrow'
- * CSR fails to achieve its goals'

The Future of CSR

- * Where is CSR heading?
- * Mega-trends affecting CSR
- * Embedding and integrating CSR
- * Transition and transformation
- * The role of business in society

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives interested in corporate social responsibility (CSR).
- Managers of tomorrow who wish to develop modern business practices and find ways to act in a truly responsible way.
- Those who see business as being increasingly central to addressing global concerns and society's expectations
 of going beyond wealth creation, against a backdrop of financial crises, climate change, political shifts, and
 population growth.
- Those who want their business to maximise profits whilst also being publicly accountable for its social and environmental record.
- Those who are concerned about the role of business in modern society.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The importance of understanding impact.
- The ways we learn about impact and the ways it is assessed.
- A framework for understanding the different dimensions to impact.
- An overview of the impact of CSR to date.
- The challenges of assessing impact.
- Why some see CSR as being anti-business or antifree markets.
- How some regard CSR as being too pro-business.
- Why CSR has been criticised for failing to deal with major areas of the interaction of business with society.
- Why some feel that CSR needs to become more rigorous and tougher in its approach.
- The major trends that will affect what is meant by CSR over the coming years.
- Aspects of contemporary CSR that may be refined or enhanced.
- Evolving types of approach to CSR.
- What CSR reveals about the changing role of business in twenty-first-century society.

Code: SM105 Duration: 9-days Fee: £4,645 + VAT

Dates:

 $7^{th} - 16^{th}$ January 2020 $5^{th} - 15^{th}$ May 2020 $8^{th} - 18^{th}$ September 2020

ADVANCED CORPORATE SOCIAL RESPONSIBILITY

Agenda

Introducing CSR

- * Why CSR?
- * Definitions of CSR
- * Corporate governance
- * A framework for
- understanding CSR
- Values motivation
- Limitations of CSR frameworks

Sustainable Development

- Meanings of 'sustainability' and 'sustainable development'
- Climate change and global warming
- The challenge to business
- New models of sustainable business
- * Capital markets and sustainable development
- * Signals to the market
- * Rewarding financial intermediaries

CSR in Developing Economies

- Development agent or development tool?
- Theories of development
- * The business-poverty framework
- * Business as a cause for poverty
- * Business as poverty's victim
- * Business as a solution
- * Assessing the business response

Globalisation and CSR

- The meaning of 'globalisation'
- Influence of globalisation on business
- CSR as a response to globalisation
- * Unmet challenges

How CSR is Managed

- * Understanding what companies want from CSR
- * Qualities of good CSR management
- * Structuring the CSR function
- CSR as strategy
- * The business case for CSR

CSR and Governance

- * Theories of corporate governance
- * The 'drivers' of corporate governance reform
- * International developments in corporate governance
- Commentary from a CSR perspective

CSR Reporting

- * The nature, challenges and emergence of CSR reporting
- * The upsurge in CSR reporting since the early 1990s
- * Conventional financial reporting and CSR reporting
- Reporting issues for corporate management

Stakeholder Management and Engagement

- Meaning and origins of stakeholder
- * CSR standards
- * Stakeholder consensus: deviance and uniformity
- * Government and governance

Socially Responsible Investment

- The origins and development of SRI
- * Sustainable investing
- * Types of SRI analysis and practice
- * Engagement
- * Other SRI approaches
- * SRI performance
- * SRI index performance
- * SRI fund performance
- Market growth
- * Trends in SRI

Code: SM105 Duration: 9-days Fee: £4,645 + VAT



Dates:

 $\begin{array}{l} 7^{th}-16^{th} \text{ January 2020} \\ 5^{th}-15^{th} \text{ May 2020} \\ 8^{th}-18^{th} \text{ September 2020} \end{array}$

ADVANCED CORPORATE SOCIAL RESPONSIBILITY

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives interested in corporate social responsibility (CSR).
- Managers of tomorrow who wish to develop modern business practices and find ways to act in a truly
 responsible way.
- Those who see business as being increasingly central to addressing global concerns and society's expectations of going beyond wealth creation, against a backdrop of financial crises, climate change, political shifts, and population growth.
- Those who want their business to maximise profits whilst also being publicly accountable for its social and environmental record.
- Those who are concerned about the role of business in modern society.

Learning outcomes

- The context within which contemporary CSR has flourished.
- The different perspectives on and definitions of CSR.
- The values that companies are being asked to uphold.
- The main issues with which contemporary CSR is wrestling.
- What is meant by the term 'sustainable development'.
- The evolution of sustainability.
- The evidence provided by scientific reports into issues of climate change.
- The challenges that sustainable development poses for 'business as usual'.
- New models of sustainable business.
- The capital market implications of sustainable development.
- The 'social' aspects of sustainability.
- The role of business in social and economic development.
- What it means for business to be an agent of development.
- The circumstances under which business takes on a developmental role.
- The limitations of business as a force for development.
- Different meanings of globalisation.
- The main areas in which globalisation has an impact.
- The ways in which globalisation has altered trade, production, and investment.
- How globalisation influences governance and the implications of this for CSR.
- CSR as business response to the challenges of globalisation, identifying what it addresses and examining why some feel it is inadequate.

- Stakeholder partnerships as a response to the aspects of globalisation.
- The different goals that companies are trying to achieve.
- The types and levels of CSR that companies exhibit.
- The shared lessons and common elements of CSR management.
- How CSR is managed inside companies.
- The business case for CSR.
- What is meant by 'corporate governance'.
- The theories and 'drivers' of corporate governance.
- International developments in corporate governance.
- The implications for CSR.
- The emergence and development of CSR reporting.
- The voluntary nature of the reports and the issues that surround this feature.
- The theories which might help explain the practice of CSR and CSR reporting.
- New forms of reporting in the coming decade.
- Stakeholders as a managerial concept.
- The different types of stakeholder and difficulties with the 'stakeholder' construct.
- The role of stakeholders in defining and implementing voluntary codes of CSR practice and standards.
- Stakeholder management.
- The evolution of socially responsible investment (SRI).
- The main approaches used in SRI decision-making.
- The performance of SRI funds.
- An overview of the international market for SRI and its development in different regional contexts.
- Emerging trends in SRI.

Code: SM105A Duration: 4-days Fee: £2,095 + VAT



Responsibility

Dates:

 $7^{th} - 10^{th}$ January 2020 $5^{th} - 8^{th}$ May 2020 $8^{th} - 11^{th}$ September 2020

CORPORATE SOCIAL RESPONSIBILITY

Agenda

- Introducing CSR
- * Why CSR?
- Definitions of CSR
- * Corporate governance
- * A framework for understanding CSR
- * Values motivation
- * Limitations of CSR frameworks
- Sustainable Development
- Meanings of 'sustainability' and 'sustainable development'
- * Climate change and global warming
- The challenge to business
- New models of sustainable business
 Capital markets and
- sustainable developmentSignals to the market
- * Rewarding financial intermediaries

CSR in Developing Economies

- * Development agent or development tool?
- Theories of development
- * The business-poverty framework
- * Business as a cause for poverty
- * Business as poverty's victim
- * Business as a solution
- * Assessing the business response

Globalisation and CSR

- The meaning of 'globalisation'
 Influence of globalisation on business
- * CSR as a response to globalisation
- * Unmet challenges

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments, and senior managers & executives interested in corporate social responsibility (CSR).
- Managers of tomorrow who wish to develop modern business practices and find ways to act in a truly responsible way.
- Those who see business as being increasingly central to addressing global concerns and society's expectations of going beyond wealth creation, against a backdrop of financial crises, climate change, political shifts, and population growth.
- Those who want their business to maximise profits whilst also being publicly accountable for its social and environmental record.
- Those who are concerned about the role of business in modern society.

Learning outcomes

- The context within which contemporary CSR has flourished.
- The different perspectives on and definitions of CSR.
- The values that companies are being asked to uphold.
- The main issues with which contemporary CSR is wrestling.
- What is meant by the term 'sustainable development'.
- The evolution of sustainability.
- The evidence provided by scientific reports into issues of climate change.
- The challenges that sustainable development poses for 'business as usual'.
- New models of sustainable business.
- The capital market implications of sustainable development.
- The 'social' aspects of sustainability.
- The role of business in social and economic development.

- What it means for business to be an agent of development.
- The circumstances under which business takes on a developmental role.
- The limitations of business as a force for development.
- Different meanings of globalisation.
- The main areas in which globalisation has an impact.
- The ways in which globalisation has altered trade, production, and investment.
- How globalisation influences governance and the implications of this for CSR.
- CSR as business response to the challenges of globalisation, identifying what it addresses and examining why some feel it is inadequate.
- Stakeholder partnerships as a response to the aspects of globalisation.

Leadership and Management Skills



Code	Course	Duration	Page
LMS101	Advanced Strategic Leadership	2-weeks	33
LMS101B	Strategic Leadership	1-week	34
LMS102	Advanced Leadership in Practice	2-weeks	35
LMS102A	Leadership in Practice – Level 1	1-week	36
LMS102B	Leadership in Practice – Level 2	1-week	37
LMS103	Advanced Management Skills Development	2-weeks	38
LMS103A	Management Skills Development	1-week	40
LMS103B	Senior Management Skills Development	1-week	41
LMS103A4	Interpersonal Skills Development	4-days	42
LMS103B3	Group Skills Development	3-days	43
LMS104	Personal Skills Development	3-days	44
LMS105	Communication Skills Development	3-days	45
LMS106	Advanced Strategic Change Management	8-days	46
LMS106A	Change Management	4-days	47
LMS106B	Strategic Change Management	4-days	48

Code: LMS101 Duration: 2-weeks Fee: £5,175 + VAT



Dates:

 $17^{th} - 28^{th}$ February 2020 22nd June - 3rd July 2020 19th - 30th October 2020

ADVANCED STRATEGIC LEADERSHIP

Agenda

Authentic Leadership

- * Defining authentic leadership
- Academic approach
- Practitioner approach
- Pseudo-authenticity

Followership

- * Attributes of followers
- Leader-member exchange theory (LMX)
- Implications of LMX
- * Attributes of followers and leaders

Psychodynamic Approaches to Leadership

- * Freud, Jung, and personality
- * Myers-Briggs Type Indicator
- * Neuro-linguistic programming
- Criticism of
- psychodynamic approach

Emotional Intelligence (EI)

- * The architecture of the brain
- * The nature of intelligence
- * What is EI?
- Goleman's approach
- Other perspectives
- The 'dark side' of EI
- Criticisms of EI

Ethical Leadership

- * What are ethics?
- * Basic ethical frameworks
- * Deontological frameworks
- * Leadership and moral development
- * What is an 'ethical leader'?
- * Why do leaders not act ethically?
- * Whistleblowing
- * Why do workers not blow the whistle more often?

Power, Influence, and Authority

- * What is 'power'?
- * Dimensions of power
- Sources of power
- * The dark side of power

Leadership and Teams

- Team models theories
- * Normative team models
- * Descriptive team models
- Individual role models Belbin's approach
- Margerison-McCann team management wheel
- * Time or phase-based models
 - Team mental model
- * Distributed leadership

Leadership and Change

- History of change
- Vision
- Different approaches to change
- Models of the change process
- Individual reaction to change
- Politics of change

Leadership Development

- * What is leadership development?
- * Why bother?
- * Organisational factors
- * Leadership and competencies
- * How are leaders developed?

Strategic Leadership

- * What is 'strategic leadership'?
- * Do we need strategic leaders?
- * The modern environment
- * What does a strategic leader 'do'?

- Target audience
 - Leaders of organisations with the responsibility to steer their firms in times of change, whilst motivating and inspiring their teams.
- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.
- Team members who wish to know of the principles and practice of strategic leadership to support and complement the contribution of their leaders.

Learning outcomes

- Authentic leadership should underpin any form of effective leadership.
- The delicate nature of the relationship between the leader and followers.
- Two different approaches to psychodynamics Myers-Briggs Type Indicator and neuro-linguistic programming.
- The development of emotional intelligence (EI).
- Different ethical frameworks and how these can help leaders resolve problems without a precedent or simple solution.
- Ideas associated with the use of power by those in a position of authority.
- How 'teams' work and the idea of 'Distributed Leadership'.
- The role leaders play in change processes.
- The development of leaders within organisations as a key theme in terms of ensuring the organisation thrives.
- The need for strategic leaders.

Code: LMS101B Duration: 1-week Fee: £2,725 + VAT

Dates:

 $24^{th} - 28^{th}$ February 2020 29^{th} June - 3^{rd} July 2020 26^{th} - 30^{th} October 2020

STRATEGIC LEADERSHIP

Agenda

Power, Influence, and Authority

- * What is 'power'?
- * Dimensions of power
- * Sources of power
- * The dark side of power

Leadership and Teams

- * Team models theories
- * Normative team models
- * Descriptive team models
- Individual role models Belbin's approach
- * Margerison-McCann team management wheel
- * Time or phase-based models
- * Team mental model
- * Distributed leadership

Target audience

- Leaders of organisations with the responsibility to steer their firms in times of change, whilst motivating and inspiring their teams.
- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.
- Team members who wish to know of the principles and practice of strategic leadership to support and complement the contribution of their leaders.

Learning outcomes

Upon completion of this course, you will be able to understand:

- Ideas associated with the use of power by those in a position of authority.
- How 'teams' work and the idea of 'Distributed Leadership'.
- The role leaders play in change processes.
- The development of leaders within organisations as a key theme in terms of ensuring the organisation thrives.
- The need for strategic leaders.

Leadership and Change

- * History of change
- * Vision
- * Different approaches to change
- * Models of the change process
- * Individual reaction to change
- * Politics of change

Leadership Development

- * What is leadership development?
- * Why bother?
- * Organisational factors
- * Leadership and competencies
- * How are leaders developed?

Strategic Leadership

- * What is 'strategic leadership'?
- * Do we need strategic leaders?
- * The modern environment
- * What does a strategic leader 'do'?

Code: LMS102 Duration: 2-weeks Fee: £5,075 + VAT



Dates:

 $10^{th} - 21^{st}$ February 2020 $15^{th} - 26^{th}$ June 2020 $12^{th} - 23^{rd}$ October 2020

ADVANCED LEADERSHIP IN PRACTICE

Agenda

Trait Theory -

Description, Analysis and Use

- * Evolution of the idea
- Traits a brief outline
- Traits and leaders
- * Decline
- * 'Derailing'
- * So where does this leave trait theory and organisations?

Behavioural Models

- * Foundation principles
- * What are 'leadership behaviours'?
- * Organisational implications

The Style Approach to Leadership

- Evolution of the approach
- Organisational culture
- * Widening the choice
- Factors affecting style
- Style approach strengths and weaknesses

Situational and Contingent Leadership

- * Early developments
- * Hersey and Blanchard's life cycle theory of leadership
- * How the model operates
- * Path-Goal theory
- * Fielder's contingency theory
- Broader situational factors
- * Leadership substitutes theory

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.

Learning outcomes

Upon completion of this course, you will be able to understand:

- One of the earliest approaches to leadership the Trait Approach.
- How leaders behave.
- The relationship between a leader and followers through the style approach.
- A leader's approach as being dependent on the situation facing the leader, and that successful leaders can adapt their approach to suit the circumstances.
- Transformational leadership's ability to change workers and followers into avid disciples whose hearts and minds have been inspired by an internalised belief in the veracity of their leader's decisions.

Charisma and

Transformational Leadership

- Charisma
- * House and Shamir self-concept theory
- Attribution theory
- Characteristics of charismatic leaders
- Context and crisis
- Negative aspects of charisma
- * Transformational leadership

Authentic Leadership

- * Defining authentic leadership
- Academic approach
- Practitioner approach
- * Pseudo-authenticity

Followership

- Attributes of followers
- Leader-member exchange theory (LMX)
- * Implications of LMX
- * Attributes of followers

Psychodynamic Approaches to Leadership

- * Freud, Jung, and personality
- * Myers-Briggs Type Indicator
- * Neuro-linguistic programming
- * Criticism of psychodynamic approach

Emotional Intelligence (EI)

- * The architecture of the brain
- The nature of intelligence
- * What is EI?
- Goleman's approach
- * Other perspectives
- The 'dark side' of EI
- Criticisms of EI

Ethical Leadership

- * What are ethics?
- * Basic ethical frameworks
- Deontological frameworks
- * Leadership and moral development
- * What is an 'ethical leader'?
- * Why do leaders not act ethically?
- Whistleblowing
- * Why do workers not blow the whistle more often?

- Authentic leadership should underpin any form of effective leadership.
- The delicate nature of the relationship between the leader and followers.
- Two different approaches to psychodynamics Myers-Briggs Type Indicator and neuro-linguistic programming.
- The development of emotional intelligence (EI).
- Different ethical frameworks and how these can help leaders resolve problems without a precedent or simple solution.



LEADERSHIP IN PRACTICE – LEVEL 1

Agenda

Trait Theory – Description, Analysis and Use

- * Evolution of the idea
- * Traits a brief outline
- * Traits and leaders
- * Decline
- * 'Derailing'
- * So where does this leave trait theory and organisations?

Behavioural Models

- * Foundation principles
- What are
- 'leadership behaviours'?
- * Organisational implications

The Style Approach to Leadership

- * Evolution of the approach
- * Organisational culture
- * Widening the choice
- * Factors affecting style
- * Style approach strengths and weaknesses

Situational and

- Contingent Leadership
- * Early developments
- Hersey and Blanchard's life cycle theory of leadership
- * How the model operates
- * Path-Goal theory
- * Fielder's contingency theory
- * Broader situational factors
- * Leadership substitutes theory

Charisma and

Transformational Leadership

- * Charisma
- House and Shamir selfconcept theory
- * Attribution theory
- * Characteristics of charismatic leaders
- * Context and crisis
- * Negative aspects of charisma
- * Transformational leadership

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.

Learning outcomes

- One of the earliest approaches to leadership the Trait Approach.
- How leaders behave.
- The relationship between a leader and followers through the style approach.
- A leader's approach as being dependent on the situation facing the leader, and that successful leaders can adapt their approach to suit the circumstances.
- Transformational leadership's ability to change workers and followers into avid disciples whose hearts and minds have been inspired by an internalised belief in the veracity of their leader's decisions.


LEADERSHIP IN PRACTICE – LEVEL 2

Agenda

Authentic Leadership

- * Defining authentic leadership
- * Academic approach
- * Practitioner approach
- * Pseudo-authenticity

Followership

- * Attributes of followers
- * Leader-member exchange theory (LMX)
- * Implications of LMX
- * Attributes of followers and leaders

Psychodynamic Approaches to Leadership

- * Freud, Jung, and personality
- * Myers-Briggs Type Indicator
- * Neuro-linguistic programming
- Criticism of psychodynamic approach

Emotional Intelligence (EI)

- * The architecture of the brain
- * The nature of intelligence
- * What is EI?
- * Goleman's approach
- * Other perspectives
- * The 'dark side' of EI
- * Criticisms of EI

Ethical Leadership

- * What are ethics?
- * Basic ethical frameworks
- * Deontological frameworks
- * Leadership and moral development
- * What is an 'ethical leader'?
- * Why do leaders not act ethically?
- * Whistleblowing
- * Why do workers not blow the whistle more often?

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.

Learning outcomes

- Authentic leadership should underpin any form of effective leadership.
- The delicate nature of the relationship between the leader and followers.
- Two different approaches to psychodynamics Myers-Briggs Type Indicator and neuro-linguistic programming.
- The development of emotional intelligence (EI).
- Different ethical frameworks and how these can help leaders resolve problems without a precedent or simple solution.



ADVANCED MANAGEMENT SKILLS DEVELOPMENT

Agenda

Building Relationships by Communicating Supportively

- Building positive interpersonal relationships
- * The importance of effective communication
- * What is supportive communication?
- * Principles of supportive communication
- The personal management interview

Gaining Power and Influence

- * Building a strong power base and using influence wisely
- * Is power a four-letter word?
- * Abuse of power
- Influence strategies: the three Rs
- * The pros and cons of each strategy
- * Acting assertively: neutralising influence attempts

Motivating Others

- * Increasing motivation and performance
- * Diagnosing work performance problems
- Enhancing individuals' abilities
- Fostering a motivating work environment
- * Elements of an effective motivation programme

Managing Conflict

- * Interpersonal conflict management
- Diagnosing the types of interpersonal conflict
- * Selecting the appropriate conflict management approach
- Resolving interpersonal confrontations

Solving Problems Analytically and Creatively

- Problems solving, creativity, and innovation
- Steps in analytical problem solving
- Impediments to creative problem solving
- * Multiple approaches to creativity
- * Conceptual blocks
- * Conceptual blockbusting
- Hints for applying problemsolving techniques
- * Fostering creativity in others

Empowering and Engaging Others

- * The meaning of empowerment
- * Dimensions of empowerment
- * How to develop empowerment
- * Inhibitors to empowerment
- * Fostering engagement

Building Effective Teams and Teamwork

- * The advantages of teams
- * Team development
- * Leading teams
- * Team membership

Leading Positive Change

- * Ubiquitous and escalating change
- escalating change
- * The need for frameworks
- * A framework for leading positive change

Making Oral and

- Written Presentations
- * Essential elements of effective presentations
 - Formulate a specific strategy
 - Develop a clear structure
 - Support your points
 - Use an enhancing style
 - Style in oral communication
 - Style in
 - written communicationSupplement your
 - presentation by responding to questions and challenges

Conducting Meetings

- Conducting effective meetings: a short guide for meeting managers and meeting participants
- * The five Ps of effective meetings
- * Suggestions for group members



ADVANCED MANAGEMENT SKILLS DEVELOPMENT

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.
- Those who wish to develop their interpersonal, group and communication skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Build supportive relationships even when delivering negative feedback.
- Avoid defensiveness and disconfirmation in interpersonal communication.
- Improve the ability to apply principles of supportive communication.
- Improve relationships by using personal management interviews.
- Enhance personal and positional and power.
- Use influence appropriately to accomplish exceptional work.
- Neutralise inappropriate influence attempts.
- Diagnose work performance problems.
- Enhance the work-related abilities of others.
- Foster a motivating work environment.
- Diagnose the focus and source of conflicts.
- Utilise appropriate conflict management strategies.
- Resolve interpersonal confrontations through collaboration.
- Increase proficiency in analytical problem solving.
- Recognise personal conceptual blocks.

- Enhance creativity by overcoming conceptual blocks.
- Foster innovation among others.
- Empower others.
- Empower yourself.
- Engage others effectively.
- Diagnose and facilitate team development.
- Build high-performance teams.
- Facilitate team leadership.
- Foster effective team membership.
- Learn how to create positive deviance in organisations.
- Develop the capability to lead positive change.
- Acquire the ability to mobilise the capabilities of others in achieving positive change.
- Make impactful and engaging oral presentations.
- Write clearly and persuasively.
- Respond appropriately to questions and challenges.
- Implement guidelines for planning and conducting effective meetings.
- Enhance the value of meetings attended.

Code: LMS103A Duration: 1-week Fee: £2,625 + VAT



Dates:

 $13^{th} - 17^{th}$ January 2020 $11^{th} - 15^{th}$ May 2020 $14^{th} - 28^{th}$ September 2020

MANAGEMENT SKILLS DEVELOPMENT

Agenda

Building Relationships by Communicating Supportively

- * Building positive interpersonal relationships
- The importance of effective communication
- * What is supportive communication?
- Principles of supportive communication
- The personal management interview

Gaining Power and Influence

- * Building a strong power base and using influence wisely
- * Is power a four-letter word?
- * Abuse of power
- * Influence strategies: the three Rs
- The pros and cons of each strategy
- Acting assertively: neutralising influence attempts

Motivating Others

- * Increasing motivation and performance
- * Diagnosing work performance problems
- * Enhancing individuals' abilities
- Fostering a motivating work environment
- * Elements of an effective motivation programme

Managing Conflict

- * Interpersonal conflict management
- * Diagnosing the types of interpersonal conflict
- * Selecting the appropriate conflict management approach
- * Resolving interpersonal confrontations

Solving Problems Analytically and Creatively

- * Problems solving, creativity, and innovation
- * Steps in analytical problem solving
- * Impediments to creative problem solving
- * Multiple approaches to creativity
- * Conceptual blocks
- * Conceptual blockbusting
- Hints for applying problem-solving techniques
- * Fostering creativity in others

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Managers and executives.
- Those who wish to develop their interpersonal and personal skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Build supportive relationships even when delivering negative feedback.
- Avoid defensiveness and disconfirmation in interpersonal communication.
- Improve the ability to apply principles of supportive communication.
- Improve relationships by using personal management interviews.
- Enhance personal and positional and power.
- Use influence appropriately to accomplish exceptional work.
- Neutralise inappropriate influence attempts.

- Diagnose work performance problems.
- Enhance the work-related abilities of others.
- Foster a motivating work environment.
- Diagnose the focus and source of conflicts.
- Utilise appropriate conflict management strategies.
- Resolve interpersonal confrontations through collaboration.
- Increase proficiency in analytical problem solving.
- Recognise personal conceptual blocks.
- Enhance creativity by overcoming conceptual blocks.
- Foster innovation among others.

Code: LMS103B Duration: 1-week Fee: £2,725 + VAT

Dates:

 $20^{\text{th}} - 24^{\text{th}}$ January 2020 $18^{\text{th}} - 22^{\text{nd}}$ May 2020 $21^{\text{st}} - 25^{\text{th}}$ September 2020

SENIOR MANAGEMENT SKILLS DEVELOPMENT

Agenda

Empowering and Engaging Others

sk

- * The meaning of empowerment
- * Dimensions of empowerment
- * How to develop empowerment
- * Inhibitors to empowerment
- * Fostering engagement

Building Effective Teams and Teamwork

- * The advantages of teams
- Team development
- * Leading teams
- * Team membership

Leading Positive Change

- * Ubiquitous and escalating change
- * The need for frameworks
- * A framework for leading positive change

Making Oral and Written Presentations

- * Essential elements of
- effective presentations
 - Formulate a specific strategy
 - Develop a clear structure
 - Support your points
 - Use an enhancing style
 - Style in oral communication
 - Style in written communication
 - Supplement your presentation by responding to questions and challenges

Conducting Meetings

- Conducting effective meetings: a short guide for meeting managers and meeting participants
- The five Ps of effective meetings
- * Suggestions for group members

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.
- Those who wish to develop their group and communication skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Empower others.
- Empower yourself.
- Engage others effectively.
- Diagnose and facilitate team development.
- Build high-performance teams.
- Facilitate team leadership.
- Foster effective team membership.
- Learn how to create positive deviance in organisations.

- Develop the capability to lead positive change.
- Acquire the ability to mobilise the capabilities of others in achieving positive change.
- Make impactful and engaging oral presentations.
- Write clearly and persuasively.
- Respond appropriately to questions and challenges.
- Implement guidelines for planning and conducting effective meetings.
- Enhance the value of meetings attended.



INTERPERSONAL SKILLS DEVELOPMENT

Agenda

Building Relationships by Communicating Supportively

- * Building positive
- interpersonal relationshipsThe importance of
- effective communication * What is supportive
- communication?
- * Principles of supportive communication
- * The personal management interview

Gaining Power and Influence

- * Building a strong power base and using influence wisely
- * Is power a four-letter word?* Abuse of power
- * Influence strategies: the
- three Rs
 The pros and cons of
- each strategy
- * Acting assertively: neutralising influence attempts

Motivating Others

- Increasing motivation and performance
- * Diagnosing work performance problems
- * Enhancing individuals' abilities
- Fostering a motivating work environment
- * Elements of an effective motivation programme

Managing Conflict

- * Interpersonal conflict management
- * Diagnosing the types of interpersonal conflict
- * Selecting the appropriate conflict management approach
- Resolving interpersonal confrontations

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Managers and executives.
- Those who wish to develop their interpersonal skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Build supportive relationships even when delivering negative feedback.
- Avoid defensiveness and disconfirmation in interpersonal communication.
- Improve the ability to apply principles of supportive communication.
- Improve relationships by using personal management interviews.
- Enhance personal and positional and power.

- Use influence appropriately to accomplish exceptional work.
- Neutralise inappropriate influence attempts.
- Diagnose work performance problems.
- Enhance the work-related abilities of others.
- Foster a motivating work environment.
- Diagnose the focus and source of conflicts.
- Utilise appropriate conflict management strategies.
- Resolve interpersonal confrontations through collaboration.

Code: LMS103B3 Duration: 3-days Fee: £1,635 + VAT Dates:

 $20^{th} - 22^{nd}$ January 2020 $18^{th} - 20^{th}$ May 2020 $21^{st} - 23^{rd}$ September 2020

GROUP SKILLS DEVELOPMENT

Agenda

Empowering and Engaging Others

- * The meaning of empowerment
- * Dimensions of empowerment
- * How to develop empowerment
- * Inhibitors to empowerment
- * Fostering engagement
- Building Effective Teams and Teamwork
- * The advantages of teams
- Team development
- Leading teams
- * Team membership

Leading Positive Change

- * Ubiquitous and escalating change
- * The need for frameworks
- * A framework for leading positive change

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Senior managers and executives.
- Those who wish to develop their group skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

Upon completion of this course, you will be able to:

- Empower others.
- Empower yourself.
- Engage others effectively.
- Diagnose and facilitate team development.
- Build high-performance teams.
- Facilitate team leadership.

- Foster effective team membership.
- Learn how to create positive deviance in organisations.
- Develop the capability to lead positive change.
- Acquire the ability to mobilise the capabilities of others in achieving positive change.

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PERSONAL SKILLS DEVELOPMENT

Agenda

- Developing Self-Awareness
- Key dimensions of self-awareness
- * The enigma of self-awareness
- * Understanding and appreciating individual differences
- * Important areas of self-awareness

Managing Stress and Well-Being

- Managing stress and fostering well-being
- * Major elements of stress
- Managing stressors
- * Eliminating stressors
- Developing resiliency and well-being
- * Temporary stressreduction techniques

Solving Problems Analytically and Creatively

- * Problems solving, creativity, and innovation
- Steps in analytical problem solving
- * Impediments to creative problem solving
- * Multiple approaches to creativity
- * Conceptual blocks
- * Conceptual blockbusting
- Hints for applying problemsolving techniques
- * Fostering creativity in others

Target audience

- Those who wish to develop their personal skills.
- Staff at all levels of an organisation.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Increase personal awareness of your: sensitive line; emotional intelligence; personal values & moral maturity; cognitive style; orientation toward change; and core self-evaluation.
- Eliminate stressors.
- Develop resiliency.

- Cope with stress in the short term.
- Enhance personal well-being.
- Increase proficiency in analytical problem solving.
- Recognise personal conceptual blocks.
- Enhance creativity by overcoming conceptual blocks.
- Foster innovation among others.



COMMUNICATION SKILLS DEVELOPMENT

Agenda

- Conducting Interviews
- * Planning the interview
- * Conducting the interview
- * Information-gathering interviews
- * Employment-selection interviews
- Performance-appraisal interviews
- Making Oral and Written Presentations
- * Essential elements of
 - effective presentations
 - Formulate a specific strategy
 - Develop a clear structure
 - Support your points
 - Use an enhancing style
 - Style in oral communication
 - Style in
 - written communicationSupplement yourpresentation by respond
 - presentation by responding to questions and challenges

Conducting Meetings

- Conducting effective meetings: a short guide for meeting managers and meeting participants
- The five Ps of effective meetings
- * Suggestions for group members

Target audience

- Heads of organisations, chief officers, chairpersons, board members and directors.
- Heads of departments.
- Managers and executives.
- Those who wish to develop their communication skills.
- Those who wish to develop themselves as more competent and effective managers.

Learning outcomes

- Adopt general guidelines for effective interviews.
- Apply appropriate guidelines for informationgathering interviews.
- Utilise appropriate guidelines for employmentselection interviews.
- Implement appropriate guidelines for performanceappraisal interviews.
- Make impactful and engaging oral presentations.
- Write clearly and persuasively.
- Respond appropriately to questions and challenges.
- Implement guidelines for planning and conducting effective meetings.
- Enhance the value of meetings attended.

Code: LMS106 Duration: 8-days Fee: £4,140 + VAT



Dates:

 $6^{th} - 17^{th}$ April 2020 25^{th} August - 4^{th} September 2020 $1^{st} - 10^{th}$ December 2020

ADVANCED STRATEGIC CHANGE MANAGEMENT

Agenda

Diagnosing Change

- Monitoring performance, measuring effectiveness
- * Efficiency and effectiveness
- * Techniques for assessment
- * Understanding the 'human' dimensions of change
- * The change equation
- * Authenticity in diagnosis

Managing Major Changes

- * Managerial skills for effective organisational change
- Coping with organisational change
- * Coping with change
- * The coping cycle
- * Coping with the process of change
- * Crafting change for the individual
- * Providing information
- * Give people time
- * Involving people

Change Architecture

- * Cycles of change
- * Learning and change
- * Programmes of change
- * Change architecture: blocks

A Strategy for

Organisational Effectiveness

- * Force field analysis
- The implementation exercise (checklists 1 and 2)
- * The self-assessment exercise (checklist 3)

Learning from Change

- Managing change for management development
- * The management of crisis and turnaround

Culture Models and

- Organisation Change
- * What is organisation culture?
- * Models of organisational culture
- Managing corporate politics
 Leadership and corporate politics
- * Coping with conflict
- * Managing corporate politics

Strategic Convergence: A New Model for Organisation Change

- * Ambition in change* Components of
- * Components of change architecture
- * Performance characteristics of change architecture
- * Ensuring appropriate structure
- * Resonance
- * Change culture
- * Change leadership
- * Accelerator effect
- * A framework for assessing capability to change

Strategies for

Corporate Transformation

- * 'Market-induced' change* Learning as a
- transformational resource * Strategy for
- corporate transformation

Target audience

Those interested in organisational change and its management.

Learning outcomes

- Diagnosing change involves and requires systematic effort, and needs to gain acceptance enough to make implementation feasible.
- How to manage the process of changing an organisation
- The underlying 'building blocks' of successful change.
- Two practical ways of organising the application of change management in your organisation.
- Developing a more open process for managing change will create the conditions for learning.
- Organisational performance can be explained by looking at corporate culture.
- A new model for strategic change that seeks to develop the concept of change architecture into a practical model for change management.
- Market mechanisms have a role to play in creating more innovative and adaptable organisations.

Code: LMS106A Duration: 4-days Fee: £2,095 + VAT

Dates:

 $6^{th} - 9^{th}$ April 2020 25th - 28th August 2020 1st - 4th December 2020

CHANGE MANAGEMENT

Agenda

Diagnosing Change

- * Monitoring performance, measuring effectiveness
- * Efficiency and effectiveness
- * Techniques for assessment
- * Understanding the 'human' dimensions of change
- * The change equation
- * Authenticity in diagnosis

Managing Major Changes

- * Managerial skills for effective organisational change
- * Coping with
- organisational change
- * Coping with change
- * The coping cycle
- * Coping with the process of change
- * Crafting change for the individual
- * Providing information
- Give people time
- * Involving people

Change Architecture

- * Cycles of change
- * Learning and change
- * Programmes of change
- * Change architecture: blocks

A Strategy for

Organisational Effectiveness

- * Force field analysis
- The implementation exercise (checklists 1 and 2)
- * The self-assessment exercise (checklist 3)

Target audience

• Those interested in organisational change and its management.

Learning outcomes

- Diagnosing change involves and requires systematic effort, and needs to gain acceptance enough to make implementation feasible.
- How to manage the process of changing an organisation
- The underlying 'building blocks' of successful change.
- Two practical ways of organising the application of change management in your organisation.



STRATEGIC CHANGE MANAGEMENT

Agenda

Learning from Change

- * Managing change for
- management developmentThe management of crisis
- and turnaround

Culture Models and

Organisation Change

- * What is organisation culture?
- * Models of organisational culture
- Managing corporate politics
- * Leadership and corporate politics
- * Coping with conflict
- * Managing corporate politics

Target audience

- Strategic Convergence: A New Model for Organisation Change
- * Ambition in change
- * Components of change architecture
- * Performance characteristics of change architecture
- * Ensuring appropriate structure
- * Resonance
- * Change culture
- * Change leadership
- * Accelerator effect
- * A framework for assessing capability to change

Strategies for

Corporate Transformation

- * 'Market-induced' change
 * Learning as a
- transformational resourceStrategy for corporate
- transformation

• Those interested in organisational change and its management.

Learning outcomes

- Developing a more open process for managing change will create the conditions for learning.
- Organisational performance can be explained by looking at corporate culture.
- A new model for strategic change that seeks to develop the concept of change architecture into a practical model for change management.
- Market mechanisms have a role to play in creating more innovative and adaptable organisations.

Public Sector



Code	Course	Duration	Page
PS101	Advanced Strategic Public Sector Management	9-days	50
PS101A	Public Sector Management – Level 2	1-week	51
PS101B	Public Sector Management – Level 3	4-days	52
PS102	Strategic Public Sector Management	8-days	53
PS102A	Public Sector Management – Level 1	3-days	54
PS103	Advanced Public Sector Strategy	2-weeks	55
PS103A	Public Sector Strategy – Level 1	1-week	57
PS103B	Public Sector Strategy – Level 2	1-week	58
PS103B3	Public Sector Strategic Management	3-days	59
PS104	Public Sector Leadership	1-week	60
PS105	Advanced Financial Management in the Public Sector – Planning, Implementation, Reporting and Analyses	2-weeks	61
PS105A	Financial Management in the Public Sector – Level 1	1-week	63
PS105B	Financial Management in the Public Sector – Level 2	1-week	64
PS105B3	Advanced Public Sector Financial Reporting and Analysis	3-days	65

Code: PS101 **Duration: 9-davs** Fee: £4,690 + VAT

Contest

30th April – 9th May 2020 24th August – 4th September 2020 30th November – 10th December 2020

ADVANCED STRATEGIC PUBLIC SECTOR MANAGEMENT

Agenda

Managing Public Finance

- * A brief history of financial management in government
- * Budgeting at national level
- * The art of cutting budgets

Managing Performance

- * Why measure and manage performance?
- * The three E's
- * Education
- * Individuals and organisational performance
- * Performance management and policy evaluation
- Managerial discretion

E-government

- * The ambition
- * The achievement
- * The challenges

Customer-Citizen Orientation

- * Customers, voters and citizens * Approaches to
- customer orientation * Contradictions in customer-
- citizen orientation

Audit and Inspection

Secto

- * From conformance to performance
- * Audit
- Children and education * Prisons
- * Learning to deal with inspection

The Use of the Market in Public Services

- * Markets and 'quasi markets'
- * Why rule by markets?
- * A competitive spectrum
- * Managing in the competitive environment

Managing through Contracts

- * The contracting environment
- * Contracting and commissioning
- * Obligational and adversarial contracting
- * Success and failure in contracting

Public-Private Partnerships

- * Why PPPs?
- Types of agreement
- Prisons
- * Building schools for the future
- * Hospitals
- * Urban regeneration / property development
- Highways
- * Is there a future for PPP?

Regulation

- * Regulation
- * Power
- Water and sewage
- The railway

Target audience

- Public service heads, managers, and those who work in some capacity with the public sector.
- Those employed within the public sector charged with the responsibility of bringing about change so that their organisation is more efficient and offers more value for money.
- Public service executives that understand the need for reform and, as a team, think through the recalibration of the state and its services that this implies.
- Those who wish to address the ethos, goals and disciplines of public service and will help to create the means of refashioning and strengthening them.

Learning outcomes

- The management of those services which are provided directly by the public sector financial management, performance management, information technology, customer-citizen orientation & service design, and audit & inspection.
- The management of those services which are outsourced the uses of the market in public services, the contracting process, the special contractual form, and the Public-Private Partnership.
- The management of services that have been privatised but in which the government maintains the public interest through regulation.



PUBLIC SECTOR MANAGEMENT – LEVEL 2

Agenda

Managing Public Finance

- * A brief history of financial management in government
- * Budgeting at national level
- * The art of cutting budgets

Managing Performance

- * Why measure and
- manage performance?The three E's
- * The three I
- Education
- * Individuals and organisational performance
- * Performance management and policy evaluation
- * Managerial discretion

E-government

- * The ambition
- * The achievement
- * The challenges

Customer-Citizen Orientation

- * Customers, voters and citizens
- Approaches to customer orientation
- * Contradictions in customercitizen orientation

Audit and Inspection

- From conformance
- to performance
- * Audit
- * Children and education
- * Prisons
- * Learning to deal with inspection

Target audience

- Public service heads, managers, and those who work in some capacity with the public sector.
- Those employed within the public sector charged with the responsibility of bringing about change so that their organisation is more efficient and offers more value for money.
- Public service executives that understand the need for reform and, as a team, think through the recalibration of the state and its services that this implies.
- Those who wish to address the ethos, goals and disciplines of public service and will help to create the means
 of refashioning and strengthening them.

Learning outcomes

Upon completion of this course, you will be able to understand:

 The management of those services which are provided directly by the public sector – financial management, performance management, information technology, customer-citizen orientation & service design, and audit & inspection.

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PUBLIC SECTOR MANAGEMENT – LEVEL 3

Agenda

The Use of the Market in Public Services

- * Markets and 'quasi markets'
- * Why rule by markets?
- * A competitive spectrum
- Managing in the competitive environment

Managing through Contracts

- * The contracting environment
- * Contracting and commissioning
- Obligational and adversarial contracting
- * Success and failure in contracting

Public-Private Partnerships

- * Why PPPs?
- * Types of agreement
- * Prisons
- * Building schools for the future
- * Hospitals
- Urban regeneration / property development
- Highways
- * Is there a future for PPP?

Regulation

- * Regulation
- * Power
- * Water and sewage
- * The railway

Target audience

- Public service heads, managers, and those who work in some capacity with the public sector.
- Those employed within the public sector charged with the responsibility of bringing about change so that their organisation is more efficient and offers more value for money.
- Public service executives that understand the need for reform and, as a team, think through the recalibration of the state and its services that this implies.
- Those who wish to address the ethos, goals and disciplines of public service and will help to create the means
 of refashioning and strengthening them.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The management of those services which are outsourced the uses of the market in public services, the contracting process, the special contractual form, and the Public-Private Partnership.
- The management of services that have been privatised but in which the government maintains the public interest through regulation.

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Code: PS102 Duration: 8-days Fee: £4,140 + VAT



Dates:

25th March – 3rd April 2020 19th – 28th August 2020 25th November – 4th December 2020

STRATEGIC PUBLIC SECTOR MANAGEMENT

Agenda

Politics and the Public Sector

- * Political differences
- * The role of the state
- * A centralised or decentralised state?
- * Politics and management: values

Public Spending

- * The macro-economic policy context
- * Fiscal policy and the economic cvcles
- * What is the money spent on?
- * Where does the money come from?
- * Public spending in the devoted administrations
- * Why is the level of public spending important?
- The fiscal crisis of 2008 and its aftermath

Social Policies and Management

- Choice of policy instrument
- * Trends in policy and management
- * Income maintenance
- * Community care
- * Education
- Criminal justice
- Health policy
- * Housing

Managing Public Finance

- A brief history of financial management in government
- Budgeting at national level
- * The art of cutting budgets

Managing Performance

- * Why measure and manage performance?
- * The three E's
- * Education
- * Individuals and organisational performance
- Performance management and policy evaluation
- Managerial discretion

E-government

- The ambition

Customer-Citizen Orientation

- * Customers, voters and citizens
- * Approaches to customer orientation
- * Contradictions in customercitizen orientation

Audit and Inspection

- * From conformance
- to performance
- * Audit
- * Children and education
- * Prisons
 - * Learning to deal with inspection

- **Target audience**
- Public service heads, managers, and those who work in some capacity with the public sector.
- Those employed within the public sector charged with the responsibility of bringing about change so that their organisation is more efficient and offers more value for money.
- Public service executives that understand the need for reform and, as a team, think through the recalibration of the state and its services that this implies.
- Those who wish to address the ethos, goals and disciplines of public service and will help to create the means of refashioning and strengthening them.

Learning outcomes

- Politics and different policies towards the public sector and its management.
- Public finance, how fiscal policy is made, what public money is spent on and where it comes from.
- The fiscal crisis that arose after the banking crash of 2008, and the sources of the deficit.
- The major areas of policy that need to be managed, including income maintenance, community care, education, criminal justice, health and housing.
- The management of those services which are provided directly by the public sector - financial management, performance management, information technology, customer-citizen orientation & service design, and audit & inspection.

- - * The achievement
 - * The challenges



PUBLIC SECTOR MANAGEMENT – LEVEL 1

Agenda

Politics and the Public Sector

- * Political differences
- * The role of the state
- * A centralised or decentralised state?
- * Politics and management: values

Public Spending

- * The macro-economic policy context
- * Fiscal policy and the economic cycles
- * What is the money spent on?
- * Where does the money come from?
- * Public spending in the devoted administrations
- * Why is the level of public spending important?
- * The fiscal crisis of 2008 and its aftermath

Social Policies and Management

- Choice of policy instrument
 Trends in policy and management
- * Income maintenance
- Community care
- * Education
- * Criminal justice
- Health policy
- * Housing

Target audience

- Public service heads, managers, and those who work in some capacity with the public sector.
- Those employed within the public sector charged with the responsibility of bringing about change so that their organisation is more efficient and offers more value for money.
- Public service executives that understand the need for reform and, as a team, think through the recalibration of the state and its services that this implies.
- Those who wish to address the ethos, goals and disciplines of public service and will help to create the means
 of refashioning and strengthening them.

Learning outcomes

- Politics and different policies towards the public sector and its management.
- Public finance, how fiscal policy is made, what public money is spent on and where it comes from.
- The fiscal crisis that arose after the banking crash of 2008, and the sources of the deficit.
- The major areas of policy that need to be managed, including income maintenance, community care, education, criminal justice, health and housing.

Code: PS103 Duration: 2-weeks Fee: £5,175 + VAT



Dates:

 $17^{th} - 28^{th}$ February 2020 22nd June - 3rd July 2020 19th - 30th October 2020

ADVANCED PUBLIC SECTOR STRATEGY

Agenda

The Strategy Change Cycle: An Effective Strategic Planning Approach for Public and Non-Profit Organisations

- * A ten-step strategic planning process
- Tailoring the process to specific circumstances

Initiating and Agreeing on a Strategic Planning Process

- * Planning focus and desired immediate outcomes
- * Desired longer-term outcomes
- * Developing an initial agreement
- Process design and action guidelines
- Have realistic hopes for the process

Clarifying Organisational Mandates and Mission

- Mandates
- * Mission
- * Stakeholder analyses
- * The mission statement
- Process design and action guidelines

Assessing the Environment to Identify Strengths and Weaknesses, Opportunities and Challenges

- * Purpose
- * Desired immediate outcomes
- * Longer-term desired outcomes
- * External environment assessments
- * Internal environment assessment
- * The assessment process
- * SWOC/T analyses: an example
- Process design and action guidelines

Identifying Strategic Issues facing the Organisation

- * Immediate and longer-term desired outcomes
- * Examples of strategies issues
- * Eight approaches to strategic issue identification
- Process design and action guidelines

Formulating and Adopting

Strategies and Plans to Manage the Issues

- * Purpose
- * Desired immediate and longerterm outcomes
- Two approaches to strategy development
- strategy development
- Strategic plans
- Plan adoption
- Process design and action guidelines

Establishing an Effective

Organisational Vision for the Future

- * Desired immediate outcomes
- and longer-term benefits
- An example
- Process design and action guidelines

Implementing Strategies and Plans Successfully

- * Desired immediate and longerterms outcomes
- * Programmes and projects
- * The special role of budgets
- Process design and action guidelines

Reassessing and Revising Strategies and Plans

- * Purpose and desired outcomes
- * Building a strategic management system
- * Process design and action guidelines

Leadership Roles in making Strategic Planning work

- * Understanding the context
- * Sponsoring the process
- * Championing the process
- * Facilitating the process
- Fostering collective leadership (and followership)
- * Using dialogue and deliberation to create a meaningful process
- Making and implementing decisions in arenas
- Enforcing norms, settling disputes and managing residual conflicts



ADVANCED PUBLIC SECTOR STRATEGY

Target audience

- Elected and appointed policymakers, managers, and planners in governments, public agencies, and non-profit organisations who are responsible for and who want to learn more about strategic planning and management.
- City council members, mayors, city managers, administrators, and planners.
- Sheriffs, police chiefs, fire chiefs, and their staffs.
- School board members, administrators, and staff.
- County commissioners, administrators, and planners.
- Governors, state cabinet secretaries, administrators, and planners.
- Legislators
- Chief executive officers, chief administrative officers, chief financial officers, and chief information officers.
- Executive directors, deputy directors, and unit directors.
- Presidents and vice presidents.
- Boards of directors of non-profit organisations.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The reasons public and non-profit organisations (collaborations and communities) should embrace strategic planning and management as ways of improving their performance.
- The elements of effective deliberation and deliberative practices.
- An effective strategic planning and management process for public and non-profit organisations that has been successfully used by many thousands of public and non-profit organisations around the world – the Strategy Change Cycle.
- How to apply the process including information on specific tools and techniques that might prove useful in various circumstances within organisations, across organisations, and in communities.
- The major roles that must be played by various individuals and groups for strategic planning to work and how the roles are played.
- The various ways in which strategic planning may be institutionalised so that strategic thinking, acting, and learning may be encouraged, embraced, and embedded across an entire organisation.
- Many examples of successful (and unsuccessful) strategic planning practice.

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Code: PS103A Duration: 1-week Fee: £2,625 + VAT



Dates:

 $17^{th} - 21^{st}$ February 2020 $22^{nd} - 26^{th}$ June 2020 $19^{th} - 23^{rd}$ October 2020

Identifying Strategic Issues facing

Examples of strategies issues

Eight approaches to strategic

Process design and action guidelines

Immediate and longer-term

desired outcomes

issue identification

the Organisation

PUBLIC SECTOR STRATEGY – LEVEL 1

Agenda

The Strategy Change Cycle: An Effective Strategic Planning Approach for Public and Non-Profit Organisations

- * A ten-step strategic planning process
- Tailoring the process to specific circumstances

Initiating and Agreeing on a Strategic Planning Process

- Planning focus and desired immediate outcomes
- * Desired longer-term outcomes
- * Developing an initial agreement
- Process design and action guidelines
- * Have realistic hopes for the process

Clarifying Organisational Mandates and Mission

- * Mandates
- Mission
- Stakeholder analyses
- * The mission statement
- Process design and action guidelines

Assessing the Environment to Identify Strengths and Weaknesses, Opportunities and Challenges

- * Purpose
- * Desired immediate outcomes
- * Longer-term desired outcomes
- External environment assessments
- * Internal environment assessment
- * The assessment process
- SWOC/T analyses: an example
- * Process design and action guidelines

Target audience

- Elected and appointed policymakers, managers, and planners in governments, public agencies, and non-profit organisations who are responsible for and who want to learn more about strategic planning and management.
- City council members, mayors, city managers, administrators, and planners.
- Sheriffs, police chiefs, fire chiefs, and their staffs.
- School board members, administrators, and staff.
- County commissioners, administrators, and planners.
- Governors, state cabinet secretaries, administrators, and planners.
- Legislators
- Chief executive officers, chief administrative officers, chief financial officers, and chief information officers.
- Executive directors, deputy directors, and unit directors.
- Presidents and vice presidents.
- Boards of directors of non-profit organisations.

Learning outcomes

- The reasons public and non-profit organisations (collaborations and communities) should embrace strategic planning and management as ways of improving their performance.
- The elements of effective deliberation and deliberative practices.
- An effective strategic planning and management process for public and non-profit organisations that has been successfully used by many thousands of public and nonprofit organisations around the world – the Strategy Change Cycle.
- How to apply the process including information on specific tools and techniques that might prove useful in various circumstances within organisations, across organisations, and in communities.
- The major roles that must be played by various individuals and groups for strategic planning to work and how the roles are played.
- The various ways in which strategic planning may be institutionalised so that strategic thinking, acting, and learning may be encouraged, embraced, and embedded across an entire organisation.
- Many examples of successful (and unsuccessful) strategic planning practice.

Code: PS103B Duration: 1-week Fee: £2,675 + VAT



Dates:

 $24^{th} - 28^{th}$ February 2020 29^{th} June - 3^{rd} July 2020 26^{th} - 30^{th} October 2020

PUBLIC SECTOR STRATEGY – LEVEL 2

Agenda

Formulating and Adopting Strategies and Plans to Manage the Issues

- * Purpose
- Desired immediate and longerterm outcomes
- Two approaches to
- strategy developmentStrategic plans
- Strategic plans
 Plan adoption
- Process design and action guidelines

Establishing an Effective Organisational Vision for the Future

- * Desired immediate outcomes and longer-term benefits
- * An example
- * Process design and action guidelines

Implementing Strategies and Plans Successfully

- * Desired immediate and longerterms outcomes
- * Programmes and projects
- * The special role of budgets
- Process design and action guidelines

Reassessing and Revising Strategies and Plans

- * Purpose and desired outcomes
- Building a strategic management system
- Process design and action guidelines

Leadership Roles in making Strategic Planning work

- * Understanding the context
- Sponsoring the process
- Championing the process
- * Facilitating the process
- Fostering collective leadership (and followership)
- * Using dialogue and deliberation to create a meaningful process
- * Making and implementing decisions in arenas
- * Enforcing norms, settling disputes and managing residual conflicts

Target audience

- Elected and appointed policymakers, managers, and planners in governments, public agencies, and non-profit organisations who are responsible for and who want to learn more about strategic planning and management.
- City council members, mayors, city managers, administrators, and planners.
- Sheriffs, police chiefs, fire chiefs, and their staffs.
- School board members, administrators, and staff.
- County commissioners, administrators, and planners.
- Governors, state cabinet secretaries, administrators, and planners.
- Legislators
- Chief executive officers, chief administrative officers, chief financial officers, and chief information officers.
- Executive directors, deputy directors, and unit directors.
- Presidents and vice presidents.
- Boards of directors of non-profit organisations.

Learning outcomes

- The reasons public and non-profit organisations (collaborations and communities) should embrace strategic planning and management as ways of improving their performance.
- The elements of effective deliberation and deliberative practices.
- An effective strategic planning and management process for public and non-profit organisations that has been successfully used by many thousands of public and nonprofit organisations around the world – the Strategy Change Cycle.
- How to apply the process including information on specific tools and techniques that might prove useful in various circumstances within organisations, across organisations, and in communities.
- The major roles that must be played by various individuals and groups for strategic planning to work and how the roles are played.
- The various ways in which strategic planning may be institutionalised so that strategic thinking, acting, and learning may be encouraged, embraced, and embedded across an entire organisation.
- Many examples of successful (and unsuccessful) strategic planning practice.

Key information:
Code: PS103B3
Duration: 3-days
Fee: £1,605 + VATCode: PS103B3
Direction (1990)
Direction (1990

PUBLIC SECTOR STRATEGIC MANAGEMENT

Agenda

Establishing an Effective

Organisational Vision for the Future

- * Desired immediate outcomes and longer-term benefits
- * An example
- Process design and action guidelines

Implementing Strategies and Plans Successfully

- * Desired immediate and longerterms outcomes
- * Programmes and projects
- * The special role of budgets
- Process design and action guidelines

Reassessing and Revising Strategies and Plans

- * Purpose and desired outcomes
- * Building a strategic management system
- * Process design and action guidelines

Target audience

- Elected and appointed policymakers, managers, and planners in governments, public agencies, and non-profit organisations who are responsible for and who want to learn more about strategic planning and management.
- City council members, mayors, city managers, administrators, and planners.
- Sheriffs, police chiefs, fire chiefs, and their staffs.
- School board members, administrators, and staff.
- County commissioners, administrators, and planners.
- Governors, state cabinet secretaries, administrators, and planners.
- Legislators
- Chief executive officers, chief administrative officers, chief financial officers, and chief information officers.
- Executive directors, deputy directors, and unit directors.
- Presidents and vice presidents.
- Boards of directors of non-profit organisations.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The reasons public and non-profit organisations (collaborations and communities) should embrace strategic planning and management as ways of improving their performance.
- The elements of effective deliberation and deliberative practices.
- An effective strategic planning and management process for public and non-profit organisations that has been successfully used by many thousands of public and non-profit organisations around the world – the Strategy Change Cycle.
- How to apply the process including information on specific tools and techniques that might prove useful in various circumstances within organisations, across organisations, and in communities.
- The major roles that must be played by various individuals and groups for strategic planning to work and how the roles are played.
- The various ways in which strategic planning may be institutionalised so that strategic thinking, acting, and learning may be encouraged, embraced, and embedded across an entire organisation.
- Many examples of successful (and unsuccessful) strategic planning practice.

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Code: PS104 Duration: 1-week Fee: £2,625 + VAT Dates:

 27^{th} April – 1^{st} May 2020 10^{th} – 14^{th} August 2020 14^{th} – 18^{th} December 2020

PUBLIC SECTOR LEADERSHIP

Agenda

Leadership and Reform of the Public Services

- * Is there a leadership problem in the public services?
- * Perspectives on leadership
- * Remaking the welfare state

In Search of Leadership

- * Myths and conundrums
- * But we are different..
- * Leading in the absence of 'profit'
- * Performance and conformance -
- carrots and sticks

Academic Research

- * Leadership and Management
- * Transformational change
- * Leaders and followers
- * Other management leaders
- * Managerial leaders and partners
- * Evaluation
- * A normative model of leadership

The Leadership Trajectory

- * Who are the leaders? The role of politics in public service leadership.
- * Followership
- Leading change and renewal the ultimate aspiration for public service

Lessons in Leadership

- The problem
- leadership addresses
- * Leadership processes
- * Managers and elected politicians

Target audience

- Those who work in the public services and wish to achieve credible and dynamic leadership.
- Managerial leaders who wish to be successful in the public services.
- Those taking on the responsibility of leadership in the public services.

Learning outcomes

- Various theoretical perspectives on leadership.
- The tensions that can arise between the bureaucratic, administration-driven traditions of public services and the leadership and management styles required within new and emerging operating environments.
- The relationship between political leadership and organisational leadership.
- Different approaches adopted by public service leaders around the globe, including generalisable attributes of success and failure.
- Which existing theories of leadership are appropriate for a new public management context or whether new models or paradigms may be required to move forward.



ADVANCED FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR – PLANNING, IMPLEMENTATION, REPORTING AND ANALYSES

Agenda

Revenue Forecasting

- Simple moving average (SMA)
- Exponential smoothing (EXS)
- Transformation moving average (TMA)
- * Regression against time
- * A quasi-casual forecasting model
- * Determining forecast accuracy

Resource Development Analysis

- Defining the issue: revenue shortage
- * Estimating revenue shortage
- * Developing revenue options
- * Assessing revenue options
- * Making decisions

Cost Estimation

- Cost classification
- Total cost estimation
- Average cost estimation

Cost Comparison

- * Calculating present value
- * Calculating annualised cost

Incremental Cost Analysis

Cost-Benefit Analysis

- * Introduction to costbenefit analysis
- * Issues in cost-benefit analysis

Financial Performance Monitoring

- * Determining monitoring indicators
- * Detecting unacceptable performance
- * Understanding the causes and taking action

Cash Management

- * Creating a cash budget
- * Determining the optimal cash balance

Financial Reporting and Analysis: The Statement of Net Assets

- * What information is in the statement of net assets?
- * The accounting process
- * Principles that govern accounting practices

Financial Reporting and Analysis: The Statement of Activities

- * What information is in the statement of activities?
- * Accounting bases

Financial Reporting and Analysis: Fund-Level Statements

- * Governmental funds
- * Proprietary funds
- * Fiduciary funds

Financial Condition Analysis (FCA)

- * What is financial condition analysis?
- * Determining measures in FCA
- Identifying any warning trend of deteriorating financial condition
- * Specifying the relationship
- * Explaining the relationship
- * FCA report writing



ADVANCED FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR – PLANNING, IMPLEMENTATION, REPORTING AND ANALYSES

Target audience

- Financial and budget personnel in governments.
- Anyone who is interested in governmental finance.

Learning outcomes

- Use forecasting tools.
- Determine forecast accuracy.
- Apply the most accurate tool for forecasting.
- Define a resource development issue.
- Estimate revenue shortage.
- Develop revenue options.
- Assess revenue options.
- Determine optimal revenue options.
- Calculate total cost, average cost, direct cost, indirect cost, personnel cost, operating cost, and capital cost.
- Perform cost allocation.
- Use cost depreciation methods.
- Apply average cost to determine efficiency.
- Understand the concepts of present value, future value, time value of money, discount rate.
- Apply present value of cost in cost comparison.
- Apply annualized cost in cost comparison.
- Understand fixed cost, variable cost, marginal cost, and incremental cost.
- Apply marginal cost in decision making.
- Apply incremental cost in decision making.
- Calculate the net present value and the benefit / cost ratio.
- Understand conditions to which a cost-benefit analysis applies.
- Apply the cost-benefit analysis in decision making.
- Determine proper indicators for monitoring.
- Detect unacceptable performance.
- Detect performance trends.

- Develop a complete picture of financial performance.
- Identify causes of underperformance.
- Take proper actions to improve performance.
- Develop a cash budget.
- Determine an optimal cash balance.
- Use the optimal cash balance in cash management decision making.
- Understand key elements in the statement of net assets.
- Understand the accounting process.
- Use the information in the statement of net assets in financial analysis.
- Understand key elements in the statement of activities.
- Understand the concept of accounting basis.
- Apply the information in the statement of activities in financial analysis.
- Understand the use of funds in governments.
- Understand key elements in fund-level statements.
- Use the information in fund-level statements in financial analysis.
- Know what financial condition analysis is.
- Determine measures to assess financial condition.
- Identify any warning trend of a deteriorating financial condition.
- Specify relationships in financial condition analysis.
- Explain relationships in financial condition analysis.
- Write a financial condition analysis report.



FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR - LEVEL 1

Agenda

Revenue Forecasting

- * Simple moving average (SMA)
- * Exponential smoothing (EXS)
- Transformation moving average (TMA)
- * Regression against time
- * A quasi-casual forecasting model
- * Determining forecast accuracy

Resource Development Analysis

- * Defining the issue: revenue shortage
- * Estimating revenue shortage
- * Developing revenue options
- * Assessing revenue options
- Making decisions

Target audience

- Financial and budget personnel in governments.
- Anyone who is interested in governmental finance.

Learning outcomes

Upon completion of this course, you will be able to:

- Use forecasting tools.
- Determine forecast accuracy.
- Apply the most accurate tool for forecasting.
- Define a resource development issue.
- Estimate revenue shortage.
- Develop revenue options.
- Assess revenue options.
- Determine optimal revenue options.
- Calculate total cost, average cost, direct cost, indirect cost, personnel cost, operating cost, and capital cost.
- Perform cost allocation.
- Use cost depreciation methods.
- Apply average cost to determine efficiency.
- Understand the concepts of present value, future value, time value of money, discount rate.
- Apply present value of cost in cost comparison.

Cost Estimation

- * Cost classification
- Total cost estimation
- * Average cost estimation

Cost Comparison

- * Calculating present value
- * Calculating annualised cost

Incremental Cost Analysis

Cost-Benefit Analysis

- * Introduction to costbenefit analysis
- * Issues in cost-benefit analysis

Financial Performance Monitoring

- Determining monitoring indicators
- * Detecting unacceptable performance
- * Understanding the causes and taking action

- Apply annualized cost in cost comparison.
- Understand fixed cost, variable cost, marginal cost, and incremental cost.
- Apply marginal cost in decision making.
- Apply incremental cost in decision making.
- Calculate the net present value and the benefit / cost ratio.
- Understand conditions to which a cost-benefit analysis applies.
- Apply the cost-benefit analysis in decision making.
- Determine proper indicators for monitoring.
- Detect unacceptable performance.
- Detect performance trends.
- Develop a complete picture of financial performance.
- Identify causes of underperformance.
- Take proper actions to improve performance.



FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR - LEVEL 2

Agenda

Cash Management

- * Creating a cash budget
- * Determining the optimal cash balance

Financial Reporting and Analysis: The Statement of Net Assets

- * What information is in the statement of net assets?
- * The accounting process
- * Principles that govern
- accounting practices

Target audience

- Financial and budget personnel in governments.
- Anyone who is interested in governmental finance.

Learning outcomes

Upon completion of this course, you will be able to:

- Develop a cash budget.
- Determine an optimal cash balance.
- Use the optimal cash balance in cash management decision making.
- Understand key elements in the statement of net assets.
- Understand the accounting process.
- Use the information in the statement of net assets in financial analysis.
- Understand key elements in the statement of activities.
- Understand the concept of accounting basis.

Financial Reporting and Analysis: The Statement of Activities

- * What information is in the statement of activities?
- * Accounting bases

Financial Reporting and Analysis: Fund-Level Statements

- * Governmental funds
- * Proprietary funds
- * Fiduciary funds

Financial Condition Analysis (FCA)

- * What is financial condition analysis?
- * Determining measures in FCA
- Identifying any warning trend of deteriorating financial condition
- * Specifying the relationship
- * Explaining the relationship
- * FCA report writing

- Apply the information in the statement of activities in financial analysis.
- Understand the use of funds in governments.
- Understand key elements in fund-level statements.
- Use the information in fund-level statements in financial analysis.
- Know what financial condition analysis is.
- Determine measures to assess financial condition.
- Identify any warning trend of a deteriorating financial condition.
- Specify relationships in financial condition analysis.
- Explain relationships in financial condition analysis.
- Write a financial condition analysis report.



ADVANCED PUBLIC SECTOR FINANCIAL REPORTING AND ANALYSIS

Agenda

Financial Reporting and Analysis: The Statement of Net Assets

- * What information is in the statement of net assets?
- * The accounting process
- * Principles that govern accounting practices

- Target audience
- Financial and budget personnel in governments.
- Anyone who is interested in governmental finance.

Learning outcomes

Upon completion of this course, you will be able to:

- Understand key elements in the statement of net assets.
- Understand the accounting process.
- Use the information in the statement of net assets in financial analysis.
- Understand key elements in the statement of activities.

Financial Reporting and Analysis: The Statement of Activities

- * What information is in the statement of activities?
- * Accounting bases

Financial Reporting and Analysis: Fund-Level Statements

- * Governmental funds
- * Proprietary funds
- * Fiduciary funds

- Understand the concept of accounting basis.
- Apply the information in the statement of activities in financial analysis.
- Understand the use of funds in governments.
- Understand key elements in fund-level statements.
- Use the information in fund-level statements in financial analysis.

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Human Resources



Code	Course	Duration	Page
HR101	Advanced Strategic Human Resource Management	2-weeks	67
HR101A	Strategic Human Resource Management – Level 1	1-week	68
HR101B	Strategic Human Resource Management – Level 2	1-week	69
HR101A3	HRM Strategies – Organisational Capability	3-days	70
HR102	Advanced Human Resource Management	2-weeks	71
HR102A	HRM Delivery and Relationship with Strategy	1-week	73
HR102B	HRM Practices and Processes	1-week	74
HR102A3	HRM – Relationship with Strategy	3-days	75
HR103	Advanced Human Resource Practice	2-weeks	76
HR103A	Human Resource Practice – Level 1	1-week	77
HR103B	Human Resource Practice – Level 2	1-week	78
HR104	Advanced Resourcing and Talent Management	2-weeks	79
HR104A	Resourcing and Talent Management – Level 1	1-week	80
HR104B	Resourcing and Talent Management – Level 2	1-week	81
HR104A3	Recruitment and Selection	3-days	82
HR105	Advanced Performance Management	1-week	83
HR106	Advanced Learning and Development Practice	2-weeks	84
HR106A	Learning and Development Practice – Level 1	1-week	85
HR106B	Learning and Development Practice – Level 2	1-week	86
HR107	Applying Advanced Analytics to HR Management Decisions	1-week	87

Code: HR101 Duration: 2-weeks Fee: £5,175 + VAT



Dates:

 23^{rd} March – 2rd April 2020 $17^{th} - 28^{th}$ August 2020 $7^{th} - 18^{th}$ December 2020

ADVANCED STRATEGIC HUMAN RESOURCE MANAGEMENT

Agenda

The Strategic Role of HR

- * The strategic nature of HR
- * The strategic business partner model
- * The strategic role of HR directors
- * The strategic role of heads of HR functions

Organisational Development Strategy

- Organisational development activities
- Formulating and implementing organisational development strategy
- * Culture change

Human Capital Management

- (HCM) Strategy
- * Aims of HCM
- * The role of HCM strategy
- * The link between HCM and business strategy
- Developing an HCM strategy

Knowledge Management Strategy

- * The process of knowledge management
- Sources and types of knowledgeApproaches to the development of
- knowledge management strategies
- * Components of a knowledge management strategy

Performance Management Strategy

- The nature of a performance management system
- Performance management activities
- * Implementation problems
- * The nature of performance management strategy

Employee Engagement Strategy

- * What is engagement?
- * Why is engagement important?
- * What are the factors that influence employee engagement?
- * The nature and content of employee engagement strategy

Resourcing Strategy

- * Integrating business and resourcing strategies
- * The components of employee resourcing strategy
- Workforce planning
- * Resourcing plans
- * Retention strategy

Talent Management Strategy

- * Strategic talent management
- * What is talent?
- * Talent management strategy

Learning and Development Strategy

- * Elements of learning and development
- * Strategy for creating a learning culture
- * Organisational learning strategy
- * Individual learning strategy

Reward Strategy

- * Why have a reward strategy?
- * Characteristics of reward strategy
- * Guiding principles
- * Developing reward strategy

Target audience

- HR directors
 - Heads of HR functions
- HR business partners
- Senior HR executives, managers, advisors and officers who wish to contribute to the development and implementation of HR strategy.
- Chief officers, Chairpersons, Board members, Company directors, Heads of Departments, and all those at the highest levels of an organisation interested in developing an in-depth knowledge of strategic HRM.

Learning outcomes

- The strategic nature of HR.
- The process of formulating and implementing organisational development strategy.
- The meaning and significance of human capital management (HCM).
- The approaches to the development of knowledge management strategies.
- The nature of performance management strategy.
- The meaning and importance of employee engagement.
- The strategic HRM approach to resourcing.
- The nature of strategic talent management.
- The meaning, aims and philosophy of strategic learning and development.
- What makes an effective reward strategy.



STRATEGIC HUMAN RESOURCE MANAGEMENT – LEVEL 1

Agenda

The Strategic Role of HR

- * The strategic nature of HR
- * The strategic business partner model
- The strategic role of HR directors
- * The strategic role of heads of HR functions

Organisational Development Strategy

- * Organisational development activities
- Formulating and implementing organisational development strategy
- * Culture change

Human Capital Management (HCM) Strategy

- * Aims of HCM
- * The role of HCM strategy
- * The link between HCM and business strategy
- * Developing an HCM strategy

Knowledge Management Strategy

- * The process of knowledge management
- * Sources and types of knowledge
- Approaches to the development of knowledge management strategies
- * Components of a knowledge management strategy

Performance Management Strategy

- * The nature of a performance management system
- * Performance management activities
- * Implementation problems
- * The nature of performance management strategy

- Target audience
- HR directors
- Heads of HR functions
- HR business partners
- Senior HR executives, managers, advisors and officers who wish to contribute to the development and implementation of HR strategy.
- Chief officers, Chairpersons, Board members, Company directors, Heads of Departments, and all those at the highest levels of an organisation interested in developing an in-depth knowledge of strategic HRM.

Learning outcomes

- The strategic nature of HR.
- The process of formulating and implementing organisational development strategy.
- The meaning and significance of human capital management (HCM).
- The approaches to the development of knowledge management strategies.
- The nature of performance management strategy.



STRATEGIC HUMAN RESOURCE MANAGEMENT – LEVEL 2

Agenda

Employee Engagement Strategy

- * What is engagement?
- * Why is engagement important?
- * What are the factors that influence employee engagement?
- * The nature and content of employee engagement strategy

Resourcing Strategy

- * Integrating business and resourcing strategies
- * The components of employee resourcing strategy
- * Workforce planning
- * Resourcing plans
- * Retention strategy

Talent Management Strategy

- * Strategic talent management
- * What is talent?
- * Talent management strategy

Learning and

- Development Strategy
- * Elements of learning and development
- * Strategy for creating a learning culture
- * Organisational learning strategy
- * Individual learning strategy

Reward Strategy

- * Why have a reward strategy?
- Characteristics of reward strategy
- * Guiding principles
- * Developing reward strategy

Target audience

- HR directors
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Learning outcomes

- The meaning and importance of employee engagement.
- The strategic HRM approach to resourcing.
- The nature of strategic talent management.
- The meaning, aims and philosophy of strategic learning and development.
- What makes an effective reward strategy.



HRM STRATEGIES – ORGANISATIONAL CAPABILITY

Agenda

Organisational Development Strategy

- * Organisational development activities
- Formulating and implementing organisational development strategy
- * Culture change

Human Capital Management (HCM) Strategy

- * Aims of HCM
- * The role of HCM strategy
- * The link between HCM and business strategy
- * Developing an HCM strategy

Knowledge Management Strategy

- The process of knowledge management
- * Sources and types of knowledge
- Approaches to the development of knowledge management strategies
- * Components of a knowledge management strategy

Target audience

- HR directors
- Heads of HR functions
- HR business partners
- Senior HR executives, managers, advisors and officers who wish to contribute to the development and implementation of HR strategy.
- Chief officers, Chairpersons, Board members, Company directors, Heads of Departments, and all those at the highest levels of an organisation interested in developing an in-depth knowledge of strategic HRM.

Learning outcomes

- The process of formulating and implementing organisational development strategy.
- The meaning and significance of human capital management (HCM).
- The approaches to the development of knowledge management strategies.

Code: HR102 Duration: 2-weeks Fee: £5,125 + VAT

Dates:

 27^{th} January – 7th February 2020 $1^{\text{st}} - 12^{\text{th}}$ June 2020 28^{th} September – 9th October 2020

ADVANCED HUMAN RESOURCE MANAGEMENT

Agenda

HRM, Strategy and Corporate Social Responsibility

- The meaning of human resource management
- Business and corporate strategies
- Stakeholders and corporate responsibility

High-Commitment HRM Policy and Practice

- * An outline of high-commitment HR policies and practices
- * Bundles of human resource practices
- * Is high-commitment HRM universally applicable?

Aligning HRM with

Organisational Goals

- * Contingency theory and best fit
- * 'Best fit' HRM
- * Limitations of best-fit / contingency models
- Resource-based view of HRM and the 'architecture'
- * Applying RBV and architecture models to HRM

The Role of the HR function in Changing Times

- The development of HR as a specialist function
- * Analysing the role of the HR function
- New forms of delivery: outsourcing, shared service centres and E-HRM
- * Assessing the contribution of the HR function

Line Managers, Leadership and HRM

- * Increasing the line management responsibility for HRM
- * Problems with devolving HRM to line managers
- * Developing line managers to provide effective HRM
- * Leadership

Resourcing and

Talent Management

- Human resource planning, turnover and retention
- Talent management
- * Defining jobs and creating person specifications
- * Recruitment methods
- * Differing paradigms of selection

Performance Management

- Performance management systems
- * Induction and employee socialisation
- * Performance review
- Reinforcing performance standards

Learning and

Knowledge Development

- * The process of learning
- * The training cycle
- * A review of some contemporary L&D interventions
- * Managing knowledge

Employee Involvement and Participation: Creating Engagement and Voice in the Workplace

- * The meaning of employee involvement and participation
- * From direct EIP to employee engagement
- * Representative participation
- * The links between informal and formal EIP
- * Embedding EIP at work

Reward Management

- * Reward management in context
- * Types of payment scheme
- * Job evaluation
- * Equal value considerations
- Non-pay benefits as part of the package



ADVANCED HUMAN RESOURCE MANAGEMENT

Target audience

- HR managers and executives
- Heads of HR functions
- HR business partners and advisors
- HR professionals and practitioners
- Senior HR officers and assistants who wish to understand and contribute to the development and implementation of HRM within their organisations.
- Small-business owners and managers responsible for the people function within their organisations.

Learning outcomes

- The multiple meanings of HRM, the relationship between strategy and HRM, and the value of seeing strategy in terms of multiple stakeholders.
- The principal theoretical frameworks used in HRM the universalist high-commitment paradigm, the contingency best-fit approach and the resourcebased view of the firm.
- The distinctive roles played by HR professionals and line managers, as well as the alternative forms of HR service delivery through external consultants and shared service operations.
- The concept of leadership whether it is different from management or not.
- All components of HRM.
- A range of contemporary issues, such as talent management, recent views on knowledge development, the push for employee engagement, and multiple ways in which employees can be rewarded at work.


HRM DELIVERY AND RELATIONSHIP WITH STRATEGY

Agenda

HRM, Strategy and Corporate Social Responsibility

- * The meaning of human resource management
- Business and corporate strategies
- * Stakeholders and corporate responsibility

High-Commitment HRM Policy and Practice

- * An outline of high-commitment HR policies and practices
- Bundles of human resource practices
- * Is high-commitment HRM universally applicable?

Aligning HRM with Organisational Goals

- * Contingency theory and best fit
- * 'Best fit' HRM
- * Limitations of best-fit / contingency models
- * Resource-based view of HRM and the 'architecture'
- * Applying RBV and architecture models to HRM

The Role of the HR function in Changing Times

- * The development of HR as a specialist function
- * Analysing the role of the HR function
- New forms of delivery: outsourcing, shared service centres and E-HRM
- * Assessing the contribution of the HR function

Line Managers, Leadership and HRM

- * Increasing the line management responsibility for HRM
- * Problems with devolving HRM to line managers
- * Developing line managers to provide effective HRM
- * Leadership

Target audience

- HR managers and executives
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- The concept of leadership whether it is different from management or not.

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HRM PRACTICES AND PROCESSES

Agenda

Resourcing and

Talent Management

- * Human resource planning, turnover and retention
- * Talent management
- * Defining jobs and creating person specifications
- * Recruitment methods
- * Differing paradigms of selection

Performance Management

- * Performance management systems
- * Induction and employee socialisation
- * Performance review
- * Reinforcing performance standards

Learning and

Knowledge Development

- * The process of learning
- * The training cycle
- * A review of some contemporary L&D interventions
- * Managing knowledge

Employee Involvement and Participation: Creating Engagement and Voice in the Workplace

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- * Representative participation
- * The links between informal and formal EIP
- * Embedding EIP at work

Reward Management

- * Reward management in context
- * Types of payment scheme
- * Job evaluation
- * Equal value considerations
- * Non-pay benefits as part of the package

Target audience

- HR managers and executives
- Heads of HR functions
- HR business partners and advisors
- HR professionals and practitioners
- Senior HR officers and assistants who wish to understand and contribute to the development and implementation of HRM within their organisations.
- Small-business owners and managers responsible for the people function within their organisations.

Learning outcomes

- All components of HRM and a range of contemporary issues.
- Resourcing and talent management HR planning, recruitment and selection.
- Performance management.

- Learning & development, and recent views on knowledge management.
- Employee involvement and participation (EIP) and the push for employee engagement.
- Multiple ways in which employees can be rewarded at work.



HRM – RELATIONSHIP WITH STRATEGY

Agenda

HRM, Strategy and Corporate Social Responsibility

- * The meaning of human resource management
- Business and corporate strategies
- * Stakeholders and corporate responsibility

High-Commitment HRM Policy and Practice

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- * Bundles of human resource practices
- * Is high-commitment HRM universally applicable?

Aligning HRM with

- Organisational Goals
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- * Limitations of best-fit / contingency models
- * Resource-based view of HRM and the 'architecture'
- * Applying RBV and architecture models to HRM

Target audience

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Learning outcomes

Upon completion of this course, you will be able to understand:

- The multiple meanings of HRM, the relationship between strategy and HRM, and the value of seeing strategy in terms of multiple stakeholders.
- The principal theoretical frameworks used in HRM the universalist high-commitment paradigm, the contingency best-fit approach and the resource-based view of the firm.

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Key information:

Code: HR103 Duration: 2-weeks Fee: £5,075 + VAT



Dates:

 $17^{th} - 28^{th}$ February 2020 22nd June - 3rd July 2020 19th - 30th October 2020

ADVANCED HUMAN RESOURCE PRACTICE

Agenda

The Organisational Context

- * Characteristics of organisations
- What should an HR practitioner achieve?
- * Organising the HR function
- * Trade unions

Job Analysis

- * Jobs with repetitive activities
- * Administrative and technical work, and delivery of services
- * Professional and managerial jobs
- The organisation chart
- * Job evaluation

Recruitment and Selection

- Workforce planning
- * The recruitment and
- selection process
- Making the appointment
- Induction
- Evaluation

Performance Management

- * Performance management vs. performance appraisal
- * Motivation
- * Interviewing skills

Reward

- * Pay systems and structures
- * Linking pay with performance
- * Non-pay rewards
- * Making pay decisions

Employee Relations

- * Discipline
 - * Capability
 - * Handling grievances
 - * Employee voice and employee engagement
 - * The psychological contract

Learning and Development

- * The learning cycle
- * Levels of learning needs analysis
- * Learning and development plans
- Implementing learning and development activities

Information and Communication Technology in HR

- * Why are records important in HR
- * Manual and computerised records
- * Information and consultation
- Confidentiality, openness, and social media

Change in Organisations

- * Approaches to change
- Managing change
- The impact of change on individuals
- Supporting employees through change

Personal Effectiveness

- * Communications
- Negotiating, influencing and persuading
- * Assertiveness
- * Emotional intelligence, empathy and resilience
- * Continuous professional development

Target audience

- HR officers and managers who are newly appointed to the role and who lack previous generalist experience.
- HR assistants, administrators and PAs who support more senior HR staff.
- Employees working for new but rapidly expanding organisations who acquire responsibility for establishing and formalising HR policies, procedures and practices.
- Staff who work in HR-related areas.
- Staff who work in specialist areas of HR practice, such as training, employee relations or job evaluation, who wish to
 progress into or have more knowledge of generalist roles.
- Line managers or supervisors who have responsibility for HR activities.
- Owners or managers of small businesses who have overall responsibility for the 'people element' within them.

Learning outcomes

- The broader aspects surrounding the HR function, as well as the wide range of activities involved in its execution.
- The importance of good job analysis in relation to HR activities.
- The processes of recruitment, selection, making an offer, induction and evaluation.
- The broader concept of performance management.
- Why reward is such an important issue.
- The changing nature of employee relations.

- The stages of the learning cycle, starting with the identification of learning needs and proceeding through the stages of planning, implementing and evaluating.
- The implications of information and communications in HR.
- Why change is important and why organisations needs to change.
- The variety of skills necessary for effective performance in an HR role.



HUMAN RESOURCE PRACTICE – LEVEL 1

Agenda

The Organisational Context

- * Characteristics of organisations
- * What should an HR practitioner achieve?
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- The broader concept of performance management.
- Why reward is such an important issue.



HUMAN RESOURCE PRACTICE – LEVEL 2

Agenda

Employee Relations

- * Discipline
- * Capability
- Handling grievances
- * Employee voice and employee engagement
- * The psychological contract

Learning and Development

- * The learning cycle
- * Levels of learning needs analysis
- * Learning and development plans
- * Implementing learning and development activities

Information and Communication Technology in HR

- * Why are records important in HR
- * Manual and computerised records
- * Information and consultation
- * Confidentiality, openness, and social media

Change in Organisations

- * Approaches to change
- Managing change
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- * Supporting employees through change

Personal Effectiveness

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- Line managers or supervisors who have responsibility for HR activities.
- Owners or managers of small businesses who have overall responsibility for the 'people element' within them.

Learning outcomes

- The changing nature of employee relations.
- The stages of the learning cycle, starting with the identification of learning needs and proceeding through the stages of planning, implementing and evaluating.
- The implications of information and communications in HR.
- Why change is important and why organisations needs to change.
- The variety of skills necessary for effective performance in an HR role.

Key information:

Code: HR104 Duration: 2-weeks Fee: £5,075 + VAT



Dates:

 $6^{th} - 17^{th}$ January 2020 $11^{th} - 22^{nd}$ May 2020 $7^{th} - 18^{th}$ September 2020

ADVANCED RESOURCING AND TALENT MANAGEMENT

Agenda

Human Resource Planning

- * Stages in traditional human resource planning
- * Forecasting future demand for human resources
- * Forecasting internal supply
- * Forecasting external supply

Job Analysis and Job Design

- * Managing vacancy scenarios
- * Job analysis
- * Competency frameworks
- * Job design

Recruitment

- * Internal and
- external recruitment * Advertising in the printed media
- * Online recruitment
- Social media
- * Alternative recruitment methods

Selection: The Classic Trio

- * Application forms
- Shortlisting
- * Interviews
- * Employment references

Advanced Methods of

- Employee Selection
- * Biodata
- Ability testing
- * Personality testing
- * Assessment centres

The New Employee

- * Contracts of employment
- * Specific contractual terms
- * The psychological contract
- * Induction

Succession Planning

- * What is succession planning?
- * Traditional approaches
- * Contemporary approaches
- * Alumni

Measuring and Analysing Employee Turnover

- * Defining voluntary turnover
- * Does turnover matter?
- * Measuring turnover
- * Costing turnover
- * Benchmarking turnover

Improving Employee Retention

- * Reducing turnover
- * Employee retention and reward
- * Employee retention and developmental opportunities
- * Employee retention and effective line management

Resourcing and Talent

Management Strategies

- Taking a strategic approach
- * Aligning HR practices with business strategy
- * Competing in the labour market
- * Talent management strategies

Target audience

- HR managers and executives
- Those involved in the recruitment and selection function of their organisations.
- HR business partners and advisors
- HR professionals and practitioners
- Senior officers and assistants employed within the HR function of their organisation who wish to mobilise an effective workforce by assembling together teams of people with the necessary skills, attitudes and experience to meet their objectives.
- Those with the HR role of enabling their organisation to meet its future demand for skills.
- Those who wish to be equipped with the knowledge and skills required to undertake core resourcing and talent management activities to a high standard.

Learning outcomes

- How to undertake and evaluate long- and shortterm talent planning and succession planning exercises with a view to building long-term organisational performance.
- How to manage recruitment, selection and induction activities effectively, efficiently and professionally.
- How to gather, analyse and use information on employee turnover as the basis for developing robust staff retention strategies.
- The development and evaluation of resourcing and talent management strategies.



RESOURCING AND TALENT MANAGEMENT – LEVEL 1

Agenda

Human Resource Planning

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- * Forecasting future demand for human resources
- * Forecasting internal supply
- * Forecasting external supply

Job Analysis and Job Design

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Advanced Methods of Employee Selection

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- Ability testing
- * Personality testing
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- Those with the HR role of enabling their organisation to meet its future demand for skills.
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 management activities to a high standard.

Learning outcomes

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- How to undertake and evaluate long- and short-term talent planning and succession planning exercises with a view to building long-term organisational performance.
- How to manage recruitment and selection activities effectively, efficiently and professionally.

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RESOURCING AND TALENT MANAGEMENT – LEVEL 2

Agenda

The New Employee

- * Contracts of employment
- * Specific contractual terms
- * The psychological contract
- * Induction

Succession Planning

- * What is succession planning?
- * Traditional approaches
- * Contemporary approaches
- * Alumni

Measuring and Analysing Employee Turnover

- * Defining voluntary turnover
- * Does turnover matter?
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- * Costing turnover
- * Benchmarking turnover

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- * Reducing turnover
- * Employee retention and reward
- * Employee retention and developmental opportunities
- * Employee retention and effective line management

Resourcing and Talent Management Strategies

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- Aligning HR practices with business strategy
- * Competing in the labour market
- Talent management strategies

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- Those with the HR role of enabling their organisation to meet its future demand for skills.
- Those who wish to be equipped with the knowledge and skills required to undertake core resourcing and talent
 management activities to a high standard.

Learning outcomes

Upon completion of this course, you will be able to understand:

- How to manage induction effectively, efficiently and professionally.
- How to gather, analyse and use information on employee turnover as the basis for developing robust staff retention strategies.
- The development and evaluation of resourcing and talent management strategies.

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RECRUITMENT AND SELECTION

Agenda

Recruitment

- Internal and external recruitment
- * Advertising in the printed media
- * Online recruitment
- Social media
- * Alternative recruitment methods

Target audience

- HR managers and executives
- Those involved in the recruitment and selection function of their organisations.
- HR business partners and advisors
- HR professionals and practitioners
- Senior officers and assistants employed within the HR function of their organisation who wish to mobilise an
 effective workforce by assembling together teams of people with the necessary skills, attitudes and experience
 to meet their objectives.
- Those with the HR role of enabling their organisation to meet its future demand for skills.
- Those who wish to be equipped with the knowledge and skills required to undertake core resourcing and talent
 management activities to a high standard.

Learning outcomes

Upon completion of this course, you will be able to understand:

• How to manage recruitment and selection activities effectively, efficiently and professionally.

Selection: The Classic Trio

- * Application forms
- * Shortlisting
- * Interviews
- * Employment references

Advanced Methods of Employee Selection

- * Biodata
- * Ability testing
- * Personality testing
- * Assessment centres



ADVANCED PERFORMANCE MANAGEMENT

Agenda

Performance Management Fundamentals

- * The essence of performance management
- * The evolution of performance management
- * The conceptual framework
- * Issues in performance management

Performance Management

- Processes and Skills
- * Setting goals
- * Providing feedback
- * 360-degree feedback
- * Conducting performance reviews
- * Assessing performance
- * Coaching
- * Managing underperformers

Target audience

- HR managers and executives
- Top management and line managers who wish to understand performance management in a strategic sense that enables the goals of individuals and teams to be aligned to the strategic goals of the organisation.
- HR business partners and advisors
- HR professionals and practitioners
- Senior officers and assistants employed within the HR function of their organisation who wish to deploy performance management as a systematic and continuous process for improving organisational performance by developing the performance of individuals and teams.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The elements of a performance management system but also the limitation of this model and the reality of performance management – the problems of making it work and the requirements for success.
- The processes and skills used in setting goals, providing feedback, conducting performance reviews, assessing performance, coaching and dealing with under-performers.
- How performance management can be applied to manage organisational and team performance and how it supports several key HR activities.
- The impact of performance management and how some organisations have modelled their performance management systems.
- How performance management should be developed and managed and the role of line managers upon whom the effectiveness of performance management largely depends.

Applications of

Performance Management

- * Managing organisational performance
- * Managing team performance
- * Performance management and employee engagement
- * Performance management and talent management
- * Performance management and learning
- * Performance management and reward

Performance Management in Action

- * The impact of performance management
- * Performance management models from various organisations

The Development and Management of Performance Management

- * Developing performance management
- * Managing performance management
- * The performance management role of line managers
- * Evaluating performance management

Key information:

Code: HR106 Duration: 2-weeks Fee: £5,075 + VAT

Learning and Development and

Understanding organisations

* Different types of organisation

* Why are organisations established?

Agenda

the Organisation

The learning and

Identifying Learning and

needs information

Designing Learning and

Development Activities

Aims, objectives and

Selecting training and

Selecting and developing

learning outcomes

learning content

learning methods

learning resources

Determining priorities

Development Needs

for learning

development function

* What are learning needs?

Identifying learning needs

Collecting and analysing learning

Presenting a recommendation

Determining and sequencing

Delivering Learning and Development Activities

* Preparing for L&D activities

 Establishing the physical environment for learning

ADVANCED LEARNING AND DEVELOPMENT PRACTICE

- * Delivery methods and techniques
- Working with visual aids and resources
- Managing group dynamics and creating a positive learning environment

Using Technology to Facilitate Learning

- Technology and learning
- * The timeline of technology in training
- * Delivering live online learning sessions
- * Creating digital learning content

Enhancing Learner Engagement

- * Factors affecting learning engagement
- Psychology and learning
- * Neuroscience and learning
- * Strategies for enhancing engagement

Supporting Collective and Social Learning

- * What is collective and social learning?
- * E-learning
- Facilitating collective and social learning within an online learning programme
- * Using social media for collective and social learning

Supporting Individual Learning through Coaching and Mentoring

9th – 20th March 2020

20th – 31st July 2020 9th – 20th November 2020

The coaching process

Dates:

- The mentoring process
- Coaching and mentoring practice – models
- Coaching and mentoring practice communication techniques
- Recording coaching and mentoring activity

Assessing Learning and Development

- * The assessor role
- Planning assessment
- * Assessment methods
- * Making an assessment decision
- Providing assessment feedback

Organising Learning and

- Development Events
 - Types of L&D events
- * Planning and co-ordinating an L&D event
- Promoting L&D events
- Customer care skills

Target audience

- HR managers and executives.
- Those who work in learning and development (L&D), training or HRD (human resources development).
- Those preparing for an L&D role.
- L&D professionals, practitioners, advisers, facilitators and partners.
- Trainers, training officers and instructors.
- Learning and organisational development consultants.
- Learning outcomes

- The position and contribution of L&D to an organisation.
- The essential technical skills and knowledge that underpin the L&D profession and which are crucial to success in most L&D roles.
- Various aspects of the training cycle in more depth, taking your learning to a more specialist level.

- Learning curators and champions.
- Coaches
- Workplace assessors
- Curriculum designersDigital learning designers
- Senior officers and assistants employed within the HR
- function of their organisation who wish to contribute to L&D practice.



LEARNING AND DEVELOPMENT PRACTICE – LEVEL 1

Agenda

Learning and Development and the Organisation

- * Understanding organisations
- * Why are
- organisations established?
- * Different types of organisation
- * The learning and development function

Identifying Learning and Development Needs

- * What are learning needs?
- * Identifying learning needs
- * Collecting and analysing learning needs information
- * Determining priorities
- * Presenting a recommendation for learning

Designing Learning and Development Activities

- * Aims, objectives and learning outcomes
- * Determining and sequencing learning content
- * Selecting training and learning methods
- * Selecting and developing learning resources

Delivering Learning and Development Activities

- * Preparing for L&D activities
- * Establishing the physical environment for learning
- Delivery methods and techniques
- Working with visual aids and resources
- Managing group dynamics and creating a positive learning environment

Using Technology to

Facilitate Learning

- * Technology and learning
- * The timeline of technology in training
- * Delivering live online learning sessions
- * Creating digital learning content

Target audience

- HR managers and executives.
- Those who work in learning and development (L&D), training or HRD (human resources development).
- Those preparing for an L&D role.
- L&D professionals, practitioners, advisers, facilitators and partners.
- Trainers, training officers and instructors.
- Learning and organisational development consultants.
- Learning curators and champions.
- Coaches
- Workplace assessors
- Curriculum designers
- Digital learning designers
- Senior officers and assistants employed within the HR function of their organisation who wish to contribute to L&D practice.

Learning outcomes

- The position and contribution of L&D to an organisation.
- The essential technical skills and knowledge that underpin the L&D profession and which are crucial to success
 in most L&D roles.



LEARNING AND DEVELOPMENT PRACTICE – LEVEL 2

Agenda

Enhancing Learner Engagement

- Factors affecting learning engagement
- * Psychology and learning
- * Neuroscience and learning
- Strategies for enhancing engagement

Supporting Collective and Social Learning

- * What is collective and social learning?
- * E-learning
- * Facilitating collective and social learning within an online learning programme
- * Using social media for collective and social learning

Supporting Individual Learning through Coaching and Mentoring

- * The coaching process
- * The mentoring process
- * Coaching and mentoring practice – models
- * Coaching and mentoring practice – communication techniques
- Recording coaching and mentoring activity

Assessing Learning and Development

- * The assessor role
- * Planning assessment
- * Assessment methods
- * Making an assessment decision
- * Providing assessment feedback

Organising Learning and Development Events

- * Types of L&D events
- * Planning and co-ordinating an L&D event
- * Promoting L&D events
- * Customer care skills

Target audience

- HR managers and executives.
- Those who work in learning and development (L&D), training or HRD (human resources development).
- Those preparing for an L&D role.
- L&D professionals, practitioners, advisers, facilitators and partners.
- Trainers, training officers and instructors.
- Learning and organisational development consultants.
- Learning curators and champions.
- Coaches
- Workplace assessors
- Curriculum designers
- Digital learning designers
- Senior officers and assistants employed within the HR function of their organisation who wish to contribute to L&D practice.

Learning outcomes

Upon completion of this course, you will be able to understand:

• Various aspects of the training cycle in more depth, taking your learning to a more specialist level.

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APPLYING ADVANCED ANALYTICS TO HR MANAGEMENT DECISIONS

Agenda

Challenges and Opportunities with Optimal Decision Making and how Advanced Analytics can help

- How we make decisions and what gets in the way
- * Rise of the machines: advanced analytics and decision making
- * Human and machine: the ideal decision-making team

Collaboration, Cooperation and Reciprocity

- * Human nature and human science
- * The power of collaboration: the Scandinavian model
- Advanced analytics and collaborative decision making

Value Creation and Advanced Analytics

- * The wealth of organisations and what advanced analytics can do
- * Value and how to create it: intangible capital
- Strategic choice and advanced analytics
- * Software applications, analytics, and HR decisions

Human Science and Selection Decisions

- * Optimising selection and promotion decisions
- Workforce planning, talent acquisition, and decision analytics
- * Human science and selection and promotions decisions
- * Applications of human science to selection decisions

Human Science and Incentives

- * Human science and incentives
- * Human science and motivation
- * Performance management
- * Applying human science to incentive contracts
- * Application of human science to specific incentive issues

Target audience

- HR managers and executives.
- HR business partners and advisors.
- HR professionals and practitioners.
- Anyone in any organisation making human capital management (HCM) decisions, including C-level executives and all managers.

Learning outcomes

Upon completion of this course, you will be able to:

- Leverage advanced analytics and Big Data to build more equitable, collaborative, and successful organisations.
- Improve selection, performance, collaboration, resource planning, and more.
- Develop an analytical culture that consistently relies on evidence and facts for sound HR decision making.

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Accounting, Finance and Banking



Code	Course	Duration	Page
AFB101	Advanced Accounting and Finance for Managers	2-weeks	89
AFB101A	Accounting and Finance for Managers – Level 1	1-week	90
AFB101B	Accounting and Finance for Managers – Level 2	1-week	91
AFB102	Financial Management	3-days	92
AFB103	Advanced Management Accounting	7-days	93
AFB103A	Management Accounting – Level 1	4-days	95
AFB103B	Management Accounting – Level 2	3-days	96
AFB104	Advanced Financial Accounting	9-days	97
AFB104A	Financial Accounting – Level 1	4-days	99
AFB104B	Financial Accounting – Level 2	1-week	100
AFB105	Financial Accounting, Reporting and Analysis	1-week	101
AFB106	Applying IFRS	1-week	102
AFB107	Interpretation and Application of IPSAS	1-week	103
AFB108	Accounting Information Systems	1-week	104
AFB109	Auditing and Assurance Services	1-week	105
AFB110	Central Banks, Monetary Policy and Financial Stability	1-week	107
AFB111	Advanced Capital Markets	9-days	108
AFB111A	Capital Markets – Level 1	1-week	110
AFB111B	Capital Markets – Level 2	4-days	111
AFB112	Introduction to Banking	1-week	112



ADVANCED ACCOUNTING AND FINANCE FOR MANAGERS

Agenda

Introduction to Accounting

- The two forms of accounting: financial accounting and management accounting
- The regulatory and conceptual framework
- * Qualitative characteristics of useful financial information
- * Types of business entity
- * The annual report and financial statements

Accounting Concepts and Systems

- Statement of comprehensive income (income statement)
- * Statement of financial position (balance sheet)
- Statement of cash flows
- Preparing a set of financial statements
- The income statement: cost of sales working
- Underlying concepts: measurement rules and fundamental accounting concepts
- * Three further property, plant and equipment issues
- * Recording accounting information

Financial Analysis: Part 1

- * Financial statement analysis for investment purposes
- Other users and their needs
- Horizontal analysis and trend analysis
- Vertical analysis
- Ratio analysis
- Weaknesses and limitations

Financial Analysis: Part 2

- * The drive for information
- * Stakeholder management* Corporate social
- responsibility reportingEarnings announcements,
- conference calls and investor presentations
- Media relations: press releases and newspaper coverage
- * Social media and internet bulletins

Business Planning

- * Business planning and control: the role of budgets
- * The budget-setting process
- * Basic steps of preparing a budget* Budgeting in different types
- of organisation * Limitations and problems with budgeting
- Improving business planning and budgeting

Budgets and Performance Management

- * Responsibility centres
- * The controllability principle
- Profit-related
- performance measurement
- Standard costing and variance analysis
- * Performance management in investment centres
- * Non-financial
- performance indicators
- * The balanced scorecard
- * Performance measurement in notfor-profit organisations
- External influences on performance

Cash Flow

- * How much cash does a business need?
- * Methods of establishing cash balances
- * Cash forecasting: the cash budget
- * Cash management: strategies for improving cash flow
- Interpreting and analysing a cashflow forecast

Pricing Decisions

- * The accountant's perspective costing and pricing
- * Absorption costing and full-costplus pricing
- * Marginal-cost-plus pricing
- * Activity-based costing (ABC) pricing
- * Life-cycle costing and pricing
- * The economist's perspective
- * The marketer's perspective
- * Combining the three perspectives: establishing an appropriate pricing strategy
- * Pricing strategies
- Target pricing and target costing

Investment Decisions

- * Investment appraisal the basics
- Traditional evaluation techniques
- Incorporating real-world complexities into investment appraisal
- * Investment appraisal within context
- * Taking a broader strategic view

Operational Decisions

- * Operational decision making
- * Cost-volume-profit analysis (CVP)
- Relevant costing

Target audience

- Managers who wish to improve their analytical skills and use accounting and finance tools for managerial advantage.
- Those who wish to understand and use accounting knowledge for operational and management decision making.

Learning outcomes

- Prepare a set of basic financial statements.
- Interpret financial accounting information.
- Interpret profit and cash budgets and identify potential problems.
- Identify appropriate pricing strategies to fit different market needs.
- Incorporate financial evaluation into operational decision making and problem solving.



ACCOUNTING AND FINANCE FOR MANAGERS – LEVEL 1

Agenda

Introduction to Accounting

- The two forms of accounting: financial accounting and management accounting
- The regulatory and conceptual framework
- * Qualitative characteristics of useful financial information
- * Types of business entity
- The annual report and financial statements

Accounting Concepts and Systems

- * Statement of comprehensive income (income statement)
- Statement of financial position (balance sheet)
- * Statement of cash flows
- * Preparing a set of financial statements
- * The income statement: cost of sales working
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- * Three further property, plant and equipment issues
- * Recording accounting information

Financial Analysis: Part 1

- Financial statement analysis for investment purposes
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- Horizontal analysis and trend analysis
- * Vertical analysis
- Ratio analysis
- Weaknesses and limitations

Financial Analysis: Part 2

- * The drive for information
- * Stakeholder management
- Corporate social responsibility reporting
- Earnings announcements, conference calls and investor presentations
- Media relations: press releases and newspaper coverage
- * Social media and internet bulletins

Business Planning

- * Business planning and control: the role of budgets
- * The budget-setting process
- Basic steps of preparing a budget
 Budgeting in different types
- of organisation * Limitations and problems
- with budgeting
- * Improving business planning and budgeting

Target audience

- Managers who wish to improve their analytical skills and use accounting and finance tools for managerial advantage.
- Those who wish to understand and use accounting knowledge for operational and management decision making.

Learning outcomes

- The role of the financial accountant and the information which they prepare.
- The relationship between the statement of financial position, income statement and statement of cash flows.
- The elements and structure of the annual report and primary financial statements.
- The conceptual and regulatory framework of accounting.
- What information the financial statements cannot provide.
- Key elements of an accounting system.
- Different types of accounting adjustment.
- The impact of accounting adjustment on reported results.
- How to prepare basic primary financial statements.
- The main aspects of performance which can be evaluated through financial statements.

- How apply horizontal, trend, vertical and ratio analysis to the financial statement contained within an organisation's annual report.
- How to evaluate a company from the viewpoint of current and potential investors as well as other stakeholders.
- That financial information is communicated through varying means and in different forms.
- That corporate communication may be factually accurate but it might be presented, written or distributed in a way that sends out information signals.
- The role of budgeting within the business planning process.
- Different approaches to budgeting.



ACCOUNTING AND FINANCE FOR MANAGERS – LEVEL 2

Agenda

Budgets and Performance Management

- Responsibility centres
- * The controllability principle
- * Profit-related
- performance measurement
- Standard costing and variance analysis
- * Performance management in investment centres
- Non-financial
- performance indicatorsThe balanced scorecard
- Performance measurement in notfor-profit organisations
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Cash Flow

- * How much cash does a business need?
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- * Cash forecasting: the cash budget
- * Cash management: strategies for
- improving cash flowInterpreting and analysing a cash-flow forecast
- Pricing Decisions
 - The accountant's perspective costing and pricing
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 - * Life-cycle costing and pricing
 - * The economist's perspective
 - * The marketer's perspective
 - Combining the three perspectives: establishing an appropriate pricing strategy
 - * Pricing strategies
 - * Target pricing and target costing

Investment Decisions

- * Investment appraisal the basics
- * Traditional evaluation techniques
- Incorporating real-world complexities into investment appraisal
- * Investment appraisal within context
- * Taking a broader strategic view

Operational Decisions

- * Operational decision making
- * Cost-volume-profit analysis (CVP)
- * Relevant costing

Target audience

- Managers who wish to improve their analytical skills and use accounting and finance tools for managerial advantage.
- Those who wish to understand and use accounting knowledge for operational and management decision making.

Learning outcomes

- How to interpret a variance report and assess its implications for management intervention.
- Behavioural aspects of budget management.
- Strategies to prevent or remedy adverse behavioural aspects of budget management and to harness positive aspects.
- Alternative views on performance management.
- The importance of cash management to a business.
- How to interpret a cash budget and identify potential problems.
- How to formulate strategies for improving cash flow and liquidity.
- Appropriate costing methods for pricing.

- The potential impact of different competitive environments on pricing.
- Appropriate pricing strategies to fit different markets and products/services.
- The financial impact of an investment using traditional techniques.
- The strengths and weaknesses of the above techniques.
- The role of financial assessment within the wider strategic assessment of investment decisions.
- The financial consequences of a range of decisionmaking situations.
- The scope and limitations of the financial techniques applied.



FINANCIAL MANAGEMENT

Agenda

Investment Appraisal Techniques

- * Accounting rate of return
- * Payback period
- * Net present value
- * Discounting to present value
- * Internal rate of return

Sources of Company Finance

- * The nature of limited companies
- * Share capital
- * The stock exchange
- * Venture capital
- * Loan and capital and debentures
- * Retained profits
- * Reporting requirements

Managing Working Capital

- * The scale of working capital
- Managing inventories
- * Managing trade receivables
- Managing cash
- * Managing trade payables

Target audience

- Chief officers and company directors.
- Managers and executives.
- Those who wish to examine the ways in which financial statements and other financial information may improve the quality of decision making.

Learning outcomes

- The nature and significance of appraising long-term investments.
- How to use a range of investment appraisal techniques to assess and compare projects.
- The advantages and limitations of each method.
- The nature of a limited company.
- The main external sources of finance available to limited companies, and their characteristics.
- The role of a stock exchange.
- The reporting requirements placed upon the directors of a company.
- The main elements of working capital.
- The purpose of working capital and the nature of the working capital cycle.
- The importance of establishing policies for the control of working capital.
- The factors that have to be taken into account when managing each element of working capital.



ADVANCED MANAGEMENT ACCOUNTING

Agenda

Cost and Break-even Analysis

- * Fixed and variable costs
- * Contribution
- * Break-even analysis
- * The margin of safety
- * Interpreting break-even analysis
- * Assumptions underlying breakeven analysis

Absorption and Activity-

based Costing

- Direct and indirect costs
- * Absorption costing
- * Calculating a blanket rate
- * Over and under recovery
- * Calculating a department rate to fully cost the product
- * Activity-based costing

Budgeting

- * The advantages of budgets
- * The process of budgeting
- * Preparation of a budget
- * Problems of budgeting
- * Budgets to monitor performance and flexible budgeting
- * Variance analysis

Pricing and Costs

- * Using cost information to price your product
- Discounts and distribution margins
- * Choosing the appropriate costing method
- * Pricing and product strategy
- * Optimum pricing
- * Target costing
- * Life-cycle costing
- * Transfer pricing

Short-term Decision Making

- * What are relevant revenues and costs?
- * Make or buy decisions
- * Limiting factors
- * Upgrading equipment
- Closure of sites or discontinuing products

Investment Appraisal Techniques

- * Accounting rate of return
- * Payback period
- * Net present value
- * Discounting to present value
- * Internal rate of return

Measuring and

Reporting Performance

- * Performance measurement: strategy and objectives
- * Financial and non-financial performance measurement
- * Key performance measures
- * Benchmarking
- * The balanced scorecard
- * Customer profitability analysis
- * Integrated reporting
- * Environment accounting and carbon reporting
- * Corporate governance
- Ethics



ADVANCED MANAGEMENT ACCOUNTING

Target audience

- Those who wish to understand the implications of decisions made across a range of management accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may
 encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of management accounting.

Learning outcomes

- The difference between management accounting and financial accounting.
- The difference between fixed and variable costs.
- How to calculate variable and fixed costs using the high-low method.
- How to use break-even analysis as a decisionmaking tool.
- How to calculate and understand contribution, the break-even point, and margin of safety.
- The limitations of break-even analysis.
- Why overheads need to be included when costing products.
- How to calculate a simple 'blanket' overhead rate.
- How to apply absorption costing methods to fully cost out a range of products.
- The limitations of traditional costing methods.
- How to calculate a simply activity-based cost.
- Why a business needs to prepare a budget.
- The process of preparing a budget.
- How to prepare a simple budget.
- The problems of budgeting.
- The purpose of simple variance analysis.
- How various methods of costing can impact on pricing.
- How to calculate prices using cost-plus, salesmargin, and discount methods.
- How various pricing strategies can be used, including how target and life-cycle costing can affect product pricing.

- How to calculate internal transfer prices in a variety of ways.
- Which costs are relevant in short-term decision making.
- Whether an organisation should make or buy products.
- Which products should be prioritised if there are limited resources.
- If a product should be discontinued or a location closed.
- The nature and significance of appraising long-term investments.
- How to use a range of investment appraisal techniques to assess and compare projects.
- The advantages and limitations of each method.
- How a business might set its long-term strategy.
- The performance of a business using non-financial as well as financial measures.
- The use of benchmarking to improve performance.
- How to construct a balanced scorecard.
- How to calculate customer profitability.
- The role of integrated reporting.
- The role of environmental accounting and carbon reporting.
- The need for corporate governance and how ethical and environmental issues should be taken into account.



MANAGEMENT ACCOUNTING – LEVEL 1

Agenda

Cost and Break-even Analysis

- * Fixed and variable costs
- * Contribution
- * Break-even analysis
- * The margin of safety
- * Interpreting break-even analysis
- * Assumptions underlying breakeven analysis

Absorption and Activity-based Costing

- * Direct and indirect costs
- * Absorption costing
- * Calculating a blanket rate
- * Over and under recovery
- * Calculating a department rate to fully cost the product
- * Activity-based costing

Budgeting

- * The advantages of budgets
- * The process of budgeting
- Preparation of a budget
- * Problems of budgeting
- * Budgets to monitor performance and flexible budgeting
- * Variance analysis

Pricing and Costs

- * Using cost information to price your product
- * Discounts and distribution margins
- Choosing the appropriate costing method
- * Pricing and product strategy
- * Optimum pricing
- * Target costing
- * Life-cycle costing
- * Transfer pricing

Target audience

- Those who wish to understand the implications of decisions made across a range of management accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may
 encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of management accounting.

Learning outcomes

- The difference between management accounting and financial accounting.
- The difference between fixed and variable costs.
- How to calculate variable and fixed costs using the high-low method.
- How to use break-even analysis as a decisionmaking tool.
- How to calculate and understand contribution, the break-even point, and margin of safety.
- The limitations of break-even analysis.
- Why overheads need to be included when costing products.
- How to calculate a simple 'blanket' overhead rate.
- How to apply absorption costing methods to fully cost out a range of products.

- The limitations of traditional costing methods.
- How to calculate a simply activity-based cost.
- Why a business needs to prepare a budget.
- The process of preparing a budget.
- How to prepare a simple budget.
- The problems of budgeting.
- The purpose of simple variance analysis.
- How various methods of costing can impact on pricing.
- How to calculate prices using cost-plus, sales-margin, and discount methods.
- How various pricing strategies can be used, including how target and life-cycle costing can affect product pricing.
- How to calculate internal transfer prices in a variety of ways.

Key information:

Code: AFB103B Duration: 3-days Fee: £1,620 + VAT

Dates:

 $14^{th} - 16^{th}$ April 2020 $1^{st} - 3^{rd}$ September 2020 $7^{th} - 9^{th}$ December 2020

MANAGEMENT ACCOUNTING – LEVEL 2

Agenda

Short-term Decision Making

- * What are relevant revenues and costs?
- * Make or buy decisions
- * Limiting factors
- * Upgrading equipment
- Closure of sites or discontinuing products

Investment Appraisal Techniques

- * Accounting rate of return
- * Payback period
- * Net present value
- * Discounting to present value
- * Internal rate of return

Measuring and Reporting Performance

- * Performance measurement: strategy and objectives
- * Financial and non-financial performance measurement
- * Key performance measures
- * Benchmarking
- * The balanced scorecard
- * Customer profitability analysis
- * Integrated reporting
- * Environment accounting and carbon reporting
- * Corporate governance
- Ethics

Target audience

- Those who wish to understand the implications of decisions made across a range of management accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of management accounting.

Learning outcomes

- Which costs are relevant in short-term decision making.
- Whether an organisation should make or buy products.
- Which products should be prioritised if there are limited resources.
- If a product should be discontinued or a location closed.
- The nature and significance of appraising long-term investments.
- How to use a range of investment appraisal techniques to assess and compare projects.
- The advantages and limitations of each method.

- How a business might set its long-term strategy.
- The performance of a business using non-financial as well as financial measures.
- The use of benchmarking to improve performance.
- How to construct a balanced scorecard.
- How to calculate customer profitability.
- The role of integrated reporting.
- The role of environmental accounting and carbon reporting.
- The need for corporate governance and how ethical and environmental issues should be taken into account.

Key information:

Code: AFB104 Duration: 9-days Fee: £4,645 + VAT

Dates:

28th January – 7th February 2020 26th May – 5th June 2020 29th September – 9th October 2020

ADVANCED FINANCIAL ACCOUNTING

Agenda

The Cash Budget

- * Why should managers understand accounting?
- * Accounting concepts
- * Timings of receipts and payments
- * Calculation of the gross profit and gross profit margin

Introduction to the Statement of Profit and Loss

- * Measuring profit
- * Double-entry bookkeeping
- * Types of account
- Trial balance
- * Capital versus revenue expenditure/income
- Calculating the cost of sales

Balancing the Basics

- * Assets and liabilities
- The statement of financial position
- * Accruals and prepayments

Accounting for Depreciation and Bad Debts

- * The straight-line method
- * The reducing-balance method
- Disposals of non-current assets
- * Bad and doubtful debts
- * Uses and limitations of the statement of financial position

Company Finance

- * The nature of limited companies
- * Share capital
- * The stock exchange
- Venture capital
- * Loan capital and debentures
- Retained profits
- * Reporting requirements

Company Accounts

- * The statement of profit or loss
- * The statement of changes in equity
- * The statement of financial position
- * Intangible assets
- * Revaluing assets
- * The statement of
- comprehensive income
- * Corporate governance

The Statement of Cash Flows

- * Sources of cash flow
- * Non-current assets and the statement of cash flows
- * Movements in working capital
- * Tax, interest, and dividends
- * What to look for in a statement of cash flows
- * Managing cash

Interpreting Financial Statements

- * Ratio analysis
- * The pyramid of ratios
- * Probability ratios
- * Liquidity ratios
- * Control of working capital
- * The working capital cycle

Capital Structure and Investment Ratios

- * Capital structure
- * Investment ratios
- * Limitations of ratio analysis



ADVANCED FINANCIAL ACCOUNTING

Target audience

- Those who wish to understand the implications of decisions made across a range of financial accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of financial accounting.

Learning outcomes

- The purpose of accounting.
- Why non-accountants need to understand accounting.
- The basic terminology of business transactions.
- How to prepare a cash budget.
- The gross profit margin of a product and business.
- The difference between cash and the profits of a business.
- That a set of financial statements can be prepared from data included a trial balance.
- The difference between revenue and capital expenditure and the significance of the distinction.
- How to prepare a simple statement of profit or loss.
- The purpose of a statement of financial position.
- The assets and liabilities in a business.
- What an accrual and a prepayment are and how to account for them.
- How to prepare a statement of financial position for a simple business.
- Why non-current assets need to be depreciated.
- How to use the straight-line and the reducingbalance methods of providing for depreciation.
- Why we need to provide for bad and doubtful debts.
- How to prepare a final adjusted statement of profit
- or loss and statement of financial position.
- Some of the limitations of a statement of financial position.

- The nature of a limited company.
- The main external sources of finance available to limited companies, and their characteristics.
- The role of a stock exchange.
- The reporting requirements placed upon the directors of a company.
- How to prepare a statement of profit or loss and a statement of comprehensive income for a limited company.
- How to prepare a statement of financial position for a limited company.
- The purpose of a statement of changes in equity.
- The importance of reliable corporate governance.
- The crucial importance of cash to a business.
- The difference between profit and cash.
- How to prepare a simple statement of cash flows.
- Who uses financial statements and what their needs are.
- How to calculate and interpret ratios that enable you to comment on a business's profitability, liquidity, and efficiency.
- How to calculate and interpret ratios that enable you to comment on a business's capital structure, investment returns, and performance.
- The limitations of ratio analysis.



FINANCIAL ACCOUNTING – LEVEL 1

Agenda

The Cash Budget

- * Why should managers understand accounting?
- * Accounting concepts
- * Timings of receipts and payments
- Calculation of the gross profit and gross profit margin

Introduction to the Statement of Profit and Loss

- * Measuring profit
- * Double-entry bookkeeping
- * Types of account
- * Trial balance
- * Capital versus revenue expenditure/income
- * Calculating the cost of sales

Balancing the Basics

- * Assets and liabilities
- The statement of financial position
- * Accruals and prepayments

Accounting for Depreciation and Bad Debts

- * The straight-line method
- * The reducing-balance method
- * Disposals of non-current assets
- * Bad and doubtful debts
- * Uses and limitations of the statement of financial position

Target audience

- Those who wish to understand the implications of decisions made across a range of financial accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may
 encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of financial accounting.

Learning outcomes

- The purpose of accounting.
- Why non-accountants need to understand accounting.
- The basic terminology of business transactions.
- How to prepare a cash budget.
- The gross profit margin of a product and business.
- The difference between cash and the profits of a business.
- That a set of financial statements can be prepared from data included a trial balance.
- The difference between revenue and capital expenditure and the significance of the distinction.
- How to prepare a simple statement of profit or loss.
- The purpose of a statement of financial position.

- The assets and liabilities in a business.
- What an accrual and a prepayment are and how to account for them.
- How to prepare a statement of financial position for a simple business.
- Why non-current assets need to be depreciated.
- How to use the straight-line and the reducingbalance methods of providing for depreciation.
- Why we need to provide for bad and doubtful debts.
- How to prepare a final adjusted statement of profit or loss and statement of financial position.
- Some of the limitations of a statement of financial position.

Key information:

Code: AFB104B Duration: 1-week Fee: £2,675 + VAT



Dates:

3rd – 7th February 2020 1st – 5th June 2020 5th – 9th October 2020

FINANCIAL ACCOUNTING – LEVEL 2

The Statement of Cash Flows

* Non-current assets and the

* Movements in working capital

* What to look for in a statement

* Tax, interest, and dividends

statement of cash flows

* Sources of cash flow

of cash flows * Managing cash

Agenda

Company Finance

- * The nature of limited companies
- * Share capital
- * The stock exchange
- Venture capital
- * Loan capital and debentures
- * Retained profits
- * Reporting requirements

Company Accounts

- * The statement of profit or loss
- * The statement of changes
- in equity The statement of
- financial position * Intangible assets
- Revaluing assets
- The statement of
- comprehensive income
- Corporate governance

Target audience

- Those who wish to understand the implications of decisions made across a range of financial accounting issues.
- Those who wish to develop the ability to analyse, interpret, and question the accounting information they may encounter in a business context.
- Those who wish to acquire a sound appreciation of accounting and finance in order to communicate and succeed in the business world.
- Non-accounting staff who desire a practical introduction to the fundamentals of financial accounting.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The nature of a limited company.
- The main external sources of finance available to limited companies, and their characteristics.
- The role of a stock exchange.
- The reporting requirements placed upon the directors of a company.
- How to prepare a statement of profit or loss and a statement of comprehensive income for a limited company.
- How to prepare a statement of financial position for a limited company.
- The purpose of a statement of changes in equity.
- The importance of reliable corporate governance.

- The crucial importance of cash to a business.
- The difference between profit and cash.
- How to prepare a simple statement of cash flows.
- Who uses financial statements and what their needs are.
- How to calculate and interpret ratios that enable you to comment on a business's profitability, liquidity, and efficiency.
- How to calculate and interpret ratios that enable you to comment on a business's capital structure, investment returns, and performance.
- The limitations of ratio analysis.

Interpreting Financial Statements

- Ratio analysis
- * The pyramid of ratios
- * Probability ratios
- * Liquidity ratios
- * Control of working capital
- * The working capital cycle

Capital Structure and Investment Ratios

- * Capital structure
- * Investment ratios
- * Limitations of ratio analysis



FINANCIAL ACCOUNTING, REPORTING AND ANALYSIS

Agenda

Introduction

- * Financial reporting
- * The difference between profit and cash flow
- * Qualitative characteristics
- * Financial accounting
- * Limited companies' financial statements
- * Accruals principle
- * Prudence
- * Pulling everything together

Financial Reporting in Context

- * The financial reporting system
- Corporate governance, sustainability and ethics
- * Published financial statements of companies
- * Techniques for the interpretation of financial statements

Statement of Profit or Loss Reporting Issues

- * Reporting performance
- * Revenue from contracts with customers
- * Earnings per share
- * Taxation

Statement of Financial Position Reporting Issues

- * Property, plant and equipment, and impairment
- * Intangible assets
- * Inventories
- * Liabilities
- * Financial instruments
- Leases
- * Employee benefits and sharebased payments

Consolidated Financial Statements

- * Subsidiaries
- * Associates, joint arrangements and statements of cash flow

Target audience

- Accounting and financial specialists.
- Those who wish to understand how to interpret the financial statements of business entities.
- Those who wish to learn the mechanics of preparing financial statements under IFRS.
- Individuals charged with the responsibility of providing financial information about a reporting entity that is useful to users in making decisions.

Learning outcomes

- How financial information is prepared and presented.
- Why the accounting is done in this way.
- What the resulting information actually means for users.



APPLYING IFRS

Agenda

Conceptual Framework

- * The International Accounting
- Standards Board (IASB[®])The purpose of a
- conceptual framework
- Qualitative characteristics of useful financial information
- * Going concern assumption
- Definition, recognition and measurement of the elements of financial statements
- * Concepts of capital
- Future developments

Elements: Part 1

- * Owners' equity:
 - share capital and reserves
 - Fair value measurement
 Revenue from contracts
 - with customers
 - * Provisions, contingent liabilities and contingent assets
 - Income taxes
 - * Financial instruments
 - Share-based payment

Elements: Part 2

- * Inventories
- * Employee benefits
- * Property, plant and equipment
- * Leases
- * Intangible assets
- * Business combinations
- * Impairment of assets

Presentation and Disclosures

- * Financial statement and presentation
- * Statement of cash flow
- * Operating segments
- * Other key notes disclosures

Economic Entities

- * Consolidation: controlled entities
- * Consolidation:
- wholly owned subsidiaries
- * Consolidation: intragroup transactions
- * Consolidation: non-controlling interest
- * Translation of the financial statements of foreign entities

- Target audience
- Accounting and financial specialists, professionals and practitioners who wish to develop a greater understanding of the key concepts and applications of IFRS.
- Those aiming for organisational adoption of IFRS to enable greater fluency in their financial reporting and establish a global understanding of their accounting practice in an increasingly internationalised business world.
- Accounting and finance staff of entities that have been mandated to be IFRS compliant.

Learning outcomes

- The role of the International Accounting Standards Board (IASB[®]) in setting international accounting standards.
- The element of equity in financial statements, its various components and the accounting for transactions that give rise to these components.
- Accounting requirements for IFRS 13 Fair Value Measurement.
- Accounting requirements for IFRS 15 *Revenue from Contracts with Customers.*
- Accounting requirements for IAS 37 Provisions, Contingent Liabilities and Contingent Assets.
- Accounting requirements for IAS 12 Income Taxes.
- Accounting requirements for IFRS 9 Financial Instruments.
- Accounting requirements for IAS 32 Financial
 Instruments: Presentation.
- Accounting requirements for IFRS 7 Financial Instruments: Disclosures.
- Accounting requirements for IFRS 12 Share-based Payment.
- Accounting requirements for IAS 2 Inventories.
- Accounting requirements for IAS 19 Employee Benefits.

- Accounting requirements for IAS 16 *Property, Plant* and *Equipment*.
- Accounting requirements for IAS 17 Leases.
- Accounting requirements for IAS 38 *Intangible Assets.*
- Accounting requirements for IFRS 3 Business Combinations.
- Accounting requirements for IAS 36 Impairment of Assets.
- The principles that underlie the preparation of general purpose financial statements in order to provide information that is useful for creditors and investors and other users in making decisions about providing resources to the entity.
- How to present a statement of cash flows in accordance with IAS 7 Statement of Cash Flows.
- Accounting requirements for IFRS 8 Operating Segments.
- Accounting requirements for IAS 24 Related Party Disclosures.
- Accounting requirements for IAS 33 Earnings per Share.
- The accounting standards governing the preparation of consolidated financial statements – IFRS 10 Consolidated Financial Statements and IFRS 3 Business Combinations.
- The preparation of consolidated financial statements.
- Accounting requirements for IAS 21 *The Effects of Changes in Foreign Exchange Rates.*



INTERPRETATION AND APPLICATION OF IPSAS

Agenda

Introducing Public Sector Accounting

- * IPSAS and public sector entities
- * Why converge public sector accounting practices?
- The International Public Sector Accounting Standards Board (IPSASB)

Accrual-based IPSAS: Part 1

- The IPSASB conceptual framework and key accrual accounting concepts
- * Financial statements
- * Disclosure standards
- * Long-term (non-current assets)
- * Current assets
- * Service concession
- arrangements: grantor
- Leases and leasing arrangements

Target audience

Accrual-based IPSAS: Part 2

- $\ast\,$ Revenues and expenses
- Employee benefits, social benefits, and other liabilities
- * Provisions and contingencies
- Budget reporting
- * Financial instruments
- * Consolidations and strategic investments
- Specific standards: accounting for agriculture and accounting in hyperinflation economies
- * Recommended practice guidelines

Cash-based IPSAS

- * Content part 1 cash basis IPSAS
- Examples of use of cash basis IPSAS
- * Content part 2 cash basis IPSAS

Making the Transition to IPSAS

- Project management perspective
- * What is the starting point for transition?
- * Different paths of IPSAS adoption
- * First-time adoption of accrual basis IPSAS

- Accounting and financial specialists, professionals, practitioners and policy makers employed within national, state/provincial and local governments; government ministries, departments, programs, boards, commissions, and agencies; public sector social security funds, trusts, and statutory authorities; and International governmental organisations.
- Accounting and finance staff of public sector entities that intend to embrace IPSAS, and thereby upgrade the reporting, the accountability and the transparency of their organisations.
- Public administrators encountering important challenges in reducing the distance between accounting systems within countries as well as across borders, through a move towards harmonisation of accounting practices in the public sector.

Learning outcomes

- The role and history of IPSASB.
- The scope of accrual-based IPSAS.
- What is prescribed in the suite of IPSAS for accrual basis accounting.
- The options accrual-based IPSAS provides for the measurement and recognition for each of the standards.
- Some of the key practical implementation issues when preparing IPSAS-compliant financial statements.
- The options that are provided within IPSAS when determining key accounting policy issues.
- What is prescribed in cash-basis IPSAS.
- How to prepare a transition to cash-basis IPSAS or to accrual-based IPSAS.



ACCOUNTING INFORMATION SYSTEMS

Agenda

Conceptual Foundations of Accounting Information Systems

- * Accounting information systems: an overview
- Overview of transaction processing and enterprise resource planning systems
- * Systems documentation techniques
- Relational databases

Control and Audit of Accounting

- Information Systems
 - Computer fraudComputer fraud and
 - abuse technologies
 - Control and accounting information systems
 - * Controls for information security
 - Confidentiality and privacy controls
 - Processing integrity and available controls
 - Auditing computer-based information systems

Target audience

Accounting Information Systems Applications

- The revenue cycle: sales to cash collections
- The expenditure cycle: purchasing to cash disbursements
- The production cycle
- The human resources management and payroll cycle
- * General ledger and reporting system

The REA Data Model

- * Database design using the REA data model
- * Implementing an REA model in a relational database
- * Special topics in REA modelling

The Systems Development Process

- * Introduction to systems development and systems analysis
- * AIS development strategies
- Systems design, implementation, and operation

- Accounting and financial specialists, professionals and practitioners who need to understand how accounting information systems (AIS) work in order to effectively measure how cost-effectively they perform, to assess their reliability and that of the information produced, or to lead the redesign and implementation of new and better systems.
- Internal and external auditors.
- Accountants who wish to improve the design and functioning of the AIS so that it truly adds value to the organisation by providing management with the information needed to effectively run organisations.

Learning outcomes

- The basic activities performed in the major business cycles.
- What data needs to be collected to enable managers to plan, evaluate, and control the business activities in which an organisation engages.
- How IT development can improve the efficiency and effectiveness of business processes.
- How to design (AIS) to provide the information needed to make key decisions in each business cycle.
- The risk of fraud and the motives and techniques used to perpetuate fraud.
- The COSO and COSO-ERM models for internal control and risk management, as well as the specific controls used to achieve those objectives.
- The Control Objectives for Information and Related Technology (COBIT) Framework for the effective governance and control of information systems and how IT affects the implementation of internal controls.
- The AICPA's Trust Services framework for ensuring systems reliability by developing procedures to protect the confidentiality of proprietary information, maintain the privacy of personally identifying information collected from customers, assure the availability of information resources, and provide for information processing integrity.
- Fundamentals of information security.
- Goals, objectives, and methods for auditing information systems.
- Fundamental concepts of database technology and data modelling and their effect on AIS.
- The tools for documenting AIS work, such as REA diagrams, data flow diagrams, business processing diagrams, and flowcharts.
- The basic steps in the system development process to design and improve an AIS.

Key information:

Code: AFB109 Duration: 1-week Fee: £2,625 + VAT

Dates:

 $9^{th} - 13^{th}$ March 2020 20^{th} - 24^{th} July 2020 $9^{th} - 13^{th}$ November 2020

AUDITING AND ASSURANCE SERVICES

Agenda

The Auditing Profession

- * The demand for auditing and other assurance services
- * The CPA profession
- * Audit reports
- Professional ethics
- Legal liability

The Audit Process

- Audit responsibilities and objectives
- * Audit evidence
- * Audit planning and materiality
- Assessing the risk of material misstatement
- * Assessing and responding to fraud risks
- Internal control and COSO framework
- Assessing control risk and reporting on internal controls
- * Overall audit strategy and audit programme

Application of the Audit Process to the Sales and Collection Cycle

- * Tests of controls and
- substantive tests of transactions
 * Audit sampling for tests of
- controls and substantive tests of tests of transactions
- * Completing the tests in the sales and collection cycle: accounts receivable
- * Audit sampling for tests of details of balances

Application of the Audit Process to other Cycles

- Audit of the acquisition and payment cycle: tests of controls, substantive tests of transactions, and accounts payable
- * Completing the tests in the acquisition and payment cycle: verification of selected accounts
- * Audit of the payroll and personnel cycle
- * Audit of the inventory and warehousing cycle
- * Audit of the capital acquisition and repayment cycle
- Audit of cash and financial instruments

Completing the Audit

- Perform additional tests for presentation and disclosure
- * Review for contingent liabilities and commitments
- * Review for subsequent events
- * Final evidence accumulation
- * Evaluate results
- * Issue the audit report
- * Communicate with the audit committee and management
- * Subsequent discovery of facts



AUDITING AND ASSURANCE SERVICES

Target audience

- Internal auditors and government auditors.
- Employees of certified public accounting (CPA) firms.
- Those interested in up-to-date coverage of globally recognised auditing concepts with practical examples of the implementation of those concepts in real-world settings.
- Those interested in the most important internationally recognised concepts of auditing to aid their audit decision making and evidence accumulation in today's complex, global auditing environment.

Learning outcomes

- Assurance services, including auditing and the role of CPA firms and other organisations in performing audits of financial statements and other information.
- Audit reports, which are the final product of audits.
- The regulation and oversight of CPA firms through ethical standards and the legal responsibilities of auditors.
- Auditors' and managements' responsibilities, management assertions and audit objectives, and general evidence audit concepts.
- Various aspects of audit planning, including risk assessment, internal control, and auditors' responsibility for detecting fraud.
- The integration of audit planning and audit evidence.
- The methodology for designing tests of controls and substantive tests of transactions audit procedures for sales, cash receipts, and the other classes of transactions in the sales and collection cycle.
- Non-statistical and statistical sampling methods for tests of controls and substantive tests of transactions.
- The methodology for designing audit procedures for the audit of accounts receivable and other balances in the sales and collection cycle.
- Audit sampling for tests of details of balances.

- The audit of the acquisition and payment cycle, including the audit of accounts payable and other liability accounts.
- The audit of the payroll and personnel cycle.
- The audit of the inventory and warehousing cycle, including physical observation tests and the relationship of the inventory and warehousing cycle to other cycles.
- The audit of the capital acquisition and repayment cycle.
- The audit of cash and investment balances.
- How to design and perform audit tests related to presentation and disclosure audit objectives.
- How to conduct a review for contingent liabilities and commitments.
- How to obtain and evaluate letters from the client's attorneys.
- How to conduct a post-balance-sheet review for subsequent events.
- How to design and perform the final steps in the evidence-accumulation segment of the audit.
- How to integrate the audit evidence gathered and evaluate the overall audit results.
- How to communicate effectively with the audit committee and management.
- The auditor's responsibilities when facts affecting the audit report are discovered after its issuance.



CENTRAL BANKS, MONETARY POLICY AND FINANCIAL STABILITY

Agenda

Central Banks in the World Today

- The basics: how central banks originated and their role today
- Stability: the primary objective of all central banks
- Meeting the challenge: creating a successful central bank
- Fitting everything together: central banks and fiscal policy

The Structure of Central Banks

- * The structure of the Federal Reserve System
- * Assessing the Federal Reserve System's structure
- * The European Central Bank

The Central Bank Balance Sheet and the Money Supply Process

- * The central bank's balance sheet
- * Changing the size and composition of the balance sheet
- * The deposit expansion multiplier
- * The monetary base and the money supply

Monetary Policy: Stabilising the Domestic Economy

- * The Federal Reserve's conventional policy toolbox
- * Operational policy at the European Central Bank
- * Linking tools to objectives: making choices
- * A guide to central bank interest rates: the Taylor rule
- * Unconventional policy tools

Exchange-Rate Policy and the Central Bank

- * Linking exchange-rate policy with domestic monetary policy
- * Mechanics of exchangerate management
- * The costs, benefits, and risks of fixed exchange rates
- * Fixed exchange-rate regimes

Target audience

- Central bank staff
- Those who wish to survey what central banks do and how they do it.
- Those who wish to understand the role and objectives of central banks.
- Those who wish to be equipped with the knowledge that will be required to cope with the inevitable changes that will occur in central bank structure.

Learning outcomes

- Functions and objectives of central banks.
- Features of an effective central bank.
- Fiscal challenges for central banks.
- The structure of the Federal Reserve System.
- The effectives of the Federal Reserve System.
- The structure of the Eurosystem.
- The euro-area crisis and the European Central Bank (ECB).
- The central bank's balance sheet.
- Changing the size and mix of the balance sheet.

- The deposit expansion multiplier.
- The monetary base and the money supply.
- Federal Reserve and ECB conventional policy tools.
- Simple guides for policy setting.
- Unconventional policy tools.
- Links between exchange rates and monetary policy.
- The mechanics of exchange-rate management.
- Costs, benefits, and risks of fixed exchange rates.
- Fixed exchange-rate regimes.



ADVANCED CAPITAL MARKETS

Agenda

Introduction

- * Financial assets and financial markets
- * Overview of risks and risk management

The Players

- * Overview of market participants
- * Depository institutions
- * Insurance companies and defined benefit pension plans
- Managers of collective investment vehicles
- * Investment banking firms

Basics of Cash and

Derivative Markets

- * Primary and secondary markets
- Introduction to linear payoff derivatives: futures, forwards, and swaps
- Introduction to nonlinear payoff derivatives: options, credit default swaps, caps, and floors
- Securitisation and its role in financial markets

Risk and Return Theories

- * Return distributions and risk measures
- * Portfolio selection theory
- * Asset pricing theories

Interest Rate Determination and Debt Pricing

- The theory and structure of interest rates
- Valuation of debt contracts and their price volatility characteristics
- * The term structure of interest rates

Equity Markets

- * The structure of the common stock market
- * Common stock strategies and trading arrangements

Debt Markets: Part 1

- * The money market for private debt instruments
- Treasury and agency securities markets
- * Municipal securities markets
- Corporate senior instruments markets

Debt Markets: Part 2

- * International bond markets
- The residential mortgage market
- * The market for U.S. agency residential mortgage-backed securities
- * The market for credit-sensitive securitised products

Derivative Markets

- * The market for equity derivatives
- * The market for interest rate risk transfer vehicles: exchange-traded products
- * The market for interest rate risk transfer vehicles: OTC instruments
- The market for credit risk transfer vehicles: credit derivatives and collateralised debt obligations
- The market for foreign exchange and risk control instruments


ADVANCED CAPITAL MARKETS

Target audience

- Financial regulators
- Individual and institutional investors and borrowers.
- Those who wish to understand financial product innovation with an emphasis on risk management and regulatory reform.
- Those who wish to understand the wide range of instruments for financing, investing, and controlling risk in today's financial markets.

Learning outcomes

- An introduction to financial markets, the attributes of financial assets, and the link between financial markets and the real economy.
- An overview of risk that covers the difference between risk and uncertainty, the key elements of financial risk management, the identification and quantification of financial risks, the various types of investment risk faced by investors, and the various types of funding risk faced by entities seeking to raise capital.
- An overview of market participants, and the special role of those classified as financial intermediaries.
- The roles of government in the regulation of financial markets, credit rating agencies, and international entities such as the Bank for International Settlements and the Financial Stability Board.
- Depository institutions.
- Insurance companies and defined benefit pension plans.
- Collective investment vehicles, or investment products managed by asset management firms.
- The wide range of activities performed by investment banking firms.
- The fundamentals of primary and secondary markets.
- Different types of financial derivatives, the elements of their pricing, and how they are used to control various types of financial risks.
- The role of securitisation in financial markets, and its use by corporations and governments as a risk management tool.

- The different types of distributions that financial asset returns can be assumed to follow, different measures of dependence between asset returns, attributes of portfolio risk measures, and alternative ratios of reward to risk.
- Portfolio theory and asset pricing, and their limitations.
- The classical theory of interest rates, and how all other interest rates differ from it.
- How debt obligations should be priced in the market, and how to determine the calculation of a bond's yield.
- The relationship between the yield on a bond and its maturity, referred to as the term structure of interest rates.
- The structure of the common stock market, the regulators of equity markets, the venues available to investors for executing trades, and how order are executed.
- The strategies employed by investors in the common stock market, the notion of pricing efficiency and its impact on the type of strategy that should be selected.
- The various types of trading strategies, and the issues associated with high-frequency trading.
- A wide range of debt products money market instruments, treasury and agency securities, municipal securities, corporate senior obligations, international bonds, residential mortgage loans, agency residential mortgage-backed securities, and credit-sensitive securitised products.
- Each derivative contract, how the basic pricing models have to be modified because of the nuances of the contract features, and how the derivative instrument can be used to control risk.



CAPITAL MARKETS – LEVEL 1

Basics of Cash and Derivative Markets

derivatives: futures, forwards, and

derivatives: options, credit default

* Primary and secondary markets

Introduction to nonlinear payoff

* Introduction to linear payoff

swaps, caps, and floors

financial markets

Securitisation and its role in

swaps

Agenda

Introduction

- Financial assets and financial markets
- * Overview of risks and risk management

The Players

- * Overview of market participants
- * Depository institutions
- * Insurance companies and defined benefit pension plans
- Managers of collective investment vehicles
- * Investment banking firms

Target audience

- Financial regulators
- Individual and institutional investors and borrowers.
- Those who wish to understand financial product innovation with an emphasis on risk management and regulatory reform.
- Those who wish to understand the wide range of instruments for financing, investing, and controlling risk in today's financial markets.

Learning outcomes

Upon completion of this course, you will be able to understand:

- An introduction to financial markets, the attributes of financial assets, and the link between financial markets and the real economy.
- An overview of risk that covers the difference between risk and uncertainty, the key elements of financial risk management, the identification and quantification of financial risks, the various types of investment risk faced by investors, and the various types of funding risk faced by entities seeking to raise capital.
- An overview of market participants, and the special role of those classified as financial intermediaries.
- The roles of government in the regulation of financial markets, credit rating agencies, and international entities such as the Bank for International Settlements and the Financial Stability Board.
- Depository institutions.
- Insurance companies and defined benefit pension plans.
- Collective investment vehicles, or investment products managed by asset management firms.
- The wide range of activities performed by investment banking firms.

• The fundamentals of primary and secondary markets.

Risk and Return Theories

risk measures

interest rates

Debt Pricina

* Return distributions and

* Portfolio selection theory

Interest Rate Determination and

* The theory and structure of

* Valuation of debt contracts and

their price volatility characteristics

* Asset pricing theories

 The term structure of interest rates

- Different types of financial derivatives, the elements of their pricing, and how they are used to control various types of financial risks.
- The role of securitisation in financial markets, and its use by corporations and governments as a risk management tool.
- The different types of distributions that financial asset returns can be assumed to follow, different measures of dependence between asset returns, attributes of portfolio risk measures, and alternative ratios of reward to risk.
- Portfolio theory and asset pricing, and their limitations.
- The classical theory of interest rates, and how all other interest rates differ from it.
- How debt obligations should be priced in the market, and how to determine the calculation of a bond's yield.
- The relationship between the yield on a bond and its maturity, referred to as the term structure of interest rates.



CAPITAL MARKETS – LEVEL 2

Agenda

Equity Markets

- * The structure of the common stock market
- * Common stock strategies and trading arrangements

Debt Markets: Part 1

- * The money market for private debt instruments
- * Treasury and agency securities markets
- * Municipal securities markets
- Corporate senior instruments markets

Debt Markets: Part 2

- * International bond markets
- * The residential mortgage market
- The market for U.S. agency residential mortgage-backed securities
- * The market for credit-sensitive securitised products

Derivative Markets

- The market for equity derivatives
- * The market for interest rate risk transfer vehicles: exchange-traded products
- * The market for interest rate risk transfer vehicles: OTC instruments
- The market for credit risk transfer vehicles: credit derivatives and collateralised debt obligations
- The market for foreign exchange and risk control instruments

Target audience

- Financial regulators
- Individual and institutional investors and borrowers.
- Those who wish to understand financial product innovation with an emphasis on risk management and regulatory reform.
- Those who wish to understand the wide range of instruments for financing, investing, and controlling risk in today's financial markets.

Learning outcomes

- The structure of the common stock market, the regulators of equity markets, the venues available to investors for executing trades, and how order are executed.
- The strategies employed by investors in the common stock market, the notion of pricing efficiency and its impact on the type of strategy that should be selected.
- The various types of trading strategies, and the issues associated with high-frequency trading.
- A wide range of debt products money market instruments, treasury and agency securities, municipal securities, corporate senior obligations, international bonds, residential mortgage loans, agency residential mortgage-backed securities, and credit-sensitive securitised products.
- Each derivative contract, how the basic pricing models have to be modified because of the nuances of the contract features, and how the derivative instrument can be used to control risk.

Code: AFB112 Duration: 1-week Fee: £2,625 + VAT



Dates:

 $\begin{array}{l} 16^{th}-20^{th} \mbox{ March 2020} \\ 27^{th}-31^{st} \mbox{ July 2020} \\ 16^{th}-20^{th} \mbox{ November 2020} \end{array}$

INTRODUCTION TO BANKING

Agenda

Introduction to Banking

- * What is special about banks?
- * Bank activities and services
- * Types of banking
- * International banking

Central Banking and Bank Regulation

- * Theory of central banking
- * Central banks in practice
- * Bank regulation and supervision
- * Bank failures and banking crises

Issues in Bank Management

- * Banks' balance sheet and income structure
- * Bank financial management
- * Banking risks
- * Bank risk management

Comparative banking markets

- * Banking in the UK
- * Banking in Europe
- * Banking in the US
- * Banking in Japan
- * Banking in emerging markets

Advanced Topics in Banking

- * Banks and markets
- * Mergers and acquisitions
- * Bank competition and financial stability

Target audience

- Financial regulators
- Banking staff
- Those who wish to gain a comprehensive insight into the business of banking, the impact of the financial crisis upon the banking sector globally and the far-reaching regulatory reforms.

Learning outcomes

- The reasons why banks exist, the main services they offer, recent trends impacting on business areas, types of banking firms and the differences between domestic and international banking business.
- The pivotal role played by monetary policy and supervisory regulation and their impact on the banking sector (and economy as a whole).
- The rationale for central banking, the main tools and instruments of monetary policy and how various major central banks undertake their operations.
- The reasons why banks are so heavily regulated and why adequate solvency and liquidity are critical to maintain a safe and sound banking system.
- The important role played by capital in the banking sector as well as the relevance of the Basel Capital Accords.
- The determinants of bank failure as well as the toolkits at regulators' disposal to supervise bank risk taking.
- The causes of banking and financial crises as well as effective crisis-management mechanisms.

- The main components of banks' balance sheet and income statements, off-balance sheet activity and how to analyse bank performance and other issues using traditional ratio analysis.
- How banks manage their on- and off-balance sheet positions and the main risks faced in banking operations.
- The main risk-management approaches undertaken in banking.
- The institutional features of the banking/financial systems of the UK, the US, Europe, Japan and various emerging markets and transition economies.
- How the institutional features of the different banking systems are changing and the trends that are common to all systems.
- How to analyse and discuss the structural and performance features of these (and other) banking systems.
- Some of the current issues in banking.

Operations and Project Management



Code	Course	Duration	Page
OPM101	Advanced Operations Strategy	2-weeks	114
OPM101A	Operations Strategy – Level 1	1-week	116
OPM101B	Operations Strategy – Level 2	1-week	118
OPM102	Advanced Strategic Operations Management	2-weeks	119
OPM102A	Operations Delivery	1-week	121
OPM102B	Operations Development	1-week	122
OPM103	Strategic Operations Management	2-weeks	123
OPM103A	Operations Design	1-week	125
OPM104	Advanced Strategic Procurement	2-weeks	126
OPM104A	Procurement – Core Concepts	1-week	128
OPM104B	Procurement – Strategy and Planning	1-week	129
OPM105	Supply Chain Management	1-week	130
OPM106	Strategic Total Quality Management	2-weeks	131
OPM106A	The Development, Introduction and Sustaining of Total Quality Management	1-week	133
OPM106B	The Business Context of Total Quality Management	1-week	134
OPM106A3	Total Quality Management – Advanced Organisational Introduction	3-days	135
OPM107	Advanced Quality Management Systems, Tools and Techniques	2-weeks	136
OPM107A	Quality Management Systems, Tools and Techniques – Level 1	1-week	138
OPM107B	Quality Management Systems, Tools and Techniques – Level 2	1-week	139
OPM108	Advanced Project Management	2-weeks	140
OPM108A	Project Management – Level 1	1-week	142
OPM108B	Project Management – Level 2	1-week	143
OPM109	Advanced Facilities Management	2-weeks	144
OPM109A	Facilities Management – Level 1	1-week	145
OPM109B	Facilities Management – Level 2	1-week	146



ADVANCED OPERATIONS STRATEGY

Agenda

Developing Resources and

- Processes for Strategic Impact
- * Why is operations excellence fundamental to strategic impact?
- * What is operations strategy and how is it different from operations management?
- * What is the 'content' of operations strategy?
- * The operations strategy matrix
- * What is the 'process' of operations strategy?

Operations Performance

- * Operations performance can make or break any organisation
- Judging operations performance at a societal level
- * Judging operations performance at a strategic level
- * Judging operations performance at an operational level
- The relative importance of performance objectives changes over time
- * Trade-offs are they inevitable?
- * Targeting and operations focus

Substitutes for Strategy

- Fads, fashion and the 'new' approaches to operations
- Total quality management (TQM)
- Business process reengineering (BPR)
- Six Sigma
- Some common threads

Capacity Strategy

- * The overall level of operations capacity
- * The number and size of sites
- * Capacity change
- * Location of capacity

Purchasing and Supply Strategy

- * Do or buy? The vertical integration decision
- * Contracting and relationships
- * Which type of arrangement?
- * Supply network dynamics
- Managing suppliers over time
- * Purchasing and supply chain risk

Process Technology Strategy

- Process technology should reflect volume and variety
- * The product-process matrix
- * The challenges of information technology (IT)
- * Evaluating process technology

Improvement Strategy

- * Operations improvement
- * Setting the direction
- * Importance-performance mapping
- * Developing operations capabilities
- * Deploying capabilities in the market

Product and Service Development and Organisation

- * Innovation, design and creativity
- * The strategic importance of product and service development
- Product and service development as a process
- * A market requirements' perspective on product and service development
- * An operations resources perspective on product and service development

The Process of Operations Strategy

- Formulation and Implementation
- * Formulating operations strategy
- * What is the role of alignment?
- * Maintaining alignment over time
- * What analysis is needed for formulation?
- * The challenges to operations strategy formulation
- * How do we know when the formulation process is complete?
- * What is operations strategy implementation?

The Process of Operations Strategy

- Monitoring and Control
- * What are the differences between operational and strategic monitoring and control?
 * How is progress towards
- strategic objectives tracked?
- * How can the monitoring and control process attempt to control risks?
- * How does learning contribute to strategic control?

Code: OPM101 Duration: 2-weeks Fee: £5,175 + VAT

Dates:

 20^{th} April – 1st May 2020 10th – 21st August 2020 7th – 18th December 2020

ADVANCED OPERATIONS STRATEGY

Target audience

- Chief operations officers and chief executive officers
- Operations directors and managers
- Heads of departments
- Senior operations executives, officers and staff
- Those who wish to gain a comprehensive understanding of the interaction between operational resources and market requirements.
- Those who wish to transform their companies' prospects through the way they manage their operations resources strategically, turning their operations capabilities into a formidable asset.
- Those who wish to use operations strategy as a major source of competitive advantage in for-profit businesses or the route to achieving social welfare in not-for-profit enterprises.
- Those who appreciate operations strategy as central, ubiquitous and vital to any organisation's sustained success.

Learning outcomes

- The meaning of operations strategy and how all parts of the business can use perspectives on operations strategy to establish a connection between strategy and operational processes and resources.
- How to judge the performance of operations.
- A broad approach to assessing operations performance at a societal level that uses the 'triple bottom line' to judge an operation's social, environmental and economic impact.
- How operations performance can be judged in terms of how it affects an organisation's ability to achieve its overall strategy.
- The more directly operational level aspects of performance – quality, speed, dependability, flexibility and cost.
- Three related aspects of performance that are fundamental to understanding operations strategy: how the relative importance of different aspects of performance changes over time; how performance objectives trade off against each other (do improvements in some aspects of performance necessarily mean a reduction in the performance of others?); and how exceptional performance levels can be reached by focusing on a limited set of objectives and exploiting the trade-offs between objectives.

- Some 'new approaches' to operations and the extent to which they can be seen as 'strategic', as well as how they fit into operations strategy.
- The principles behind how operations configure, and reconfigure, their capacity.
- Purchasing and supply decisions as a critical set of operations strategy decisions.
- The analytical dimensions for identifying the technical, managerial and 'operations strategy' characteristics of technology.
- The technology options that exist, 'why' potential investments in process technology investments work in practice, and 'how' to make such investments work in practice.
- The risks associated with implementation due to the number of high-profile failures and claims of waste that seem to go hand-in-hand with such investments.
- The more general issues of how companies can shape the routines that encourage the ongoing developments of their operations.
- Product and service development as a core issue for operations strategy.
- The formulation and implementation of the process of operations strategy.
- The monitoring and control of the process of operations strategy.



OPERATIONS STRATEGY – LEVEL 1

Agenda

Developing Resources and

Processes for Strategic Impact* Why is operations excellence

- fundamental to strategic impact?What is operations strategy and
- how is it different from operations management? * What is the 'content' of
- operations strategy?
- * The operations strategy matrix
- * What is the 'process' of operations strategy?

Operations Performance

- * Operations performance can make or break any organisation
- * Judging operations performance at a societal level
- * Judging operations performance at a strategic level
- * Judging operations performance at an operational level
- * The relative importance of performance objectives changes over time
- * Trade-offs are they inevitable?
- * Targeting and operations focus

Substitutes for Strategy

- * Fads, fashion and the 'new' approaches to operations
- Total quality management (TQM)
- Business process reengineering (BPR)
- * Six Sigma
- * Some common threads

Capacity Strategy

- * The overall level of operations capacity
- * The number and size of sites
- Capacity change
- * Location of capacity

Purchasing and Supply Strategy

- * Do or buy? The vertical integration decision
- * Contracting and relationships
- * Which type of arrangement?
- * Supply network dynamics
- * Managing suppliers over time
- * Purchasing and supply chain risk



OPERATIONS STRATEGY – LEVEL 1

Target audience

- Chief operations officers and chief executive officers
- Operations directors and managers
- Heads of departments
- Senior operations executives, officers and staff
- Those who wish to gain a comprehensive understanding of the interaction between operational resources and market requirements.
- Those who wish to transform their companies' prospects through the way they manage their operations resources strategically, turning their operations capabilities into a formidable asset.
- Those who wish to use operations strategy as a major source of competitive advantage in for-profit businesses or the route to achieving social welfare in not-for-profit enterprises.
- Those who appreciate operations strategy as central, ubiquitous and vital to any organisation's sustained success.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The meaning of operations strategy and how all parts of the business can use perspectives on operations strategy to establish a connection between strategy and operational processes and resources.
- How to judge the performance of operations.
- A broad approach to assessing operations performance at a societal level that uses the 'triple bottom line' to judge an operation's social, environmental and economic impact.
- How operations performance can be judged in terms of how it affects an organisation's ability to achieve its overall strategy.
- The more directly operational level aspects of performance – quality, speed, dependability, flexibility and cost.
- Three related aspects of performance that are fundamental to understanding operations strategy: how the relative importance of different aspects of performance changes over time; how performance objectives trade off against each other (do improvements in some aspects of performance necessarily mean a reduction in the performance of others?); and how exceptional performance levels can be reached by focusing on a limited set of objectives and exploiting the trade-offs between objectives.
- Some 'new approaches' to operations and the extent to which they can be seen as 'strategic', as well as how they fit into operations strategy.
- The principles behind how operations configure, and reconfigure, their capacity.
- Purchasing and supply decisions as a critical set of operations strategy decisions.

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Dates:

 27^{th} April – 1^{st} May 2020 17^{th} – 21^{st} August 2020 14^{th} – 18^{th} December 2020

OPERATIONS STRATEGY – LEVEL 2

Agenda

Process Technology Strategy

- Process technology should reflect volume and variety
- * The product-process matrix
- The challenges of information technology (IT)
- * Evaluating process technology

Improvement Strategy

- Operations improvement
- Setting the direction
- * Importance-performance mapping
- * Developing operations capabilities
- * Deploying capabilities in the market

Product and Service Development and Organisation

- Innovation, design and creativity
 The strategic importance of product
- and service developmentProduct and service development as
- a process
- * A market requirements' perspective on product and service development
- * An operations resources perspective on product and service development

The Process of Operations Strategy – Formulation and Implementation

- * Formulating operations strategy
 - What is the role of alignment?
- * Maintaining alignment over time
- * What analysis is needed for formulation?
- The challenges to operations strategy formulation
- * How do we know when the formulation process is complete?
- What is operations strategy implementation?

The Process of Operations Strategy – Monitoring and Control

- What are the differences between operational and strategic monitoring and control?
- How is progress towards strategic objectives tracked?
- * How can the monitoring and control process attempt to control risks?
- How does learning contribute to strategic control?

Target audience

- Chief operations officers and chief executive officers
- Operations directors and managers
- Heads of departments
- Senior operations executives, officers and staff
- Those who wish to gain a comprehensive understanding of the interaction between operational resources and market requirements.
- Those who wish to transform their companies' prospects through the way they manage their operations resources strategically, turning their operations capabilities into a formidable asset.
- Those who wish to use operations strategy as a major source of competitive advantage in for-profit businesses or the route to achieving social welfare in not-for-profit enterprises.
- Those who appreciate operations strategy as central, ubiquitous and vital to any organisation's sustained success.

Learning outcomes

- The analytical dimensions for identifying the technical, managerial and 'operations strategy' characteristics of technology.
- The technology options that exist, 'why' potential investments in process technology investments work in practice, and 'how' to make such investments work in practice.
- The risks associated with implementation due to the number of high-profile failures and claims of waste that seem to go hand-in-hand with such investments.
- The more general issues of how companies can shape the routines that encourage the ongoing developments of their operations.
- Product and service development as a core issue for operations strategy.
- The formulation and implementation of the process of operations strategy.
- The monitoring and control of the process of operations strategy.



ADVANCED STRATEGIC OPERATIONS MANAGEMENT

Agenda

Capacity Management

- * Measuring demand and capacity
- Setting the operation's base capacity
- * Ways of coping with mismatches between demand and capacity
- * How operations understand the consequences of their capacity decision

Supply Chain Management

- How supply chains competeManaging relationships in
- supply chains
- * Managing the supply side
- * Managing the demand side
- * The dynamics of supply chains

Inventory Management

- * Why should there be any inventory?
- Order quantity the volume decision
- * When to place an order the timing decision
- * Controlling inventory

Planning and Control Systems

- * What are planning and control systems?
- * ERP and how it developed into the most common planning and control system
- * Implementing planning and control systems

Materials Requirements Planning (MRP)

- * Master production schedule
- * The bill of materials (BOM)
- * Inventory records
- * The MRP netting process
- * MRP capacity checks

Lean Operations

- * What is lean?
- * How lean eliminates waste
- * Applying lean throughout the supply network
- * Comparing lean with other approaches

Operations Improvement

- * The importance of improvement in operations management
- Key elements of operations improvement
- Broad approaches to improvement
- * Improvement techniques
- Managing the

improvement process

Quality Management

- * What is quality?
- * The importance of quality
- * Steps that lead towards conformance of specification
- What is total quality management (TQM)

Managing Risk and Recovery

- * What is risk management?
- Assessing the potential causes and consequences of failure through operations
- * Preventing failures
- * Mitigating the effects of failure through operations
- * Recovering operations from the effects of failure

Project Management

- * What is project management?
- Planning projects
- * Controlling projects



ADVANCED STRATEGIC OPERATIONS MANAGEMENT

Target audience

- Chief operations officers
- Operations directors and managers
- Heads of departments
- Senior operations executives, officers and staff
- Those who wish to learn how to plan and control the delivery of the operations process.
- Those who wish to learn how to develop the capabilities of their operation's processes to improve process performance.

Learning outcomes

- How operations need to decide how to vary their capacity (if at all) as demand for their products and services fluctuates.
- How operations relate to each other in the context of a wider network of suppliers and customers, and how these relationships can be managed.
- How transformed resources accumulate as inventories as they flow through processes, operations or supply networks.
- How systems are needed to manage the very large amounts of information required to plan and control operations, and how enterprise resource planning (ERP) is used to do this.
- Materials requirements planning (MRP) as an approach to calculating how many parts or materials of particular types are required and what times they are required.

- The concepts that underlie one of the most influential sets of ideas to impact operations management.
- How managers can make their operation perform better through the use of the many elements of new (and not so new) improvement approaches.
- Some of the ideas of quality management and how they can be used to facilitate improvement.
- How operations managers can reduce the risk of things going wrong and how they can recover when they do.
- How managers can project manage (among other things) improvement activities to organise the changes that improvement inevitably requires.



OPERATIONS DELIVERY

Agenda

Capacity Management

- * Measuring demand and capacity
- Setting the operation's base capacity
- Ways of coping with mismatches between demand and capacity
- * How operations understand the consequences of their capacity decision

Supply Chain Management

- * How supply chains compete
- Managing relationships in supply chains
- * Managing the supply side
- * Managing the demand side
- * The dynamics of supply chains

Inventory Management

- * Why should there be any inventory?
- * Order quantity the volume decision
- * When to place an order the timing decision
- * Controlling inventory

Planning and Control Systems

- * What are planning and control systems?
- ERP and how it developed into the most common planning and control system
- * Implementing planning and control systems

Materials Requirements Planning (MRP)

- * Master production schedule
- * The bill of materials (BOM)
- * Inventory records
- * The MRP netting process
- * MRP capacity checks

Target audience

- Operations directors and managers
- Heads of departments
- Operations executives, officers and staff
- Those who wish to learn how to plan and control the delivery of the operations process.

Learning outcomes

Upon completion of this course, you will be able to understand:

- How operations need to decide how to vary their capacity (if at all) as demand for their products and services fluctuates.
- How operations relate to each other in the context of a wider network of suppliers and customers, and how these relationships can be managed.
- How transformed resources accumulate as inventories as they flow through processes, operations or supply networks.
- How systems are needed to manage the very large amounts of information required to plan and control operations, and how enterprise resource planning (ERP) is used to do this.
- Materials requirements planning (MRP) as an approach to calculating how many parts or materials of particular types are required and what times they are required.

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Code: OPM102B Duration: 1-week Fee: £2,725 + VAT



OPERATIONS DEVELOPMENT

Agenda

Lean Operations

- * What is lean?
- * How lean eliminates waste
- * Applying lean throughout the supply network
- * Comparing lean with other approaches

Operations Improvement

- * The importance of improvement in operations management
- Key elements of operations improvement
- Broad approaches to improvement
- * Improvement techniques
- Managing the improvement process

Quality Management

- * What is quality?
- * The importance of quality
- Steps that lead towards conformance of specification
 What is total quality
 - management (TQM)

Managing Risk and Recovery

- * What is risk management?
- Assessing the potential causes and consequences of failure through operations
- * Preventing failures
- * Mitigating the effects of failure through operations
- * Recovering operations from the effects of failure

Project Management

- * What is project management?
- * Planning projects
- * Controlling projects

Target audience

- Chief operations officers
- Operations directors and managers
- Heads of departments
- Operations executives, officers and staff
- Those who wish to learn how to develop the capabilities of their operation's processes to improve process performance.

Learning outcomes

- The concepts that underlie one of the most influential sets of ideas to impact operations management.
- How managers can make their operation perform better through the use of the many elements of new (and not so new) improvement approaches.
- Some of the ideas of quality management and how they can be used to facilitate improvement.
- How operations managers can reduce the risk of things going wrong and how they can recover when they do.
- How managers can project manage (among other things) improvement activities to organise the changes that improvement inevitably requires.



STRATEGIC OPERATIONS MANAGEMENT

Agenda

Process Design

- * What is process design?
- * Objectives of process design
- The effect of volume and variety on process design
- * Designing processes in detail

Layout and Flow

- * The influence of layout on performance
- Basic layout types used in operations
- * The effect of the appearance of an operation on its performance
- * The design of each basic layout type in detail

Process Technology

- * What is process technology?
- What operations managers need to know about process technology
- * Evaluating process technologies
- * Implementing process technologies

People in Operations

- * The importance of people in operations management
- Operations managers' contribution to human resource strategy
- Organising the operations function
- Designing jobs
- * Allocating work times

Planning and Control

- * What is planning and control?
- * The difference between planning and control
- * The effect of supply and demand on planning and control
- * The activities of planning and control

Capacity Management

- * Measuring demand and capacity
- * Setting the operation's
- base capacity
 Ways of coping with mismatches between demand and capacity
- How operations understand the consequences of their capacity decision

Supply Chain Management

- How supply chains compete
 Managing relationships in
- supply chains
- Managing the supply sideManaging the demand side
- * The dynamics of supply chains

Inventory Management

- * Why should there be any inventory?
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- When to place an order the timing decision
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Planning and Control Systems

- * What are planning and control systems?
- ERP and how it developed into the most common planning and control system
- * Implementing planning and control systems

Materials Requirements Planning (MRP)

- * Master production schedule
- * The bill of materials (BOM)
- * Inventory records
- * The MRP netting process
- * MRP capacity checks



STRATEGIC OPERATIONS MANAGEMENT

Target audience

- Chief operations officers
- Operations directors and managers
- Heads of departments
- Senior operations executives, officers and staff
- Those who wish to learn how to design an operation's resources and processes.
- Those who wish to learn how to plan and control the delivery of the operations process.

Learning outcomes

- Various types of process, and how these 'building blocks' of operations are designed.
- How different ways of arranging physical facilities affect the nature of flow through the operation.
- How the effectiveness of operations is influenced by the fast-moving development in process technology.
- The elements of human resource management that are traditionally seen as being directly within the sphere of operations management.
- How operations organise the delivering of their products and services on an ongoing basis so that customers' demands are satisfied.
- How operations need to decide how to vary their capacity (if at all) as demand for their products and services fluctuates.

- How operations relate to each other in the context of a wider network of suppliers and customers, and how these relationships can be managed.
- How transformed resources accumulate as inventories as they flow through processes, operations or supply networks.
- How systems are needed to manage the very large amounts of information required to plan and control operations, and how enterprise resource planning (ERP) is used to do this.
- Materials requirements planning (MRP) as an approach to calculating how many parts or materials of particular types are required and what times they are required.

Code: OPM103A Duration: 1-week Fee: £2,625 + VAT

Dates:

 $\begin{array}{l} 10^{th}-14^{th} \mbox{ February 2020} \\ 15^{th}-19^{th} \mbox{ June 2020} \\ 28^{th} \mbox{ September}-2^{nd} \mbox{ October 2020} \end{array}$

OPERATIONS DESIGN

Agenda

Process Design

- * What is process design?
- * Objectives of process design
- * The effect of volume and variety on process design
- * Designing processes in detail

Layout and Flow

- * The influence of layout on performance
- Basic layout types used in operations
- * The effect of the appearance of an operation on its performance
- The design of each basic layout type in detail

Process Technology

PERATIONS

- * What is process technology?
- What operations managers need to know about process technology
- * Evaluating process technologies
- Implementing process technologies

People in Operations

- * The importance of people in operations management
- Operations managers' contribution to human resource strategy
- Organising the operations function
- * Designing jobs
- * Allocating work times

Planning and Control

- * What is planning and control?
- * The difference between planning and control
- * The effect of supply and demand on planning and control
- * The activities of planning and control

Target audience

- Chief operations officers
- Operations directors and managers
- Heads of departments
- Operations executives, officers and staff
- Those who wish to learn how to design an operation's resources and processes.

Learning outcomes

- Various types of process, and how these 'building blocks' of operations are designed.
- How different ways of arranging physical facilities affect the nature of flow through the operation.
- How the effectiveness of operations is influenced by the fast-moving development in process technology.
- The elements of human resource management that are traditionally seen as being directly within the sphere of operations management.
- How operations organise the delivering of their products and services on an ongoing basis so that customers' demands are satisfied.



ADVANCED STRATEGIC PROCUREMENT

Agenda

The Role of Procurement in the Value Chain

- * Importance of procurement to business
- * Classification of purchasing goods and equipment
- * New developments in procurement
- * E-procurement

The Purchasing

Management Process

- * Primary tasks and responsibilities of the procurement function
- * Supporting the internal client
- * Professionalising purchasing by delivering value for money
- * How purchasing and supply management develops over time

Decision-making in Procurement

- * Creating the Statement of Requirement
- Supplier sourcing *
- Supplier evaluation and award
- * Negotiation

Procurement Risk

- * Why risk management is key to procurement effectiveness
- * Typical supply chain risks
- * Assessing probability and analysing impact
- * Methods of managing procurement risk
- * The role for contracts as a risk management tool

Buying Business Services

- * Why buying services is different
- * Classification of services
- * Contract Management for the construction industry
- * Managing performance in

Logistics and Supply

service contracts

Chain Management

- * Materials requirements planning
- * Basic logistics structures
- * Just-in-time management
- Elements of the procurement * information system
- * Co-ordination problems between procurement and logistics

Organisation and Structure

- * Factors influencing the location of procurement in the organisation
- * Levels of tasks, responsibilities and authority
- * Organisational structures within procurement
- Job profiles

Procurement and Business Strategy * Procurement and

- competitive strategy
- * Integrating procurement into business strategy
- * Procurement excellence
 - * Procurement portfolio analysis
 - * Global sourcing

Performance Measurement and Governance

- * How to assess performance of our suppliers and contractors?
- * Setting service quality, efficiency and effectiveness performance measures
- * Using e-procurement tools to deliver an efficient and transparent internal process
- * Procurement audit as a management tool

Sustainable Procurement

- * Delivering value for money through sustainable procurement
- Triple bottom line considerations
- 'In-country value' and other responsibilities in procurement
- * Developing and improving a sustainable supply chain
- * Example approaches: Productbased and supplier-based



ADVANCED STRATEGIC PROCUREMENT

Target audience

- Professional managers in trade and industry, active in purchasing or supply chain management, who are interested in opportunities for improving the effectiveness and efficiency of the procurement and supply function of their organisations.
- Those who supervise procurement staff directly or indirectly.
- Those who come from a non-procurement background and are interested in the latest developments in procurement.
- Those who are interested in procurement and supply management in its broadest sense.

Learning outcomes

- The role and importance of the procurement function in the value chain.
- The major tasks and responsibilities of purchasing.
- The various roles in a buying decision-making unit.
- How to manage procurement risk.
- The specific areas of attention in specifying services, and selecting and contracting service providers.
- The basic supply chain concepts.

- The structure of the procurement function within organisations.
- The increasing strategic role of the procurement function.
- The methods and techniques of procurement performance measurement.
- The role and importance of governance in procurement.
- How to develop sustainable procurement.



PROCUREMENT – CORE CONCEPTS

Agenda

The Role of Procurement in the Value Chain

- * Importance of procurement to business
- Classification of purchasing goods and equipment
- New developments in procurement
- E-procurement

The Purchasing

Management Process

- * Primary tasks and responsibilities of the procurement function
- * Supporting the internal client
- Professionalising purchasing by delivering value for money
- * How purchasing and supply management develops over time

Decision-making in Procurement

- Creating the Statement of Requirement
- * Supplier sourcing
- * Supplier evaluation and award
- * Negotiation

Procurement Risk

- * Why risk management is key to procurement effectiveness
- * Typical supply chain risks
- Assessing probability and analysing impact
- Methods of managing procurement risk
- * The role for contracts as a risk management tool

Buying Business Services

- * Why buying services is different
- * Classification of services
- * Contract Management for the construction industry
- * Managing performance in service contracts

Target audience

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- How to manage procurement risk.
- The specific areas of attention in specifying services, and selecting and contracting service providers.



PROCUREMENT – STRATEGY AND PLANNING

Agenda

Logistics and Supply Chain Management

- * Materials requirements planning
- Basic logistics structures
- * Just-in-time management
- * Elements of the procurement information system
- * Co-ordination problems between procurement and logistics

Organisation and Structure

- Factors influencing the location of procurement in the organisation
- * Levels of tasks, responsibilities and authority
- * Organisational structures within procurement
- * Job profiles

Procurement and Business Strategy

- Procurement and competitive strategy
- * Integrating procurement into business strategy
- * Procurement excellence
- * Procurement portfolio analysis
- * Global sourcing

Performance Measurement and Governance

- * How to assess performance of our suppliers and contractors?
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- Those who are interested in procurement and supply management in its broadest sense.

Learning outcomes

- The basic supply chain concepts.
- The structure of the procurement function within organisations.
- The increasing strategic role of the procurement function.

- The methods and techniques of procurement performance measurement.
- The role and importance of governance in procurement.
- How to develop sustainable procurement.



SUPPLY CHAIN MANAGEMENT

Agenda

Building a Strategic Framework to Analyse Supply Chains

- * Understanding the supply chain
- Supply chain performance: achieving strategic fit and scope
- * Supply chain drivers and metrics

Designing the Supply

Chain Network

- * Designing distribution networks
- Network design in the supply chain
- * Designing global supply chain networks

Planning and Coordinating Demand and Supply in a Supply Chain

- * Demand forecasting in a supply chain
- Aggregate planning in a supply chain
- Sales and operations planning: planning supply and demand in a supply chain
- * Coordination in a supply chain

Planning and Managing Inventories in a Supply Chain

- Managing economies of scale in a supply chain: cycle inventory
- * Managing uncertainty in a supply chain: safety inventory
- * Determining the optimal level of product availability

Managing Cross-Functional Drivers in a Supply Chain

- * Sourcing decisions in a supply chain
- * Pricing and revenue
- management in a supply chain
 * Sustainability and the supply chain

Target audience

- Chief operations officers
- Supply chain and operations directors, managers, executives, officers and staff
- Professional managers in trade and industry, active in logistics or supply chain management, who are interested in opportunities for improving the effectiveness and efficiency of the logistics and supply function of their organisations.
- Those who are interested in logistics and supply chain management in its broadest sense.

Learning outcomes

- The strategic importance of good supply chain design, planning and operation for every firm.
- How good supply chain management can be a competitive advantage, whereas weaknesses in the supply chain can hurt the performance of a firm.
- Facilities, inventory, transportation, information, sourcing, and pricing as the key drivers of supply chain performance, and how these drivers may be used on conceptual and practical levels during supply chain design, planning, and operation to improve performance.
- Analytic methodologies for supply chain analysis, the managerial context in which these methodologies are used, and the managerial levers for improvement that they support.



STRATEGIC TOTAL QUALITY MANAGEMENT

Agenda

The Role of Management in TQM

- * The need for senior managers to get involved in TQM
- What senior managers need to know about TQM
- What senior managers need to do about TQM
- * The role of middle managers
- * The role of first-line managers

The Introduction of TQM

- * Change and
- Continuous Improvement
- * Forces for change
- * How do companies get started?
- * Approaches to TQM

A Framework for the Introduction

- of TQM
- * Organising
- * Systems and techniques
- * Measurement and feedback
- * Changing the culture
- * Use of the framework

Levels of TQM Adoption

- * Level 1 uncommitted
- Level 2 drifters
- * Level 3 tool-pushers
- * Level 4 improvers
- * Level 5 award-winners

Level 6 – world-class

Sustaining TQM

- * TQM sustaining audit tool: development and methodology
- * Category 1 internal / external environment
- * Category 2 management style
- Category 3 policies
- * Category 4 -
- organisation structure
- * Category 5 process of change

Policy Deployment

- * What is policy deployment?
- * The policy deployment process
- * A check-reflect-improvescrutinise-pass (CRISP)
- * Approach to policy deployment

Quality Costing

- * Categorisation of quality costs
- Collecting quality costs
- * Some cost aspects of
- manufacturing industry
- * Reporting quality costs
- * Use of quality costs

Managing People

- * QM and the management of people
- * HR policies and practices
- * Employee involvement
- * Organisational culture
- * Integration

Managing Service Quality

- * The service environment
- * Defining service quality
- The role of personnel in service delivery
- * Service delivery

Supplier Development

- * Long-term issues of partnership
- * Barriers to
- developing partnerships
- * Conditions of partnership
- * The issues to be considered in partnership
- * The process of partnership
- Potential difficulties of operating partnerships



STRATEGIC TOTAL QUALITY MANAGEMENT

Target audience

- Chief officers, directors and heads of departments who wish to play a greater role in determining the quality policy within their organisations.
- Senior management team members who wish to create the strategic dialogue, organisational environment, atmosphere, values and behaviour in which total quality management (TQM) can achieve its potential.
- Those who wish to create an organisational culture in which each person in every department is fully committed to improving their own performance and is dedicated to satisfying their internal customers' needs and future expectations.
- Middle and first-line management who wish to play a key role in putting the principles of TQM in place at the sharp end of their organisation.
- Industrialists
- Management consultants

Learning outcomes

- The main reasons why senior management should become personally involved in TQM – what they need to know about TQM and what they need to do in terms of actions.
- The role of middle and first-line management as being key to putting in place the principles of TQM, and the activities which they need to get involved with.
- Change and continuous improvement.
- How the improvement process is triggered.
- A range of approaches which can be followed in the introduction of TQM.
- The structure of a framework to assist with the introduction of TQM.
- Six levels of TQM adoption that can be used as an internal measure by which organisations can compare their standing and which help them review their performance.
- Some of the typical problems in sustaining TQM.
- An audit tool by which organisations can assess if they are experiencing the factors which can have a negative impact on the sustainability of TQM.
- The history and concept of policy development.

- A policy deployment model that will enable an organisation to deploy, in an effective manner, its vision, mission, goals, objectives, targets and means.
- Why quality costs are important to management.
- How to identify, collect, analyse, report and use quality costs to best advantage.
- The typical pitfalls in quality cost collection.
- The need to consider the 'soft-aspects' of TQM.
- The key role that the HR function can play in the development and success of TQM.
- The implications for service quality in a changing business environment.
- The characteristics of service, the service quality GAP model, dimensions and determinants of service and service encounters and service delivery processes and the role of personnel.
- The importance and role of supplier development in TQM and the need to develop long-term collaborative business partnerships between customer and supplier.
- The typical barriers in supplier development.
- How organisations should start and advance the partnership concept.

Code: OPM106A Duration: 1-week Fee: £2,625 + VAT



6th – 10th January 2020 11th – 15th May 2020 14th – 18th September 2020

THE DEVELOPMENT, INTRODUCTION AND SUSTAINING OF **TOTAL QUALITY MANAGEMENT**

Agenda

The Role of Management in TQM

- * The need for senior managers to get involved in TOM
- * What senior managers need to know about TQM
- * What senior managers need to do about TQM
- * The role of middle managers
- * The role of first-line managers

The Introduction of TQM

- * Change and
- Continuous Improvement
- * Forces for change
- * How do companies get started?
- * Approaches to TQM

Target audience

A Framework for the Introduction of TQM

- * Organising
- * Systems and techniques
- * Measurement and feedback
- * Changing the culture
- * Use of the framework

Levels of TQM Adoption

- * Level 1 uncommitted
- * Level 2 drifters
- * Level 3 tool-pushers
- * Level 4 improvers
- * Level 5 award-winners
- * Level 6 world-class

Sustaining TOM

- * TQM sustaining audit tool: development and methodology
- * Category 1 internal / external environment
- * Category 2 management style
- Category 3 policies
- Category 4 organisation structure
- * Category 5 process of change

- Chief officers, directors and heads of departments who wish to play a greater role in determining the quality policy within their organisations.
- Senior management team members who wish to create the strategic dialogue, organisational environment, atmosphere, values and behaviour in which total quality management (TQM) can achieve its potential.
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- Industrialists
- Management consultants

Learning outcomes

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- The structure of a framework to assist with the introduction of TQM.
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- An audit tool by which organisations can assess if they are experiencing the factors which can have a negative impact on the sustainability of TQM.

Code: OPM106B Duration: 1-week Fee: £2,675 + VAT



Dates:

 $13^{th} - 17^{th}$ January 2020 $18^{th} - 22^{nd}$ May 2020 $21^{st} - 25^{th}$ September 2020

THE BUSINESS CONTEXT OF TOTAL QUALITY MANAGEMENT

Agenda

Policy Deployment

- * What is policy deployment?
- * The policy deployment process
- * A check-reflect-improvescrutinise-pass (CRISP)
- * Approach to policy deployment

Quality Costing

- * Categorisation of quality costs
- * Collecting quality costs
- Some cost aspects of manufacturing industry
- * Reporting quality costs
- * Use of quality costs

Managing People

- * QM and the management of people
- * HR policies and practices
- * Employee involvement
- * Organisational culture
- * Integration

Managing Service Quality

- * The service environment
- * Defining service quality
- * The role of personnel in service delivery
- * Service delivery

Supplier Development

- * Long-term issues of partnership
- Barriers to developing partnerships
 - Conditions of partnership
 The issues to be considered
- * The issues to be considered in partnership
- * The process of partnership
- * Potential difficulties of operating partnerships

Target audience

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- Industrialists
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Learning outcomes

- The history and concept of policy development.
- A policy deployment model that will enable an organisation to deploy, in an effective manner, its vision, mission, goals, objectives, targets and means.
- Why quality costs are important to management.
- How to identify, collect, analyse, report and use quality costs to best advantage.
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- The typical barriers in supplier development.
- How organisations should start and advance the partnership concept.



TOTAL QUALITY MANAGEMENT – ADVANCED ORGANISATIONAL INTRODUCTION

Agenda

The Introduction of TQM

- * Change and
- Continuous Improvement
- * Forces for change
- * How do companies get started?
- * Approaches to TQM

A Framework for the Introduction of TOM

- * Organising
- * Systems and techniques
- * Measurement and feedback
- * Changing the culture
- * Use of the framework

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- * Level 1 uncommitted
- * Level 2 drifters
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- * Level 4 improvers
- * Level 5 award-winners
- * Level 6 world-class

Target audience

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- Middle and first-line management who wish to play a key role in putting the principles of TQM in place at the sharp end of their organisation.
- Industrialists
- Management consultants

Learning outcomes

Upon completion of this course, you will be able to understand:

- Change and continuous improvement.
- How the improvement process is triggered.
- A range of approaches which can be followed in the introduction of TQM.
- The structure of a framework to assist with the introduction of TQM.
- Six levels of TQM adoption that can be used as an internal measure by which organisations can compare their standing and which help them review their performance.
- Some of the typical problems in sustaining TQM.
- An audit tool by which organisations can assess if they are experiencing the factors which can have a negative impact on the sustainability of TQM.

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ADVANCED QUALITY MANAGEMENT SYSTEMS, TOOLS AND TECHNIQUES

Agenda

Quality Management Systems

- The development of quality management system standards
- The ISO 9000 series of standards: an overview
- * Implementation guidelines for ISO 9001
- * Quality management system assessment and registration

Integrated Management Systems

- The ISO 9001 / ISO 14001 matrix
- * Interlinked systems
- * The EFQM model
- * The key integration issues
- * An integrated management systems model

Tools and Techniques: An Overview

- * Selecting tools and techniques
- Basic quality control tools checklists, flowcharts, check sheets, tally charts and histograms, graphs, Pareto analysis, cause-and-effect diagrams, brainstorming and scatter diagrams
- Management tools relations diagram method, affinity diagram method, systematic diagram method, matrix diagram, matrix data-analysis method, process decision programme chart and the arrow diagram method
- Departmental purpose analysis and mistake-proofing

Quality Function Deployment

- * Understanding customer needs
- * The QFD road: the main steps
- * Deploying customer needs into product and process definition
- Difficulties associated with QFD
- $\ast\,$ Implementation of QFD

Six Sigma

- * What does six sigma mean?
- * Six sigma prerequisites
- * Six sigma core elements
- * Structured problem-
- solving approaches * Success of six sigma

Benchmarking

- * Company background
- * Why benchmarking?
- * Success factors
- * Difficulties and pitfalls
- * Key lessons

Business Process Re-engineering

- * Approaches used in BPR
- * The principles of BPR
- * Risks and benefits of BPR
- * Implementation of BPR
- * BPR methodology

Teams and Teamwork

- * The role of teams in continuous improvement
- Types of teams
- Evaluation of teams
- * Team competition
- * Guidelines for developing effective teams

Self-assessment, models and quality awards

- * Quality, TQM and excellence
- * Award models
- * The self-assessment process
- * Success factors for self-assessment
- * Difficulties with self-assessment

TQM through

Continuous Improvement

- * Developments
- * 'Old' and 'new'
- quality management
- * The importance of quality
- * TQM: a continuous process
- Measuring progress towards TQM
- * TQM issues which need to be considered in the future



ADVANCED QUALITY MANAGEMENT SYSTEMS, TOOLS AND TECHNIQUES

Target audience

- Chief officers, directors and heads of departments who wish to play a greater role in determining the quality policy within their organisations.
- Senior management team members who wish to create the strategic dialogue, organisational environment, atmosphere, values and behaviour in which total quality management (TQM) can achieve its potential.
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- Middle and first-line management who wish to play a key role in putting the principles of TQM in place at the sharp end of their organisation.
- Industrialists
- Management consultants

Learning outcomes

- A quality management system as a key buildingblock in an organisation's approach to TQM.
- The fundamental purpose of a quality management system and the development of quality system standards.
- The ISO 9000 series of quality management system standards, including implementation issues and guidelines, the assessment and registration process, and their benefits and implications.
- Integrated management systems (IMS) in terms of quality, environment, and occupational health and safety management.
- The linkages between ISO 9001 and ISO 14001 the integrated and aligned approaches, and some of the common problems.
- Basic quality control tools and management tools.
- Departmental purpose analysis and mistake-proofing.
- The concept and methodology of quality function deployment (QFD).
- The construction of the House of Quality, and the planning, organisation and management of QFD projects.
- The benefits and pitfalls of QFD, and guidelines for its effective use.

- The concept of six sigma to improve the performance of key processes, productivity and quality and at the same time reduce costs.
- The history and main types of benchmarking.
- The main steps in a formal benchmarking process.
- The concept, history and development of business process re-engineering (BPR), and how it complements TQM.
- The benefits and potential problems of BPR.
- How to set about a BPR project.
- The use of teams and teamwork in TQM.
- The operating characteristics of project teams, quality circles and quality improvement teams.
- How to ensure teams are both active and effective.
- Quality awards and self-assessment and its role in the advancement of TQM.
- Various ways of undertaking self-assessment against a Business Excellence Model.
- New challenges for the quality management discipline.
- The importance of quality.
- TQM as a continuous process.
- Measuring progress towards TQM.
- TQM issues to which organisations need to give attention if they are to achieve world-class quality status.

Code: OPM107A Duration: 1-week Fee: £2,625 + VAT

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Dates:

 $9^{th} - 13^{th}$ March 2020 20^{th} - 24^{th} July 2020 16^{th} - 20^{th} November 2020

QUALITY MANAGEMENT SYSTEMS, TOOLS AND TECHNIQUES – LEVEL 1

Agenda

Quality Management Systems

- The development of quality management system standards
- * The ISO 9000 series of standards: an overview
- Implementation guidelines for ISO 9001
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- * What does six sigma mean?
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- Six sigma core elements
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Code: OPM107B Duration: 1-week Fee: £2,675 + VAT



Dates:

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QUALITY MANAGEMENT SYSTEMS, TOOLS AND TECHNIQUES – LEVEL 2

Agenda

Benchmarking

- * Company background
- * Why benchmarking?
- Success factors
- * Difficulties and pitfalls
- * Key lessons

Business Process Re-engineering

- * Approaches used in BPR
- * The principles of BPR
- * Risks and benefits of BPR
- * Implementation of BPR
- * BPR methodology

Teams and Teamwork

- * The role of teams in continuous improvement
- Types of teams
- Evaluation of teams
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- * Guidelines for developing effective teams

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TQM through

Continuous Improvement

- * Developments
- * 'Old' and 'new' quality management
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- * Measuring progress towards TQM
- * TQM issues which need to be considered in the future

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- Industrialists
- Management consultants

Learning outcomes

- The history and main types of benchmarking.
- The main steps in a formal benchmarking process.
- The concept, history and development of business process re-engineering (BPR), and how it complements TQM.
- The benefits and potential problems of BPR.
- How to set about a BPR project.
- The use of teams and teamwork in TQM.
- The operating characteristics of project teams, quality circles and quality improvement teams.
- How to ensure teams are both active and effective.

- Quality awards and self-assessment and its role in the advancement of TQM.
- Various ways of undertaking self-assessment against a Business Excellence Model.
- New challenges for the quality management discipline.
- The importance of quality.
- TQM as a continuous process.
- Measuring progress towards TQM.
- TQM issues to which organisations need to give attention if they are to achieve world-class quality status.



ADVANCED PROJECT MANAGEMENT

Agenda

Project Selection and

Portfolio Management

- * Project selection
- * Approaches to project screening and selection
- * Financial models
- * Project portfolio management

Leadership and the Project Manager

- * Leaders versus managers
- * How the project manager leads
- * Traits of effective project leaders
- * Project champions
- * The new project leadership
- Project management professionalism

Scope Management

- * Conceptual development
- * The scope statement
- * Work authorisation
- * Scope reporting
- * Control systems
- Project closeout

Project Team Building, Conflict, and Negotiation

- * Building the project team
- * Characteristics of effective project teams
- * Reasons why teams fail
- * Stages in group development
- * Achieving cross-
- functional cooperation * Virtual project teams
- * Conflict management
- Negotiation

Risk Management

- * Risk management: a four-stage process
- * Project risk management: an integrated approach

Cost Estimation and Budgeting

- * Cost management
- Cost estimation
- * Creating a project budget
- Developing budget contingencies

Project Scheduling

- * Developing a network
- * Duration estimation
- * Constructing the critical path
- Gantt charts
- * Crashing projects

Resource Management

- The basics of resource constraints
- * Resource loading
- Resource levelling
- * Resource-loading charts
- Managing resources in multiproject environments

Project Evaluation and Control

- * Control cycles a general model
- * Monitoring project performance
- * Earned value management
- * Using earned value to manage a portfolio of projects
- * Issues in the effective use of earned value management
- * Human factors in project evaluation and control

Project Closeout and Termination

- * Types of project termination
- Natural termination the closeout process
- * Early termination for projects
- * Preparing the final project report



ADVANCED PROJECT MANAGEMENT

Target audience

- Chief operations officers
- Project and operations directors, managers, practitioners and team members.
- Those who wish to take a holistic, integrated approach to managing projects, addressing both technical and management challenges.
- Those who wish to place an equal emphasis on both individual project execution and the strategic perspective, to be equipped with the means with which to manage projects at both the programme and portfolio levels.
- Those who wish to broaden their focus beyond the traditional project management activities of planning and scheduling, project control, and termination, to a more general, inclusive, and hence, more valuable perspective of the project management process.

Learning outcomes

- The process of project screening and selection.
- The challenges of project management from the perspective of the project leader.
- Project scope management and the key features in the overall plan.
- The behavioural challenges project managers face in terms of effective team building and conflict management.
- How to ensure as far as possible that project selection choices are appropriate, that all the risks and downside potential have been considered, and where appropriate, contingency plans have been developed.
- That project managers and teams are held to both standards of performance and standards of cost control.
- Various project-scheduling tools.
- How to allocate the resources needed to support the various project activities that have been identified.
- How to take the practical steps to establish a clear method for tracking and controlling a project.
- The elements in project closeout the phase in which the project is concluded and resources (both monetary and human) are reassigned.



PROJECT MANAGEMENT – LEVEL 1

Agenda

Project Selection and Portfolio Management

- Project selection
- Approaches to project screening and selection
- * Financial models
- * Project portfolio management

Leadership and the Project Manager

- * Leaders versus managers
- * How the project manager leads
- * Traits of effective project leaders
- * Project champions
- The new project leadership
- Project management professionalism

Scope Management

- * Conceptual development
- * The scope statement
- * Work authorisation
- Scope reporting
- * Control systems
- * Project closeout

Project Team Building, Conflict, and Negotiation

- * Building the project team
- * Characteristics of effective project teams
- * Reasons why teams fail
- * Stages in group development
- * Achieving crossfunctional cooperation
- * Virtual project teams
- * Conflict management
- * Negotiation

Risk Management

- Risk management: a four-stage process
- * Project risk management: an integrated approach

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Learning outcomes

Upon completion of this course, you will be able to understand:

- The process of project screening and selection.
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- Project scope management and the key features in the overall plan.
- The behavioural challenges project managers face in terms of effective team building and conflict management.
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PROJECT MANAGEMENT – LEVEL 2

Agenda

- Cost Estimation and Budgeting
- * Cost management
- Cost estimation
- * Creating a project budget
- * Developing budget contingencies

Project Scheduling

- * Developing a network
- * Duration estimation
- * Constructing the critical path
- * Gantt charts
- * Crashing projects

Resource Management

- * The basics of resource constraints
- * Resource loading
- * Resource levelling
- * Resource-loading charts
- * Managing resources in multiproject environments

Project Evaluation and Control

- * Control cycles a general model
- * Monitoring project performance
- * Earned value management
- * Using earned value to manage a portfolio of projects
- * Issues in the effective use of earned value management
- * Human factors in project evaluation and control

Project Closeout and Termination

- Types of project termination
- * Natural termination the closeout process
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Learning outcomes

- That project managers and teams are held to both standards of performance and standards of cost control.
- Various project-scheduling tools.
- How to allocate the resources needed to support the various project activities that have been identified.
- How to take the practical steps to establish a clear method for tracking and controlling a project.
- The elements in project closeout the phase in which the project is concluded and resources (both monetary and human) are reassigned.



ADVANCED FACILITIES MANAGEMENT

Agenda

Getting Started with the Basics

- Aims and objectives: setting out your stall
- * Tools of the trade
- * Understanding your portfolio

Managing People:

- Staff and Customers
- * Managing your staff
- * Teamwork: what makes a good team?
- * Staff training
- * Customer service

Policies, Strategies and Procedures

- * Policies
- * Key points of a strategy
- * Procedures:
 - Guidance notes
 - Forms
 - Administrative flow
 - Monitoring and managing
 - Quality management

Risks and Liabilities

- * Compliance
- Risks with new builds and defect periods
- * Risks to property

Target audience

- Facilities and maintenance managers, practitioners and officers.
- Operations managers, executives and staff.
- Those entering FM who want a head start with setting up and running a department.

Learning outcomes

Upon completion of this course, you will be able to:

- Understand the complexity and constantly moving requirements of facilities management (FM) and its role in enabling the core business of a company to function effectively thus contributing to profitability.
- Appreciate the modern challenges of FM that require managers to be innovators and to do more with less.
- Learn useful tips on the issue of sustainability and how a company can profitably benefit by FM actions in this area.

Outsourcing of Services or In-House Staff?

- * Reasons to outsource services
- * Outsourcing:
- advantages and disadvantages
- Specifications
- * Risk
- * Working with contractors
- * Procurement routes for FM

In-House Teams

- * Maintenance team
- * Site supervision team
- * Helpdesk team
- * Post team
- * Cleaning team
- Security team

Maintenance including New Builds and Space Management

- * Types of maintenance
- Planned programme and planned survey
- * Space management
- * New builds and maintenance

Sustainability, Use of Resources and Sustainable Technologies

- * What is sustainability?
- Improving the sustainability of your organisation
- Sustainability: a whole organisation approach
- * Determining your carbon footprint
- * Sustainable technologies
- * Utilities
- * Educating the occupants of buildings

Waste and How to Deal with it

- * What is waste?
- * Paper waste
- Food waste
- * Specialist waste
- * Building waste

Fleet Management

- * Drivers and licences
- * Vehicles
 - Key control
 - Logging journeys
 - Trackers
 - Fuel cards
 - Capital purchases


FACILITIES MANAGEMENT – LEVEL 1

Agenda

Getting Started with the Basics

- * Aims and objectives: setting out your stall
- * Tools of the trade
- * Understanding your portfolio

Managing People:

- Staff and Customers
- Managing your staff
- * Teamwork: what makes a good team?
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- * Compliance
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FACILITIES MANAGEMENT – LEVEL 2

Agenda

- In-House Teams
- * Maintenance team
- * Site supervision team
- * Helpdesk team
- Post team
- * Cleaning team
- Security team

Maintenance including New Builds and Space Management

- * Types of maintenance
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Marketing, Public Relations and Sales



Code	Course	Duration	Page
MPRS101	Advanced Strategic Marketing Management	9-days	161
MPRS101A	Strategic Marketing	4-days	163
MPRS101B	Marketing Management	1-week	164
MPRS102	Advanced Marketing Communications	2-weeks	165
MPRS102A	Marketing Communications – Level 1	1-week	167
MPRS102B	Marketing Communications – Level 2	1-week	168
MPRS102A5BA	Marketing Communications Tools	6-days	169
MPRS102B3	Media Management	3-days	170
MPRS103	Advanced Strategic Public Relations Management	2-weeks	171
MPRS103A	Strategic Public Relations	1-week	173
MPRS103B	Public Relations Management	1-week	174
MPRS104	Selling and Sales Management	1-week	175
MPRS105	Advanced Customer Relationship Management	1-week	176



ADVANCED STRATEGIC MARKETING MANAGEMENT

Agenda

The Marketing Environment

- * Understanding the external environment
- Understanding the performance environment
- Understanding the internal environment
- * Marketing audit

Marketing Strategy

- Strategic marketing planning – activities
- * Implementation
- Managing and controlling marketing programmes
- * Marketing planning

Market Segmentation and Positioning

- * The STP process
- Market segmentation in consumer markets
- * Segmentation in business markets
- Target markets
- * Segmentation limitations
- * Positioning

International Market Development

- International market development: a growth strategy
- * International competitive strategy
- * International market selection
- * International marketing environment
- * Market entry selection criteria

New Proposition Development and Innovation

- * Product levels
- * Classifying products
- * Product range, line, and mix
- * Product lifecycles
- Development propositions for products and services
- Service development
- The process of adoption
- * Diffusion theory

Price and Customer Value Decisions

- * Price elasticity of demand
- The concept of pricing and costThe relationship between pricing
- * The relationship between pricing and propositional costs
- Pricing management

Configuring the Marketing Communications Mix

- * Selecting the right tools
- Marketing communications messages
- * The media
- Other promotional methods and approaches
- * Integrated marketing communications

Digital and Social Media Marketing

- * Evolution of the internet
- Evolution of social media
- * Digital marketing communications
- * Crowdsourcing
- * Legal and ethical considerations

Branding Decisions

- How brands work: associations and personalities
- * Brand names
- * Types of brand
- * Branding strategies
- * How to build brands
- * Brand co-creation
- * Sector branding
- * Brand equity



ADVANCED STRATEGIC MARKETING MANAGEMENT

Target audience

- Chief Communications Officers
- Marketing and communications directors, managers, executives and staff.

Learning outcomes

- Three core areas of the marketing environment.
- Key characteristics associated with the marketing environment.
- PESTLE analysis and how it is used to understand the external environment.
- The environmental scanning process.
- Porter's Five Forces industry analysis model.
- How to analyse an organisation's product/service portfolio to aid resource planning.
- The strategic planning process and the key influences that shape marketing strategy.
- How to analyse current conditions, and formulate marketing strategies.
- Different types of strategic marketing goals and associated growth strategies.
- Concepts associated with strategic market action.
- The main issues associated with strategy
- implementation, including the principles of marketing metrics.
- Key elements of a marketing plan.
- Principles of market segmentation and the STP process.
- The characteristics and differences between market segmentation and product differentiation.
- Consumer and business-to-business market segmentation.
- Different targeting strategies.
- The concept of positioning.
- How the use of perceptual maps can assist in the positioning process.
- International market development as a market growth strategy.
- Different forms of international marketing strategy.
- Key drivers for international market development.
- Criteria used to identify and select international markets.
- How environmental factors influence the choice of international marketing strategy decisions.
- Various international market entry methods.
- Different levels of a proposition.
- Various types of product propositions and particular concepts relating to the management of products, including the product lifecycle.

- The relationship between product and service offerings and the product-service spectrum.
- Processes and issues associated with innovating new propositions.
- How new propositions are adopted by markets.
- The concept of price elasticity of demand.
- Price, and its relationship with costs, quality, and value.
- How customers perceive price.
- Pricing strategies and how to price new offerings.
- Cost-, competitor-, demand-, and value-oriented approaches to pricing.
- How pricing operates in the business-tobusiness setting.
- The role and configuration of the marketing communications mix.
- Characteristics of each of the primary tools, messages, and media.
- Criteria that should be used to select the right communications mix.
- The changing marketing communications landscape.
- Principles and issues associated with integrated marketing communications.
- Digital marketing and social media marketing.
- How digitisation is transforming marketing practice.
- Key techniques in digital marketing and social media marketing.
- How practitioners measure the effectiveness of social media marketing.
- Crowdsourcing and how it can be harnessed for marketing.
- Characteristics and principal types of brands and branding.
- Ways in which brands work through associations and personalities.
- How branding has evolved, utilising relational, and cocreation perspectives.
- How brands can be built.
- Principal issues associated with branding in services, B2B, internal, and global contexts.
- Issues and activities associated with brand equity and why branding is important to marketing messages.

Code: MPRS101A Duration: 4-days Fee: £2,180 + VAT

Dates:

28th – 31st January 2020 26th – 29th May 2020 29th Septebmner – 2nd October 2020

STRATEGIC MARKETING

Agenda

The Marketing Environment

- * Understanding the external environment
- Understanding the performance environment
- * Understanding the internal environment
- * Marketing audit

Marketing Strategy

- Strategic marketing planning – activities
- * Implementation
- Managing and controlling marketing programmes
- * Marketing planning

Target audience

- Chief Communications Officers
- Marketing and communications directors, managers, executives and staff.

Learning outcomes

Upon completion of this course, you will be able to understand:

- Three core areas of the marketing environment.
- Key characteristics associated with the marketing environment.
- PESTLE analysis and how it is used to understand the external environment.
- The environmental scanning process.
- Porter's Five Forces industry analysis model.
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- How to analyse current conditions, and formulate marketing strategies.
- Different types of strategic marketing goals and associated growth strategies.
- Concepts associated with strategic market action.
- The main issues associated with strategy implementation, including the principles of marketing metrics.
- Key elements of a marketing plan.

The STP process Market segmentation

Market Segmentation

and Positioning

- * Market segmentation in consumer markets
- * Segmentation in business markets
- * Target markets
- * Segmentation limitations
- * Positioning

International Market Development

- International market development: a growth strategy
- * International competitive strategy
- * International market selection
- * International marketing environment
- * Market entry selection criteria

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- Consumer and business-to-business market segmentation.
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- How the use of perceptual maps can assist in the positioning process.
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- Different forms of international marketing strategy.
- Key drivers for international market development.
- Criteria used to identify and select international markets.
- How environmental factors influence the choice of international marketing strategy decisions.
- Various international market entry methods.

Code: MPRS101B Duration: 1-week Fee: £2,625 + VAT



Dates:

 $3^{rd} - 7^{th}$ February 2020 $1^{st} - 5^{th}$ June 2020 $5^{th} - 9^{th}$ October 2020

MARKETING MANAGEMENT

Agenda

New Proposition Development and Innovation

- * Product levels
- * Classifying products
- * Product range, line, and mix
- * Product lifecycles
- * Development propositions for products and services
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Configuring the Marketing Communications Mix

- * Selecting the right tools
- Marketing communications messages
 The media
- * The media
- * Other promotional methods and approaches
- * Integrated marketing communications

Digital and Social Media Marketing

- * Evolution of the internet
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Branding Decisions

- * How brands work: associations and personalities
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- * Types of brand
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- * How to build brands
- Brand co-creation
- Sector branding
- Brand equity

Target audience

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Learning outcomes

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- Issues and activities associated with brand equity and why branding is important to marketing messages.



ADVANCED MARKETING COMMUNICATIONS

Agenda

Advertising: Role, Forms and Strategy

- * Selling propositions
- * The use of emotion in advertising
- Types of advertising
- * Using advertising strategically
- * Consumer-generated advertising

Public Relations: Principles and Practice

- Public relations and relationship management
- * Objectives of public relations
- Public relations:
- methods and techniques
- Media relationsForms of public relations
- Sponsorship
- The growth and development of sponsorship
- Sponsorship objectives
- * How sponsorship might work
- Types of sponsorship
- * The role of sponsorship in the communications mix

Direct Marketing and Personal Selling

- * The growth of direct marketing
- * The role of data
- * Direct-response media
- * The tasks of personal selling
- * The role of social media in
- personal selling
- * Strategic account management

Sales Promotion, Field Marketing and Brand Experience

- * Sales promotion plans: the objectives
- Retention programmes
- Sales promotion: methods and techniques
- Range of field marketing activities
- * Brand experience and events

Brand Placement, Exhibitions, Packaging and Licensing

- * Characteristics and issues of brand placement
- * Trade shows and exhibitions
- * The communications dimensions of packaging
- Licensing

Messages and Creativity

- Message source
- * Structural elements in a message
- Message appeals
- Advertising tactics
- The creative process
- Message framing
- Storytelling
- * User-generated content (UGC)
- * Sourcing content

Media – Principles and Practice

- Media classification by form
- * Media classification by source
- Media classification by function
- * Linear media
- * Interactive media

Social, Search and Other Interactive Media

- * Interactive media advertising
- * Search engine marketing
- * Social media
- * Other forms of interactive media

Media Planning: Reaching Audiences

- The media mix
- * Switching behaviour
- Vehicle selection
- * Recency planning
- * Media buying:
- the block plan and automation
- * Media source effects



ADVANCED MARKETING COMMUNICATIONS

Target audience

- Chief Communications Officers
- Marketing and communications directors, managers, executives and staff.
- Those who wish to understand how brands create communications and engage audiences in brand conversations.
- Those employed by governmental, charitable, other not-for-profit and third-sector organisations who need to communicate with a range of stakeholders.
- Those who wish to develop insights into the reasoning behind the marketing communications activities used by organisations.

Learning outcomes

- The role that advertising plays in influencing our thoughts and behaviour.
- Advertising as an independent discipline.
- The use of selling propositions, and the role of emotion in advertising.
- Different types or forms of advertising.
- Ways in which advertising can be used strategically.
- Issues associated with consumer-generated advertising.
- The nature and characteristics of public relations.
- The main audiences to which public relations activities are directed.
- The role of public relations in the communications mix.
- Ways in which public relations works.
- Some of the main methods and approaches used by public relations.
- The nature and context of crisis management.
- How sponsorship activities have developed and the main characteristics of these forms of communications.
- Reasons for the use of sponsorship and the types of objectives that might be set.
- How sponsorship might work.
- The variety and different forms of sponsorship activities.
- Reasons why sponsorship has become an important part of the communications mix.
- Key characteristics of direct marketing.
- Different methods used to implement direct marketing.
- The significance of the database and Big Data in direct marketing and different direct-response media.
- Different types, roles and tasks of personal selling.
- The role and evolution of social media within personal selling.
- Characteristics of strategic account management.
- The value and role of sales promotions.
- Ways in which sales promotion is thought to work.
- The merits of loyalty and retention programmes.
- Different sales promotion methods and techniques.
- Ideas associated with field marketing and related activities.
- Principles associated with brand experience.
- The concept and issues associated with brand placement.
- The differences and significance of exhibitions and trade shows.
- The main advantages and disadvantages of using exhibitions as part of the communications mix.

- The role and key characteristics of packaging as a form of marketing communications.
- Principles associated with licensing.
- The importance and characteristics of source credibility.
- Different ways messages can be constructed.
- Various ways in which advertising appeals can be presented.
 How informational and transformational motives can be used
- as tactical tools in a communications plan.
- The role of creativity and how the creative process is managed.
- How message framing, storytelling and user-generated content are used in marketing communications.
- Three main ways in which media can be classified.
- Differences between linear and interactive media.
- Trends and primary characteristics of each type of linear media.
- Different characteristics associated with interactive media, and what interactive media enable people to do.
- Issues associated with multichannel campaigns and the role of media within a retailing context.
- The dynamics associated with direct-response media.
- How advertising can be used in an interactive context.
- Search engine marketing and the main features of both payper-click and search engine optimisation.
- Characteristics and value of marketing communications through social media.
- Characteristics associated with viral marketing, web logs and microblogging, podcasting, and online communities.
- Features of email marketing communications and how the use of SMS, apps, widgets, affiliate marketing and augmented reality can enhance marketing communications.
- Principles associated with media planning and the impact of media and audience fragmentation.
- Various theories concerning different media and related switching behaviours.
- Key concepts used in linear media selection: reach and cover, frequency, duplication, rating points and CPT.
- The concept of repetition and the debate concerning effective frequency and recency planning.
- Planning issues related to interactive media and scheduling.
- Media source effects as an importance factor in media selection, placement and timing.



MARKETING COMMUNICATIONS – LEVEL 1

Agenda

Advertising: Role, Forms and Strategy

- Selling propositions
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- Types of advertising
- Using advertising strategically
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- Principles associated with brand experience.



MARKETING COMMUNICATIONS – LEVEL 2

Agenda

Brand Placement, Exhibitions, Packaging and Licensing

- * Characteristics and issues of brand placement
- Trade shows and exhibitions
- * The communications dimensions
- of packaging
- Licensing

Messages and Creativity

- * Message source
- * Structural elements in a message
- * Message appeals
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- Marketing and communications directors, managers, executives and staff.
- Those who wish to understand how brands create communications and engage audiences in brand conversations.
- Those employed by governmental, charitable, other not-for-profit and third-sector organisations who need to communicate with a range of stakeholders.
- Those who wish to develop insights into the reasoning behind the marketing communications activities used by organisations.

Learning outcomes

- The concept and issues associated with brand placement.
- The differences and significance of exhibitions and
- trade shows.
 The main advantages and disadvantages of using exhibitions as part of the communications mix.
- The role and key characteristics of packaging as a form of marketing communications.
- Principles associated with licensing.
- The importance and characteristics of source credibility.
- Different ways messages can be constructed.
- Various ways in which advertising appeals can be presented.
- How informational and transformational motives can be used as tactical tools in a communications plan.
- The role of creativity and how the creative process is managed.
- How message framing, storytelling and user-generated content are used in marketing communications.
- Three main ways in which media can be classified.
- Differences between linear and interactive media.
- Trends and primary characteristics of each type of linear media.
- Different characteristics associated with interactive media, and what interactive media enable people to do.

- Issues associated with multichannel campaigns and the role of media within a retailing context.
- The dynamics associated with direct-response media.
- How advertising can be used in an interactive context.
- Search engine marketing and the main features of both payper-click and search engine optimisation.
- Characteristics and value of marketing communications through social media.
- Characteristics associated with viral marketing, web logs and microblogging, podcasting, and online communities.
- Features of email marketing communications and how the use of SMS, apps, widgets, affiliate marketing and augmented reality can enhance marketing communications.
- Principles associated with media planning and the impact of media and audience fragmentation.
- Various theories concerning different media and related switching behaviours.
- Key concepts used in linear media selection: reach and cover, frequency, duplication, rating points and CPT.
- The concept of repetition and the debate concerning effective frequency and recency planning.
- Planning issues related to interactive media and scheduling.
- Media source effects as an importance factor in media selection, placement and timing.



MARKETING COMMUNICATIONS TOOLS

Agenda

Advertising: Role, Forms and Strategy

- * Selling propositions
- * The use of emotion in advertising
- * Types of advertising
- * Using advertising strategically
- * Consumer-generated advertising

Public Relations: Principles and Practice

- Public relations and
- relationship management
- Objectives of public relations
- Public relations:
- methods and techniques
- Media relations
- Forms of public relations

Sponsorship

- * The growth and development of sponsorship
- * Sponsorship objectives
- * How sponsorship might work
- * Types of sponsorship
- * The role of sponsorship in the communications mix

Direct Marketing and Personal Selling

- The growth of direct marketing
- * The role of data
- * Direct-response media
- * The tasks of personal selling
- * The role of social media in personal selling
- * Strategic account management

Sales Promotion, Field Marketing and Brand Experience

- * Sales promotion plans: the objectives
- * Retention programmes
- Sales promotion: methods and techniques
- * Range of field marketing activities
- Brand experience and events

Brand Placement, Exhibitions, Packaging and Licensing

- * Characteristics and issues of brand placement
- * Trade shows and exhibitions
- * The communications dimensions of packaging
- * Licensing

Target audience

- Chief Communications Officers
- Marketing and communications directors, managers, executives and staff.
- Those who wish to understand how brands create communications and engage audiences in brand conversations.
- Those employed by governmental, charitable, other not-for-profit and third-sector organisations who need to communicate with a range of stakeholders.
- Those who wish to develop insights into the reasoning behind the marketing communications activities used by organisations.

Learning outcomes

- The role that advertising plays in influencing our thoughts and behaviour.
- Advertising as an independent discipline.
- The use of selling propositions, and the role of emotion in advertising.
- Different types or forms of advertising.
- Ways in which advertising can be used strategically.
- Issues associated with consumer-generated advertising.
- The nature and characteristics of public relations.
- The main audiences to which public relations activities are directed.
- The role of public relations in the communications mix.
- Ways in which public relations works.
- Some of the main methods and approaches used by
- public relations.
- The nature and context of crisis management.
 How sponsorship activities have developed and the main
- How sponsorship activities have developed and the main characteristics of these forms of communications.
- Reasons for the use of sponsorship and the types of objectives that might be set.
- How sponsorship might work.
- The variety and different forms of sponsorship activities.

- Reasons why sponsorship has become an important part of the communications mix.
- Key characteristics of direct marketing.
- Different methods used to implement direct marketing.
- The significance of the database and Big Data in direct marketing and different direct-response media.
- Different types, roles and tasks of personal selling.
- The role and evolution of social media within personal selling.
- Characteristics of strategic account management.
- The value and role of sales promotions.
- Ways in which sales promotion is thought to work.
- The merits of loyalty and retention programmes.
- Different sales promotion methods and techniques.
- Ideas associated with field marketing and related activities.
- Principles associated with brand experience.
- The concept and issues associated with brand placement.
- The differences and significance of exhibitions and trade shows.
- The main advantages and disadvantages of using exhibitions as part of the communications mix.
- The role and key characteristics of packaging as a form of marketing communications.
- Principles associated with licensing.

Code: MPRS102B3

Fee: £1,605 + VAT

Duration: 3-days



Dates:

 29^{th} April – 1^{st} May 2020 26^{th} – 28^{th} August 2020 16^{th} – 18^{th} December 2020

MEDIA MANAGEMENT

Agenda

Media – Principles and Practice

- * Media classification by form
- * Media classification by source
- Media classification by function
- * Linear media
- * Interactive media

Social, Search and Other Interactive Media

- * Interactive media advertising
- * Search engine marketing
- Social media
- * Other forms of interactive media

Media Planning: Reaching Audiences

- * The media mix
- * Switching behaviour
- * Vehicle selection
- * Recency planning
- * Media buying:
- the block plan and automation * Media source effects

- **Target audience**
- Chief Communications Officers
- Marketing and communications directors, managers, executives and staff.
- Those who wish to understand how brands create communications and engage audiences in brand conversations.
- Those employed by governmental, charitable, other not-for-profit and third-sector organisations who need to communicate with a range of stakeholders.
- Those who wish to develop insights into the reasoning behind the marketing communications activities used by organisations.

Learning outcomes

Upon completion of this course, you will be able to understand:

- Three main ways in which media can be classified.
- Differences between linear and interactive media.
- Trends and primary characteristics of each type of linear media.
- Different characteristics associated with interactive media, and what interactive media enable people to do.
- Issues associated with multichannel campaigns and the role of media within a retailing context.
- The dynamics associated with direct-response media.
- How advertising can be used in an interactive context.
- Search engine marketing and the main features of both pay-per-click and search engine optimisation.
- Characteristics and value of marketing communications through social media.
- Characteristics associated with viral marketing, web logs and microblogging, podcasting, and online communities.
- Features of email marketing communications and how the use of SMS, apps, widgets, affiliate marketing and augmented reality can enhance marketing communications.
- Principles associated with media planning and the impact of media and audience fragmentation.
- Various theories concerning different media and related switching behaviours.
- Key concepts used in linear media selection: reach and cover, frequency, duplication, rating points and CPT.
- The concept of repetition and the debate concerning effective frequency and recency planning.
- Planning issues related to interactive media and scheduling.
- Media source effects as an importance factor in media selection, placement and timing.

Code: MPRS103 Duration: 2-weeks Fee: £5,125 + VAT

Dates:

 23^{rd} March – 3^{rd} April 2020 13^{th} – 24^{th} July 2020 16^{th} – 27^{th} November 2020

ADVANCED STRATEGIC PUBLIC RELATIONS MANAGEMENT

Agenda

Public Relations Planning

- * The importance of context
- * External environment
- * Internal environment
- * Strategic public relations
- programmes and campaigns
- Systems context of planning
- A planning template

Corporate Image, Reputation and Identity

- * The controversy of image in public relations
- Corporate image and reputation
- Corporate identity
- * Reputation management and corporate branding
- Measuring corporate image and reputation

Media Relations

- * Media relations or public relations?
- * Media publicity and media relations
- * Media and political perspectives
- * Practical media relations
- Digital public relations: beyond media relations

Internal Communication

- * Purpose of internal communication
- Changes in the external environment affecting an organisation's internal communication
- * The changing
- employee/employer relationship * Communication roles of leaders
- and managersOrganisational culture and
- values statements * Developing an internal
- communication strategy

Managing Community

- Involvement Programmes
 - Corporate community involvement (CCI) programmes
 - Employees and community programmes
 - Community programmes
 Cause-related marketing (CRM)
 - * Developing community programmes
 - * Evaluation community programmes

Issue Management

- * The rise of issue management
- Tools and processes
- * Developing an issue strategy
- Evolution of issue management

Crisis Public Relations Management

- * Where do crises come from?
- * How to prepare for a crisis
- * Communicating during a crisis
- * The Internet and crisis public relations management

Public Affairs

- * Locating the role of public affairs within the organisation
- * The scope of public affairs
- Lobbying
- * Public affairs management

Integrated Marketing Communications

- The marketing
- communications toolbox
- Segmentation, targeting and positioning (STP)
- Branding and integrated marketing communications
- Planning for integration of the marketing communications mix

Corporate Communication

- The purpose of corporate communication (or frameworks for practice)
- * Corporate communication in practice
- The organisational context: how corporate communication fits into organisational structures

Code: MPRS103 Duration: 2-weeks Fee: £5,125 + VAT



Dates:

 23^{rd} March – 3^{rd} April 2020 13^{th} – 24^{th} July 2020 16^{th} – 27^{th} November 2020

ADVANCED STRATEGIC PUBLIC RELATIONS MANAGEMENT

Target audience

- Chief Communications Officers
- Public relations and communications directors, managers, practitioners and staff.

Learning outcomes

- The principal external influences and the organisational context in which public relations planning and management is undertaken.
- How to use strategic tools to analyse the external and organisational context.
- How to plan a research-based strategic campaign or programme.
- How to effectively manage and evaluate the impact of campaigns and programmes.
- The importance and implications of living in a 'brand society'.
- Key concepts of corporate image, reputation and identity.
- The process of reputation management (corporate branding).
- Media relations from historical and professional/ethical perspectives.
- The distinction between editorial and advertising approaches to media placement.
- Media relations from media and political perspectives.
- Media relations practice.
- Internal communication in practice.
- The employee/employer relationship within contemporary organisations and their environments.
- Communication roles for effective leadership and management.
- Corporate strategies, tactics and evaluation methods for communicating with employees.
- Concepts of community involvement, corporate social responsibility and cause-related marketing.
- Key principles of community relationship building and how to apply this understanding to simple, meaningful scenarios.
- Issues arising from an organisation's community involvement.
- Corporate strategies for integrating corporate social responsibility and community programmes into the business plan from a stakeholder perspective.
- How to characterise an issue and the difference between issues and other management problems.
- That issues progress through a life cycle and the stage an issue has reached.
- Characteristics of issues and the different driving forces of corporate and activist issues.
- Issue management as both a communication discipline and as a component of broader strategic thinking.

- How to develop a basic issue strategy using a fourstep plan.
- Concepts of crisis and crisis management.
- The value of communication to crisis public relations management.
- Different crisis types and how the crisis type affects crisis communication.
- Key principles in crisis public relations management.
- How to apply principles of crisis public relations management to actual crisis cases.
- The effects of the Internet on crisis public relations management.
- The nature, role and scope of the public affairs function and its relationship with public relations.
- Key theories, principles and their development and application in contemporary public affairs.
- The potential contribution that public affairs can make to organisational strategies and goal attainment.
- The knowledge, skills and competencies required of today's public affairs professionals.
- How to analyse and apply public affairs theories/principles to practice.
- Integrated marketing communications issues.
- The importance of integrated marketing communications to organisations and their publics.
- Key principles and methods used to integrate marketing communications activities.
- How to apply key principles of integrated marketing communications to real-life scenarios.
- How corporate communication is conceptualised and practiced, recognising the implications of different perspectives.
- The influence of different ways of conceptualising corporate communication (from a marketing as opposed to a PR or organisational communication mindset) when reviewing public relations practice and the implications of this.
- How to select effective frameworks for analysing the purpose and practice of corporate communication – using concepts of legitimacy and social capital – to identify key objectives.
- That the ability to practice corporate communication in particular ways is affected by how the function is placed within (or integrated into) organisational structures.

Code: MPRS103A Duration: 1-week Fee: £2,695 + VAT



Dates:

 $23^{rd} - 27^{th}$ March 2020 $13^{th} - 17^{th}$ July 2020 $16^{th} - 20^{th}$ November 2020

STRATEGIC PUBLIC RELATIONS

Agenda

Public Relations Planning

- * The importance of context
- * External environment
- * Internal environment
- * Strategic public relations programmes and campaigns
- * Systems context of planning
- * A planning template

Corporate Image, Reputation and Identity

- The controversy of image in public relations
- * Corporate image and reputation
- * Corporate identity
- Reputation management and corporate branding
- Measuring corporate image and reputation

Media Relations

- * Media relations or public relations?
- * Media publicity and media relations
- * Media and political perspectives
- * Practical media relations
- Digital public relations: beyond media relations

Internal Communication

- * Purpose of internal communication
- Changes in the external environment affecting an organisation's internal communication
- The changing
- employee/employer relationship * Communication roles of leaders
- and managersOrganisational culture and
- values statementsDeveloping an internal
- communication strategy

Managing Community Involvement Programmes

- Corporate community involvement (CCI) programmes
- Employees and community programmes
- Cause-related marketing (CRM)
- * Developing community programmes
- * Evaluation community programmes

Target audience

- Chief Communications Officers
- Public relations and communications directors, managers, practitioners and staff.

Learning outcomes

Upon completion of this course, you will be able to understand:

- The principal external influences and the organisational context in which public relations planning and management is undertaken.
- How to use strategic tools to analyse the external and organisational context.
- How to plan a research-based strategic campaign or programme.
- How to effectively manage and evaluate the impact of campaigns and programmes.
- The importance and implications of living in a 'brand society'.
- Key concepts of corporate image, reputation and identity.
- The process of reputation management (corporate branding).
- Media relations from historical and professional/ethical perspectives.
- The distinction between editorial and advertising approaches to media placement.
- Media relations from media and political perspectives.

- Media relations practice.
- Internal communication in practice.
- The employee/employer relationship within contemporary organisations and their environments.
- Communication roles for effective leadership and management.
- Corporate strategies, tactics and evaluation methods for communicating with employees.
- Concepts of community involvement, corporate social responsibility and cause-related marketing.
- Key principles of community relationship building and how to apply this understanding to simple, meaningful scenarios.
- Issues arising from an organisation's community involvement.
- Corporate strategies for integrating corporate social responsibility and community programmes into the business plan from a stakeholder perspective.

Managing

Code: MPRS103B Duration: 1-week Fee: £2,645 + VAT



Dates:

 30^{th} March – 3^{rd} April 2020 20^{th} – 24^{th} July 2020 23^{rd} – 27^{th} November 2020

PUBLIC RELATIONS MANAGEMENT

Agenda

Issue Management

- * The rise of issue management
- * Tools and processes
- * Developing an issue strategy
- * Evolution of issue management

Crisis Public Relations Management

- * Where do crises come from?
- * How to prepare for a crisis
- * Communicating during a crisis
- * The Internet and crisis public relations management

- Public Affairs
 - * Locating the role of public affairs within the organisation
 - * The scope of public affairs
 - * Lobbying
 - * Public affairs management

Integrated Marketing Communications

- The marketing communications toolbox
- * Segmentation, targeting and positioning (STP)
- Branding and integrated marketing communications
- * Planning for integration of the marketing communications mix

Corporate Communication

- The purpose of corporate communication (or frameworks for practice)
- * Corporate communication in practice
- * The organisational context: how corporate communication fits into organisational structures

Target audience

- Chief Communications Officers
- Public relations and communications directors, managers, practitioners and staff.

Learning outcomes

- How to characterise an issue and the difference between issues and other management problems.
- That issues progress through a life cycle and the stage an issue has reached.
- Characteristics of issues and the different driving forces of corporate and activist issues.
- Issue management as both a communication discipline and as a component of broader strategic thinking.
- How to develop a basic issue strategy using a fourstep plan.
- Concepts of crisis and crisis management.
- The value of communication to crisis public relations management.
- Different crisis types and how the crisis type affects crisis communication.
- Key principles in crisis public relations management.
- How to apply principles of crisis public relations management to actual crisis cases.
- The effects of the Internet on crisis public relations management.
- The nature, role and scope of the public affairs function and its relationship with public relations.
- Key theories, principles and their development and application in contemporary public affairs.
- The potential contribution that public affairs can make to organisational strategies and goal attainment.

- The knowledge, skills and competencies required of today's public affairs professionals.
- How to analyse and apply public affairs theories/principles to practice.
- Integrated marketing communications issues.
- The importance of integrated marketing communications to organisations and their publics.
- Key principles and methods used to integrate marketing communications activities.
- How to apply key principles of integrated marketing communications to real-life scenarios.
- How corporate communication is conceptualised and practiced, recognising the implications of different perspectives.
- The influence of different ways of conceptualising corporate communication (from a marketing as opposed to a PR or organisational communication mindset) when reviewing public relations practice and the implications of this.
- How to select effective frameworks for analysing the purpose and practice of corporate communication – using concepts of legitimacy and social capital – to identify key objectives.
- That the ability to practice corporate communication in particular ways is affected by how the function is placed within (or integrated into) organisational structures.



SELLING AND SALES MANAGEMENT

Agenda

Sales Perspective

- * Development and role of selling in marketing
 - Characteristics of modern selling
 - Success factor for professional salespeople
 - Types of selling
 - The marketing concept
- * Sales strategies
 - The planning process
 - The place of selling in the marketing plan

Sales Environment

- * Consumer and organisational buyer behaviour
- * Sales settings
- * International selling
- * Law and ethical issues

Sales Technique

- * Sales responsibilities and preparation
- * Personal selling skills
- * Key account management
- * Relationship selling
- * Direct marketing
- * Internet and IT applications in selling and sales management

Sales Management

- * Recruitment and selection
- * Motivation and training
- * Organisation and compensation

Sales Control

- Sales forecasting and budgeting
 Levels of forecasting
 - Qualitative and quantitative techniques
 - The sales budget
- * Salesforce evaluation
 - Setting standards of performance
 - Gathering information
 - Appraisal interviewing

Target audience

• Sales and marketing directors, managers, executives, practitioners and staff.

Learning outcomes

- Selling in its historical role and its place within marketing and a marketing organisation.
- Different types of buyers and their thinking.
- The institutions through which sales are made channels, including industrial, commercial and public authority selling.
- Selling for resale.
- International selling as an increasingly important area in view of the ever increasing 'internationalisation' of business.
- Preparation for selling, the selling process and sales responsibility.
- Recruitment, selection, motivation and training, and how salespeople must be compensated from a managerial standpoint.
- Sales budgets and how it is the starting point for business planning.
- Techniques for sales forecasting and why it is strictly a responsibility of sales management and not finance.



Dates:

 $\begin{array}{c} 10^{th}-14^{th} \ \mbox{February 2020} \\ 15^{th}-19^{th} \ \mbox{June 2020} \\ 12^{th}-16^{th} \ \mbox{October 2020} \\ \end{array}$

ADVANCED CUSTOMER RELATIONSHIP MANAGEMENT

Agenda

Understanding Customer Relationships

- * Introduction to CRM
- * Understanding relationships
- Managing the customer lifecycle
 customer acquisition
- Managing the customer lifecycle

 customer retention and development

Strategic CRM

- * Customer portfolio management
- * How to deliver customerexperienced value
- * Managing customer experience

Operational CRM

- * Sales force automation
- * Marketing automation
- * Service automation

Analytical CRM

- * Developing and managing customer-related databases
 - Structured and unstructured data
 - Data integration, warehousing and marts
 - Knowledge management
- Using customer-related data
 - Analytics
 - Three ways to generate analytical insight
 - Privacy issues

Realising the Benefits of CRM

- * Planning to succeed
- Implementing CRM
- * The future

Target audience

- Sales and marketing directors, managers, executives, practitioners and staff.
- Senior and mid-level managers who are involved in customer relationship management (CRM) programmes and system implementations, whether in a marketing department, the sales force or the service centre.
- Contemporary CRM professionals who sell products or services, to consumers or businesses.
- Senior managers who realise that profitable customers are their company's greatest asset and seek guidance to retain them.
- Those who wish to understand the CRM landscape that covers the vastness between operational and strategic CRM, with an overview of customer-related data and data mining.
- Managers looking to take customer-centred strategies to the next level.

Learning outcomes

Upon completion of this course, you will be able to understand:

- What CRM is, the costs it creates and the benefits it delivers.
- The many varied contexts in which CRM is used.
- CRM technologies that are deployed.
- How CRM can be implemented.

 How CRM practices and technologies are used to enhance the achievement of marketing, sales, and service objectives throughout the customer lifecycle stages of customer acquisition, retention and development, whilst simultaneously supporting broader organisational goals.

Information Systems



Code	Course	Duration	Page
IS101	Strategic Management of Information Systems	1-week	165
IS102	Advanced Management Information Systems	2-weeks	166
IS102A	Management Information Systems Essentials – Level 1	1-week	167
IS102B	Management Information Systems Essentials – Level 2	1-week	168
IS102A3	Information Technology Management	3-days	169
IS102AEB2	Using Information Systems for Organisational Advantage	3-days	170
IS102B3	Information Systems Management	3-days	171



STRATEGIC MANAGEMENT OF INFORMATION SYSTEMS

Agenda

Linking Systems to Strategy and the Organisation

- * Brief overview of business strategy frameworks
- Brief overview of organisational strategies
- Social business lens: building a social business strategy
- Brief overview of information systems strategy

Information Systems Strategy: Architecture and Infrastructure

- * From vision to implementation
- Architectural principles
- * Enterprise architecture
- Virtualisation and cloud computing
- Social business lens: building social-mobile applications

Cost Recovery of

- Information Systems
- Organising to respond to business demand: a maturity model
- * What a manager can expect from the IT organisation
- Chief Information Officer
 Social business lens: community management
- * Building a business case
- * IT portfolio management
- * Valuing IT investments
- * Monitoring IT investments

Governance of the Information Systems Organisation

- * IT governance
- * IT governance and security
- * Social business lens: the consumerisation of technology
- * Decision-making mechanisms
- * Governance frameworks for control decisions

Business Analytics and Knowledge Management

- Knowledge management processes
- * Business intelligence
- * Components of business analytics
- * Big data
- Social analytics
- Social business lens: social graphs

Target audience

- Managers who wish to participate in information systems (IS) decisions.
- Current and future managers who wish to be introduced to the broader implications of the impact of IS.
- Contemporary managers who need to know about their organisation's capabilities and uses of information.

Learning outcomes

- The Information Systems Strategy Triangle framework for alignment of IS and the business.
- A framework for understanding the four components of IS architecture: hardware, software, networks, and data.
- The business of IT.

- IS organisation, funding models, portfolios, and monitoring options.
- The governance of IS resources.
- Business intelligence, knowledge management, and analytics and an overview of how companies manage knowledge using business analytics.



ADVANCED MANAGEMENT INFORMATION SYSTEMS

Agenda

Business Processes, Information Systems, and Information

- * The need to understand
- business processesBusiness process modelling
- Using IS to improve process quality
- * What is information?
- Data characteristics required for quality information

Hardware and Software

- * Computer hardware
- * Operating systems software
- * Applications software
- Open source software as a viable alternative

Database Processing

- * The purpose of a database
- * What is a database management system (DBMS)?
- * Database applications to make databases more useful
- * What is a NoSQL DBMS?

The Cloud

- * Why is the cloud the future for most organisations?
- Using the cloud
- Cloud service models
- * Using cloud services securely

Organisations and Information Systems

- * How do IS vary by scope?
- * Solving departmental silos through enterprise systems
- Customer relationship management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI)
- * Inter-enterprise IS

Social Media Information Systems

- What is a social media information system (SMIS)?
- SMIS to advance
- organisational strategy
- Increasing social capital
- * Managing the risks of social media
- * Where is social media taking us?

Business Intelligence Systems

- * How do organisations use business intelligence (BI) systems?
- The three primary activities in the BI process
- Using data warehouses and data marts to acquire data
- * Three techniques for processing BI data
- The alternatives for publishing BI

Information Systems Development

- * What is systems development?
- The five phases of the systems development lifecycle (SDLC)
- * Accomplishing system definition
- The users' role in the requirement phase
 - * Designing the five components
 - Implementing an IS
 - * The tasks for system maintenance
 - * Problems with the SDLC
- Information Systems Management * Functions and organisation of the IS department
- How do organisations plan the use of IS?
- Advantages and disadvantages of outsourcing
- * User rights and responsibilities

Information Security Management

- * The goal of IS security
- * How big is the computer security problem?
- * Responding to security threats
- * Technical safeguards
- * Data safeguards
- Human safeguards
- * Responding to security incidents

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
- Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- Appreciate the uses of business processes, information systems, and information in organisations.
- Demonstrate an understanding of hardware and software and their place in management information systems.
- Recognise the key features and technologies deployed in database management and processing.
- Explain what the cloud is and be able to identify the potential opportunities and threats that cloud computing offers to organisations.
- Recognise the primary benefits of information systems in organisations including the application of customer relationship management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI).
- Evaluate the potential benefits of social media information systems to organisations.
- Appreciate the uses of business intelligence systems.
- Differentiate the key elements of information systems development and understand the role system developments plays in MIS.
- Illustrate the functions and deployments techniques of information systems in organisations and how these systems are managed.
- Demonstrate an understanding of the crucial role information security management plays within organisations and its role most MIS activities.

Code: IS102A Duration: 1-week Fee: £2,625 + VAT



MANAGEMENT INFORMATION SYSTEMS ESSENTIALS – LEVEL 1

Agenda

Business Processes, Information Systems, and Information

- * The need to understand business processes
- Business process modelling
- * Using IS to improve process quality
- What is information?
- * Data characteristics required for quality information

Hardware and Software

- * Computer hardware
- * Operating systems software
- Applications software
- * Open source software as a viable alternative

Database Processing

- * The purpose of a database
- * What is a database management system (DBMS)?
- * Database applications to make databases more useful
- * What is a NoSQL DBMS?

The Cloud

- * Why is the cloud the future for most organisations?
- * Using the cloud
- * Using cloud services securely

Organisations and Information Systems

- * How do IS vary by scope?
- * Solving departmental silos through enterprise systems
- * Customer relationship management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI)
- * Inter-enterprise IS

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
- Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- Appreciate the uses of business processes, information systems, and information in organisations.
- Demonstrate an understanding of hardware and software and their place in management information systems.
- Recognise the key features and technologies deployed in database management and processing.
- Explain what the cloud is and be able to identify the potential opportunities and threats that cloud computing offers to organisations
- Recognise the primary benefits of information systems in organisations including the application of customer relationship management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI).



MANAGEMENT INFORMATION SYSTEMS – LEVEL 2

Agenda

Social Media Information Systems

- * What is a social media information system (SMIS)?
- * SMIS to advance organisational strategy
- Increasing social capital
- Managing the risks of social media
- * Where is social media taking us?

Business Intelligence Systems

- How do organisations use business intelligence (BI) systems?
- * The three primary activities in the BI process
- Using data warehouses and data marts to acquire data
- Three techniques for processing BI data
- * The alternatives for publishing BI

Information Systems Development

- * What is systems development?
- The five phases of the systems development lifecycle (SDLC)
- Accomplishing system definition
- * The users' role in the requirement phase
- * Designing the five components
- * Implementing an IS
- * The tasks for
- system maintenance
- Problems with the SDLC

Information Systems Management

- * Functions and organisation of the IS department
- * How do organisations plan the use of IS?
- Advantages and disadvantages of outsourcing
- * User rights and responsibilities

Information Security Management * The goal of IS security

- How big is the computer
- security problem?Responding to security threats
- Responding to security the
 Technical safeguards
- Technical safeguard
- * Data safeguards
- * Human safeguards
- * Responding to security incidents

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
- Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- Evaluate the potential benefits of social media information systems to organisations.
- Appreciate the uses of business intelligence systems.
- Differentiate the key elements of information systems development and understand the role system developments plays in MIS.
- Illustrate the functions and deployments techniques of information systems in organisations and how these systems are managed.
- Demonstrate an understanding of the crucial role information security management plays within organisations and its role most MIS activities.



INFORMATION TECHNOLOGY MANAGEMENT

Agenda

Hardware and Software

- * Computer hardware
- * Operating systems software
- * Applications software
- * Open source software as a viable alternative

Database Processing

- * The purpose of a database
- * What is a database management system (DBMS)?
- * Database applications to make databases more useful
- * What is a NoSQL DBMS?

The Cloud

- * Why is the cloud the future for most organisations?
- * Using the cloud
- * Using cloud services securely

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
- Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- Hardware and software.
- How to use application software sources.
- How to query and extract data to solve problems.
- The cloud as a fundamental shift in the way that organisations acquire computing infrastructure.
- The cloud's enablement of organisations to share in the benefits of near-zero costs of data processing, storage, and communication, and the dramatic effect it can have on profitability.

Code: IS102AEB2 Duration: 3-days Fee: £1,590 + VAT **Dates:**

 $\begin{array}{l} 13^{th}-17^{th} \mbox{ March 2020} \\ 10^{th}-14^{th} \mbox{ July 2020} \\ 13^{th}-17^{th} \mbox{ November 2020} \end{array}$

USING INFORMATION SYSTEMS FOR ORGANISATIONAL ADVANTAGE

Agenda

Organisations and Information Systems

- * How do IS vary by scope?
- * Solving departmental silos
- Solving departmental slos through enterprise systems
 Customer relationship
- management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI)
- * Inter-enterprise IS

Social Media Information Systems

- * What is a social media information system (SMIS)?
- * SMIS to advance organisational strategy
- * Increasing social capital
- Managing the risks of social media
- * Where is social media taking us?

Business Intelligence Systems

- How do organisations use business intelligence (BI) systems?
- * The three primary activities in the BI process
- * Using data warehouses and data marts to acquire data
- * Three techniques for processing BI data
- * The alternatives for publishing BI

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
- Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- Levels of IS and the problems that each level can have.
- The potential problems of information silos and how to resolve them at both the workgroup and enterprise levels.
- Customer relationship management (CRM), enterprise resource planning (ERP), and enterprise application integration (EAI) systems.
- How to use the cloud to support an interenterprise system.

- How to use social media to help your organisation.
- The challenges and opportunities that social media will present in the future.
- The three phases of business intelligence (BI) analysis.
- Common techniques for acquiring, processing, and publishing BI.
- The use of BigData.



INFORMATION SYSTEMS MANAGEMENT

Agenda

Information Systems Development

- * What is systems development?
- * The five phases of the systems development lifecycle (SDLC)
- Accomplishing system definition
 The users' role in the requirement phase
- * Designing the five components
- * Implementing an IS
- * The tasks for
- system maintenance
- Problems with the SDLC

Information Systems Management

- * Functions and organisation of the IS department
- * How do organisations plan the use of IS?
- * Advantages and disadvantages of outsourcing
- * User rights and responsibilities

Information Security Management

- * The goal of IS security
- * How big is the computer security problem?
- * Responding to security threats
- * Technical safeguards
- * Data safeguards
- * Human safeguards
- * Responding to security incidents

Target audience

- Those who wish to assess, evaluate, and apply emerging information systems (IS) technology to business.
 - Those who wish to take an active role in systems development to create an IS that meets their needs.
- Those who need to learn how to employ IS to accomplish their job tasks.
- Those who want to use IS to achieve their business strategies.

Learning outcomes

- The development of information systems.
- The primary responsibilities of the IS department.
- The reasons for outsourcing IS services, the most common and popular outsource alternatives, and the outsourcing risks.
- The rights and responsibilities regarding services provided by the IS department.
- The threats to computer security.
- Techniques that should be employed to protect computing devices and data.
- Technical, data, and human safeguards.
- How organisations should respond to security threats and incidents.

Administrative and Secretarial Skills



Code	Course	Duration	Page
ASS101	Advanced Administrative Skills for Personal Assistants	2-weeks	173
ASS101A	Administrative Skills for Personal Assistants – Level 1	1-week	174
ASS101B	Administrative Skills for Personal Assistants – Level 2	1-week	175
	www.LBTC.co.uk		172

Code: ASS101 Duration: 2-weeks Fee: £4,975 + VAT

Dates:

 $2^{nd} - 13^{th}$ March 2020 $6^{th} - 17^{th}$ July 2020 $2^{nd} - 13^{th}$ November 2020

ADVANCED ADMINISTRATIVE SKILLS FOR PERSONAL ASSISTANTS

Agenda

Office Organisation

- * Benefits of good organisation
- * Steps in organising
- * Office manuals
- * Authority and responsibility

Office Administration

- * Administrative office management
- * Objectives
- * Functions
- * Information management

Office Forms

- * Control
- * Designing forms
- * Form sets
- * Continuous stationery

Records Management

- Characteristics of a good filing system
- * Selection of a suitable indexing system
- * Records Retention
- * Evaluating the records management programme

Target audience

- Personal assistants
- Secretaries
- Administrative staff

Learning outcomes

Upon completion of this course, you will be able to understand:

- Organisation as one of the fundamental functions of management.
- The functions, nature and scope of office activities.
- How to use forms to assist in the fundamental functions of receiving, recording, arranging and giving information in the office.
- The management of the vast bulk of correspondence and other documents which are created, received and stored in any business office.
- How to control the large variety of stationery and other articles related to the day-to-day work of a modern office.

Office Stationery and Supplies

- * Standardisation of office supplies
- * Purchasing procedure
- * Principles of storage applicable to supplies
- * Control of consumption

Communication Management

- * Common barriers to communication
- * Effective communication
- * Oral communication
- * Written communication

Management Reporting

- * Report writing
- * Types of reports
- * Specimen of reports
- * Precis writing

Work Improvement and Work Measurement

- * Method study
- * Method improvement
- Uses and applications of work sampling
- Standardisation and work simplification

Secretarial Services

- * Qualifications of a secretary
- * Types of secretaries
- Clerical services
- * Reception services

Control of Office Costs

- Methods of cost reduction and cost saving
- * Establishing budgets
- * Types of budgets
- * Supervisory control

- Communication as one of the fundamental functions of an office, and a process essential for all forms of business.
- How to prepare reports as a summary of information.
- The techniques aimed at increasing efficiency and productivity.
- The requirement of secretarial and clerical services for efficient administration.
- How to ensure all office expenses incurred are productive.



ADMINISTRATIVE SKILLS FOR PERSONAL ASSISTANTS – LEVEL 1

Agenda

Office Organisation

- * Benefits of good organisation
- * Steps in organising
- * Office manuals
- * Authority and responsibility

Office Administration

- * Administrative office management
- * Objectives
- * Functions
- * Information management

Office Forms

- Control
- * Designing forms
- * Form sets
- * Continuous stationery

Records Management

- * Characteristics of a good filing system
- * Selection of a suitable indexing system
- * Records Retention
- * Evaluating the records management programme

Office Stationery and Supplies

- Standardisation of office supplies
- * Purchasing procedure
- * Principles of storage applicable to supplies
- * Control of consumption

Target audience

- Personal assistants
- Secretaries
- Administrative staff

Learning outcomes

- Organisation as one of the fundamental functions of management.
- The functions, nature and scope of office activities.
- How to use forms to assist in the fundamental functions of receiving, recording, arranging and giving information in the office.
- The management of the vast bulk of correspondence and other documents which are created, received and stored in any business office.
- How to control the large variety of stationery and other articles related to the day-to-day work of a modern office.



ADMINISTRATIVE SKILLS FOR PERSONAL ASSISTANTS – LEVEL 2

Agenda

- Communication Management
- * Common barriers to communication
- * Effective communication
- Oral communication
- * Written communication

Management Reporting

- Report writing
- * Types of reports
- * Specimen of reports
- * Precis writing

Target audience

- Personal assistants
- Secretaries
- Administrative staff

Learning outcomes

Upon completion of this course, you will be able to understand:

- Communication as one of the fundamental functions of an office, and a process essential for all forms of business.
- How to prepare reports as a summary of information.

Work Improvement and Work Measurement

- * Method study
- * Method improvement
- * Uses and applications of work sampling
- * Standardisation and work simplification

Secretarial Services

- * Qualifications of a secretary
- * Types of secretaries
- * Clerical services
- * Reception services

Control of Office Costs

- Methods of cost reduction and cost saving
- * Establishing budgets
- * Types of budgets
- * Supervisory control

- The techniques aimed at increasing efficiency and productivity.
- The requirement of secretarial and clerical services for efficient administration.
- How to ensure all office expenses incurred are productive.

Course Calendar



Code	Course	Duration	Start	End	Page
HR104A	Resourcing and Talent Management - Level 1	1-week	6-Jan	10-Jan	80
AFB111A	Capital Markets - Level 1	1-week	6-Jan	10-Jan	110
OPM106A	The Development, Introduction and Sustaining of Total Quality Management	1-week	6-Jan	10-Jan	133
MPRS104	Selling and Sales Management	1-week	6-Jan	10-Jan	175
AFB111	Advanced Capital Markets	9-days	6-Jan	16-Jan	108
HR104	Advanced Resourcing and Talent Management	2-weeks	6-Jan	17-Jan	79
OPM106	Strategic Total Quality Management	2-weeks	6-Jan	17-Jan	131
OPM106A3	Total Quality Management - Advanced Organisational Introduction	3-days	7-Jan	9-Jan	135
SM105A	Corporate Social Responsibility	4-days	7-Jan	10-Jan	31
SM105	Advanced Corporate Social Responsibility	9-days	7-Jan	16-Jan	29
HR104A3	Recruitment and Selection	3-days	8-Jan	10-Jan	82
LMS103A4	Interpersonal Skills Development	4-days	13-Jan	16-Jan	42
AFB111B	Capital Markets - Level 2	4-days	13-Jan	16-Jan	111
SM104A	Managing and Implementing Corporate Social Responsibility	1-week	13-Jan	17-Jan	27
LMS103A	Management Skills Development	1-week	13-Jan	17-Jan	40
HR104B	Resourcing and Talent Management - Level 2	1-week	13-Jan	17-Jan	81
OPM106B	The Business Context of Total Quality Management	1-week	13-Jan	17-Jan	134
SM104	Advanced Strategic Corporate Social Responsibility	8-days	13-Jan	22-Jan	25
LMS103	Advanced Management Skills Development	2-weeks	13-Jan	24-Jan	38
LMS104	Personal Skills Development	3-days	15-Jan	17-Jan	44
SM104B	The Impact, Critics, and Future of Corporate Social Responsibility	3-days	20-Jan	22-Jan	28
LMS103B3	Group Skills Development	3-days	20-Jan	22-Jan	43
LMS103B	Senior Management Skills Development	1-week	20-Jan	24-Jan	41
AFB107	Interpretation and Application of IPSAS	1-week	20-Jan	24-Jan	103
OPM105	Supply Chain Management	1-week	20-Jan	24-Jan	130
LMS105	Communication Skills Development	3-days	22-Jan	24-Jan	45
HR102A3	HRM - Relationship with Strategy	3-days	27-Jan	29-Jan	75
HR102A	HRM Delivery and Relationship with Strategy	1-week	27-Jan	31-Jan	73
OPM108A	Project Management - Level 1	1-week	27-Jan	31-Jan	142
IS101	Strategic Management of Information Systems	1-week	27-Jan	31-Jan	165
HR102	Advanced Human Resource Management	2-weeks	27-Jan	7-Feb	71
OPM108	Advanced Project Management	2-weeks	27-Jan	7-Feb	140
AFB104A	Financial Accounting - Level 1	4-days	28-Jan	31-Jan	99
MPRS101A	Strategic Marketing	4-days	28-Jan	31-Jan	163
AFB104	Advanced Financial Accounting	9-days	28-Jan	7-Feb	97
MPRS101	Advanced Strategic Marketing Management	9-days	28-Jan	7-Feb	161

Code	Course	Duration	Start	End	Page
PS105A	Financial Management in the Public Sector - Level 1	1-week	3-Feb	7-Feb	63
HR102B	HRM Practices and Processes	1-week	3-Feb	7-Feb	74
AFB104B	Financial Accounting - Level 2	1-week	3-Feb	7-Feb	100
OPM108B	Project Management - Level 2	1-week	3-Feb	7-Feb	143
MPRS101B	Marketing Management	1-week	3-Feb	7-Feb	164
PS105	Advanced Financial Management in the Public Sector – Planning, Implementation, Reporting and Analyses	2-weeks	3-Feb	14-Feb	61
LMS102A	Leadership in Practice - Level 1	1-week	10-Feb	14-Feb	36
PS105B	Financial Management in the Public Sector - Level 2	1-week	10-Feb	14-Feb	64
AFB101A	Accounting and Finance for Managers - Level 1	1-week	10-Feb	14-Feb	90
OPM103A	Operations Design	1-week	10-Feb	14-Feb	125
MPRS105	Advanced Customer Relationship Management	1-week	10-Feb	14-Feb	176
LMS102	Advanced Leadership in Practice	2-weeks	10-Feb	21-Feb	35
AFB101	Advanced Accounting and Finance for Managers	2-weeks	10-Feb	21-Feb	89
OPM103	Strategic Operations Management	2-weeks	10-Feb	21-Feb	123
PS105B3	Advanced Public Sector Financial Reporting and Analysis	3-days	11-Feb	13-Feb	65
LMS102B	Leadership in Practice - Level 2	1-week	17-Feb	21-Feb	37
PS103A	Public Sector Strategy - Level 1	1-week	17-Feb	21-Feb	57
HR103A	Human Resource Practice - Level 1	1-week	17-Feb	21-Feb	77
AFB101B	Accounting and Finance for Managers - Level 2	1-week	17-Feb	21-Feb	91
OPM102A	Operations Delivery	1-week	17-Feb	21-Feb	121
LMS101	Advanced Strategic Leadership	2-weeks	17-Feb	28-Feb	33
PS103	Advanced Public Sector Strategy	2-weeks	17-Feb	28-Feb	55
HR103	Advanced Human Resource Practice	2-weeks	17-Feb	28-Feb	76
OPM102	Advanced Strategic Operations Management	2-weeks	17-Feb	28-Feb	119
LMS101B	Strategic Leadership	1-week	24-Feb	28-Feb	34
PS103B	Public Sector Strategy - Level 2	1-week	24-Feb	28-Feb	58
HR103B	Human Resource Practice - Level 2	1-week	24-Feb	28-Feb	78
AFB110	Central Banks, Monetary Policy and Financial Stability	1-week	24-Feb	28-Feb	107
OPM102B	Operations Development	1-week	24-Feb	28-Feb	122
PS103B3	Public Sector Strategic Management	3-days	25-Feb	27-Feb	59

Code	Course	Duration	Start	End	Page
SM103A	Developments in Corporate Governance	1-week	2-Mar	6-Mar	21
AFB105	Financial Accounting, Reporting and Analysis	1-week	2-Mar	6-Mar	101
OPM104A	Procurement - Core Concepts	1-week	2-Mar	6-Mar	128
ASS101A	Administrative Skills for Personal Assistants - Level 1	1-week	2-Mar	6-Mar	174
SM103	Advanced Corporate Governance	2-weeks	2-Mar	13-Mar	19
OPM104	Advanced Strategic Procurement	2-weeks	2-Mar	13-Mar	126
ASS101	Advanced Administrative Skills for Personal Assistants	2-weeks	2-Mar	13-Mar	173
SM103A4	Development of Corporate Governance Codes	4-days	3-Mar	6-Mar	22
SM103B	Corporate Governance – Owners, Stakeholders, Directors and Board Structure	1-week	9-Mar	13-Mar	24
HR106A	Learning and Development Practice - Level 1	1-week	9-Mar	13-Mar	85
AFB109	Auditing and Assurance Services	1-week	9-Mar	13-Mar	105
OPM104B	Procurement - Strategy and Planning	1-week	9-Mar	13-Mar	129
OPM107A	Quality Management Systems, Tools and Techniques - Level 1	1-week	9-Mar	13-Mar	138
OPM107B	Quality Management Systems, Tools and Techniques - Level 2	1-week	9-Mar	13-Mar	139
IS102A	Management Information Systems Essentials - Level 1	1-week	9-Mar	13-Mar	167
ASS101B	Administrative Skills for Personal Assistants - Level 2	1-week	9-Mar	13-Mar	175
HR106	Advanced Learning and Development Practice	2-weeks	9-Mar	20-Mar	84
OPM107	Advanced Quality Management Systems, Tools and Techniques	2-weeks	9-Mar	20-Mar	136
IS102	Advanced Management Information Systems	2-weeks	9-Mar	20-Mar	166
IS102A3	Information Technology Management	3-days	10-Mar	12-Mar	169
IS102AEB2	Using Information Systems for Organisational Advantage	3-days	13-Mar	17-Mar	170
SM102A	Strategic Analysis and Purpose	1-week	16-Mar	20-Mar	17
HR106B	Learning and Development Practice - Level 2	1-week	16-Mar	20-Mar	86
AFB112	Introduction to Banking	1-week	16-Mar	20-Mar	112
IS102B	Management Information Systems Essentials - Level 2	1-week	16-Mar	20-Mar	168
SM102	Strategic Management	2-weeks	16-Mar	27-Mar	15
IS102B3	Information Systems Management	3-days	18-Mar	20-Mar	171
SM101A	Developing Strategy	1-week	23-Mar	27-Mar	10
HR101A	Strategic Human Resource Management - Level 1	1-week	23-Mar	27-Mar	68
OPM109A	Facilities Management - Level 1	1-week	23-Mar	27-Mar	145
MPRS103A	Strategic Public Relations	1-week	23-Mar	27-Mar	173
SM101	Advanced Strategic Management	2-weeks	23-Mar	3-Apr	8
HR101	Advanced Strategic Human Resource Management	2-weeks	23-Mar	3-Apr	68
OPM109	Advanced Facilities Management	2-weeks	23-Mar	3-Apr	144
MPRS103	Advanced Strategic Public Relations Management	2-weeks	23-Mar	3-Apr	171
HR101A3	HRM Strategies - Organisational Capability	3-days	24-Mar	26-Mar	70
PS102A	Public Sector Management - Level 1	3-days	25-Mar	27-Mar	54
PS102	Strategic Public Sector Management	8-days	25-Mar	3-Apr	53
SM101B3	The Strategy Implementation Process	3-days	30-Mar	1-Apr	14
SM101B	Implementing Strategy	1-week	30-Mar	3-Apr	12
PS101A	Public Sector Management - Level 2	1-week	30-Mar	3-Apr	51
HR101B	Strategic Human Resource Management - Level 2	1-week	30-Mar	3-Apr	69
OPM109B	Facilities Management - Level 2	1-week	30-Mar	3-Apr	146
MPRS103B	Public Relations Management	1-week	30-Mar	3-Apr	174
PS101	Advanced Strategic Public Sector Management	9-days	30-Mar	9-Apr	50

Code	Course	Duration	Start	End	Page
LMS106A	Change Management	4-days	6-Apr	9-Apr	47
PS101B	Public Sector Management - Level 3	4-days	6-Apr	9-Apr	52
AFB103A	Management Accounting - Level 1	4-days	6-Apr	9-Apr	95
AFB103	Advanced Management Accounting	7-days	6-Apr	16-Apr	93
LMS106	Advanced Strategic Change Management	8-days	6-Apr	17-Apr	46
AFB103B	Management Accounting - Level 2	3-days	14-Apr	16-Apr	96
LMS106B	Strategic Change Management	4-days	14-Apr	17-Apr	48
AFB102	Financial Management	3-days	15-Apr	17-Apr	92
HR105	Advanced Performance Management	1-week	20-Apr	24-Apr	83
AFB108	Accounting Information Systems	1-week	20-Apr	24-Apr	104
OPM101A	Operations Strategy - Level 1	1-week	20-Apr	24-Apr	116
MPRS102A	Marketing Communications - Level 1	1-week	20-Apr	24-Apr	167
MPRS102A5BA	Marketing Communications Tools	6-days	20-Apr	27-Apr	169
OPM101	Advanced Operations Strategy	2-weeks	20-Apr	1-May	114
MPRS102	Advanced Marketing Communications	2-weeks	20-Apr	1-May	165
PS104	Public Sector Leadership	1-week	27-Apr	1-May	60
HR107	Applying Advanced Analytics to HR Management Decisions	1-week	27-Apr	1-May	87
AFB106	Applying IFRS	1-week	27-Apr	1-May	102
AFB111A	Capital Markets - Level 1	1-week	27-Apr	1-May	110
OPM101B	Operations Strategy - Level 2	1-week	27-Apr	1-May	118
MPRS102B	Marketing Communications - Level 2	1-week	27-Apr	1-May	168
AFB111	Advanced Capital Markets	9-days	27-Apr	8-May	108
MPRS102B3	Media Management	3-days	29-Apr	1-May	170

Code	Course	Duration	Start	End	Page
SM105A	Corporate Social Responsibility	4-days	5-May	8-May	31
AFB111B	Capital Markets - Level 2	4-days	5-May	8-May	111
SM105	Advanced Corporate Social Responsibility	9-days	5-May	15-May	29
LMS103A4	Interpersonal Skills Development	4-days	11-May	14-May	42
SM104A	Managing and Implementing Corporate Social Responsibility	1-week	11-May	15-May	27
LMS103A	Management Skills Development	1-week	11-May	15-May	40
HR104A	Resourcing and Talent Management - Level 1	1-week	11-May	15-May	80
OPM106A	The Development, Introduction and Sustaining of Total Quality Management	1-week	11-May	15-May	133
MPRS104	Selling and Sales Management	1-week	11-May	15-May	175
SM104	Advanced Strategic Corporate Social Responsibility	8-days	11-May	20-May	25
LMS103	Advanced Management Skills Development	2-weeks	11-May	22-May	38
HR104	Advanced Resourcing and Talent Management	2-weeks	11-May	22-May	79
OPM106	Strategic Total Quality Management	2-weeks	11-May	22-May	131
OPM106A3	Total Quality Management - Advanced Organisational Introduction	3-days	12-May	14-May	135
LMS104	Personal Skills Development	3-days	13-May	15-May	44
HR104A3	Recruitment and Selection	3-days	13-May	15-May	82
SM104B	The Impact, Critics, and Future of Corporate Social Responsibility	3-days	18-May	20-May	28
LMS103B3	Group Skills Development	3-days	18-May	20-May	43
LMS103B	Senior Management Skills Development	1-week	18-May	22-May	41
HR104B	Resourcing and Talent Management - Level 2	1-week	18-May	22-May	81
AFB107	Interpretation and Application of IPSAS	1-week	18-May	22-May	103
OPM105	Supply Chain Management	1-week	18-May	22-May	130
OPM106B	The Business Context of Total Quality Management	1-week	18-May	22-May	134
IS101	Strategic Management of Information Systems	1-week	18-May	22-May	165
LMS105	Communication Skills Development	3-days	20-May	22-May	45
AFB104A	Financial Accounting - Level 1	4-days	26-May	29-May	99
MPRS101A	Strategic Marketing	4-days	26-May	29-May	163
AFB104	Advanced Financial Accounting	9-days	26-May	5-Jun	97
MPRS101	Advanced Strategic Marketing Management	9-days	26-May	5-Jun	161

Code	Course	Duration	Start	End	Page
HR102A3	HRM - Relationship with Strategy	3-days	1-Jun	3-Jun	75
PS105A	Financial Management in the Public Sector - Level 1	1-week	1-Jun	5-Jun	63
HR102A	HRM Delivery and Relationship with Strategy	1-week	1-Jun	5-Jun	73
AFB104B	Financial Accounting - Level 2	1-week	1-Jun	5-Jun	100
OPM108A	Project Management - Level 1	1-week	1-Jun	5-Jun	142
MPRS101B	Marketing Management	1-week	1-Jun	5-Jun	164
PS105	Advanced Financial Management in the Public Sector – Planning, Implementation, Reporting and Analyses	2-weeks	1-Jun	12-Jun	61
HR102	Advanced Human Resource Management	2-weeks	1-Jun	12-Jun	71
OPM108	Advanced Project Management	2-weeks	1-Jun	12-Jun	140
PS105B	Financial Management in the Public Sector - Level 2	1-week	8-Jun	12-Jun	64
HR102B	HRM Practices and Processes	1-week	8-Jun	12-Jun	74
OPM108B	Project Management - Level 2	1-week	8-Jun	12-Jun	143
PS105B3	Advanced Public Sector Financial Reporting and Analysis	3-days	9-Jun	11-Jun	65
LMS102A	Leadership in Practice - Level 1	1-week	15-Jun	19-Jun	36
AFB101A	Accounting and Finance for Managers - Level 1	1-week	15-Jun	19-Jun	90
OPM103A	Operations Design	1-week	15-Jun	19-Jun	125
MPRS105	Advanced Customer Relationship Management	1-week	15-Jun	19-Jun	176
LMS102	Advanced Leadership in Practice	2-weeks	15-Jun	26-Jun	35
AFB101	Advanced Accounting and Finance for Managers	2-weeks	15-Jun	26-Jun	89
OPM103	Strategic Operations Management	2-weeks	15-Jun	26-Jun	123
LMS102B	Leadership in Practice - Level 2	1-week	22-Jun	26-Jun	37
PS103A	Public Sector Strategy - Level 1	1-week	22-Jun	26-Jun	57
HR103A	Human Resource Practice - Level 1	1-week	22-Jun	26-Jun	77
AFB101B	Accounting and Finance for Managers - Level 2	1-week	22-Jun	26-Jun	91
OPM102A	Operations Delivery	1-week	22-Jun	26-Jun	121
LMS101	Advanced Strategic Leadership	2-weeks	22-Jun	3-Jul	33
PS103	Advanced Public Sector Strategy	2-weeks	22-Jun	3-Jul	55
HR103	Advanced Human Resource Practice	2-weeks	22-Jun	3-Jul	76
OPM102	Advanced Strategic Operations Management	2-weeks	22-Jun	3-Jul	119
LMS101B	Strategic Leadership	1-week	29-Jun	3-Jul	34
PS103B	Public Sector Strategy - Level 2	1-week	29-Jun	3-Jul	58
HR103B	Human Resource Practice - Level 2	1-week	29-Jun	3-Jul	78
AFB110	Central Banks, Monetary Policy and Financial Stability	1-week	29-Jun	3-Jul	107
OPM102B	Operations Development	1-week	29-Jun	3-Jul	122
PS103B3	Public Sector Strategic Management	3-days	30-Jun	2-Jul	59

Code	Course	Duration	Start	End	Page
SM103A	Developments in Corporate Governance	1-week	6-Jul	10-Jul	21
OPM104A	Procurement - Core Concepts	1-week	6-Jul	10-Jul	128
IS102A	Management Information Systems Essentials - Level 1	1-week	6-Jul	10-Jul	167
ASS101A	Administrative Skills for Personal Assistants - Level 1	1-week	6-Jul	10-Jul	174
SM103	Advanced Corporate Governance	2-weeks	6-Jul	17-Jul	19
OPM104	Advanced Strategic Procurement	2-weeks	6-Jul	17-Jul	126
IS102	Advanced Management Information Systems	2-weeks	6-Jul	17-Jul	166
ASS101	Advanced Administrative Skills for Personal Assistants	2-weeks	6-Jul	17-Jul	173
IS102A3	Information Technology Management	3-days	7-Jul	9-Jul	169
SM103A4	Development of Corporate Governance Codes	4-days	7-Jul	10-Jul	22
IS102AEB2	Using Information Systems for Organisational Advantage	3-days	10-Jul	14-Jul	170
SM103B	Corporate Governance – Owners, Stakeholders, Directors and Board Structure	1-week	13-Jul	17-Jul	24
AFB105	Financial Accounting, Reporting and Analysis	1-week	13-Jul	17-Jul	101
OPM104B	Procurement - Strategy and Planning	1-week	13-Jul	17-Jul	129
IS102B	Management Information Systems Essentials - Level 2	1-week	13-Jul	17-Jul	168
MPRS103A	Strategic Public Relations	1-week	13-Jul	17-Jul	173
ASS101B	Administrative Skills for Personal Assistants - Level 2	1-week	13-Jul	17-Jul	175
MPRS103	Advanced Strategic Public Relations Management	2-weeks	13-Jul	24-Jul	171
IS102B3	Information Systems Management	3-days	15-Jul	17-Jul	171
HR106A	Learning and Development Practice - Level 1	1-week	20-Jul	24-Jul	85
AFB109	Auditing and Assurance Services	1-week	20-Jul	24-Jul	105
OPM107A	Quality Management Systems, Tools and Techniques - Level 1	1-week	20-Jul	24-Jul	138
OPM107B	Quality Management Systems, Tools and Techniques - Level 2	1-week	20-Jul	24-Jul	139
MPRS103B	Public Relations Management	1-week	20-Jul	24-Jul	174
HR106	Advanced Learning and Development Practice	2-weeks	20-Jul	31-Jul	84
OPM107	Advanced Quality Management Systems, Tools and Techniques	2-weeks	20-Jul	31-Jul	136
SM102A	Strategic Analysis and Purpose	1-week	27-Jul	31-Jul	17
HR106B	Learning and Development Practice - Level 2	1-week	27-Jul	31-Jul	86
AFB112	Introduction to Banking	1-week	27-Jul	31-Jul	112
OPM109A	Facilities Management - Level 1	1-week	27-Jul	31-Jul	145
SM102	Strategic Management	2-weeks	27-Jul	7-Aug	15
OPM109	Advanced Facilities Management	2-weeks	27-Jul	7-Aug	144

Code	Course	Duration	Start	End	Page
SM101A	Developing Strategy	1-week	3-Aug	7-Aug	10
AFB108	Accounting Information Systems	1-week	3-Aug	7-Aug	104
OPM109B	Facilities Management - Level 2	1-week	3-Aug	7-Aug	146
SM101	Advanced Strategic Management	2-weeks	3-Aug	14-Aug	8
SM101B3	The Strategy Implementation Process	3-days	10-Aug	12-Aug	14
SM101B	Implementing Strategy	1-week	10-Aug	14-Aug	12
PS104	Public Sector Leadership	1-week	10-Aug	14-Aug	60
HR107	Applying Advanced Analytics to HR Management Decisions	1-week	10-Aug	14-Aug	87
AFB106	Applying IFRS	1-week	10-Aug	14-Aug	102
OPM101A	Operations Strategy - Level 1	1-week	10-Aug	14-Aug	116
OPM101	Advanced Operations Strategy	2-weeks	10-Aug	21-Aug	114
HR101A	Strategic Human Resource Management - Level 1	1-week	17-Aug	21-Aug	68
HR105	Advanced Performance Management	1-week	17-Aug	21-Aug	83
OPM101B	Operations Strategy - Level 2	1-week	17-Aug	21-Aug	118
MPRS102A	Marketing Communications - Level 1	1-week	17-Aug	21-Aug	167
MPRS102A5BA	Marketing Communications Tools	6-days	17-Aug	24-Aug	169
HR101	Advanced Strategic Human Resource Management	2-weeks	17-Aug	28-Aug	68
MPRS102	Advanced Marketing Communications	2-weeks	17-Aug	28-Aug	165
HR101A3	HRM Strategies - Organisational Capability	3-days	18-Aug	20-Aug	70
PS102A	Public Sector Management - Level 1	3-days	19-Aug	21-Aug	54
PS102	Strategic Public Sector Management	8-days	19-Aug	28-Aug	53
PS101A	Public Sector Management - Level 2	1-week	24-Aug	28-Aug	51
HR101B	Strategic Human Resource Management - Level 2	1-week	24-Aug	28-Aug	69
MPRS102B	Marketing Communications - Level 2	1-week	24-Aug	28-Aug	168
PS101	Advanced Strategic Public Sector Management	9-days	24-Aug	4-Sep	50
LMS106A	Change Management	4-days	25-Aug	28-Aug	47
AFB103A	Management Accounting - Level 1	4-days	25-Aug	28-Aug	95
AFB103	Advanced Management Accounting	7-days	25-Aug	3-Sep	93
LMS106	Advanced Strategic Change Management	8-days	25-Aug	4-Sep	46
MPRS102B3	Media Management	3-days	26-Aug	28-Aug	170

Code	Course	Duration	Start	End	Page
AFB103B	Management Accounting - Level 2	3-days	1-Sep	3-Sep	96
LMS106B	Strategic Change Management	4-days	1-Sep	4-Sep	48
PS101B	Public Sector Management - Level 3	4-days	1-Sep	4-Sep	52
AFB102	Financial Management	3-days	2-Sep	4-Sep	92
HR104A	Resourcing and Talent Management - Level 1	1-week	7-Sep	11-Sep	80
AFB111A	Capital Markets - Level 1	1-week	7-Sep	11-Sep	110
OPM105	Supply Chain Management	1-week	7-Sep	11-Sep	130
MPRS104	Selling and Sales Management	1-week	7-Sep	11-Sep	175
AFB111	Advanced Capital Markets	9-days	7-Sep	17-Sep	108
HR104	Advanced Resourcing and Talent Management	2-weeks	7-Sep	18-Sep	79
SM105A	Corporate Social Responsibility	4-days	8-Sep	11-Sep	31
SM105	Advanced Corporate Social Responsibility	9-days	8-Sep	18-Sep	29
HR104A3	Recruitment and Selection	3-days	9-Sep	11-Sep	82
LMS103A4	Interpersonal Skills Development	4-days	14-Sep	17-Sep	42
AFB111B	Capital Markets - Level 2	4-days	14-Sep	17-Sep	111
SM104A	Managing and Implementing Corporate Social Responsibility	1-week	14-Sep	18-Sep	27
LMS103A	Management Skills Development	1-week	14-Sep	18-Sep	40
HR104B	Resourcing and Talent Management - Level 2	1-week	14-Sep	18-Sep	81
OPM106A	The Development, Introduction and Sustaining of Total Quality Management	1-week	14-Sep	18-Sep	133
SM104	Advanced Strategic Corporate Social Responsibility	8-days	14-Sep	23-Sep	25
LMS103	Advanced Management Skills Development	2-weeks	14-Sep	25-Sep	38
OPM106	Strategic Total Quality Management	2-weeks	14-Sep	25-Sep	131
LMS104	Personal Skills Development	3-days	15-Sep	17-Sep	44
OPM106A3	Total Quality Management - Advanced Organisational Introduction	3-days	15-Sep	17-Sep	135
SM104B	The Impact, Critics, and Future of Corporate Social Responsibility	3-days	21-Sep	23-Sep	28
LMS103B3	Group Skills Development	3-days	21-Sep	23-Sep	43
LMS103B	Senior Management Skills Development	1-week	21-Sep	25-Sep	41
AFB107	Interpretation and Application of IPSAS	1-week	21-Sep	25-Sep	103
OPM106B	The Business Context of Total Quality Management	1-week	21-Sep	25-Sep	134
LMS105	Communication Skills Development	3-days	23-Sep	25-Sep	45
HR102A3	HRM - Relationship with Strategy	3-days	28-Sep	30-Sep	75
HR102A	HRM Delivery and Relationship with Strategy	1-week	28-Sep	2-Oct	73
OPM103A	Operations Design	1-week	28-Sep	2-Oct	125
IS101	Strategic Management of Information Systems	1-week	28-Sep	2-Oct	165
HR102	Advanced Human Resource Management	2-weeks	28-Sep	9-Oct	71
OPM103	Strategic Operations Management	2-weeks	28-Sep	9-Oct	123
AFB104A	Financial Accounting - Level 1	4-days	29-Sep	2-Oct	99
MPRS101A	Strategic Marketing	4-days	29-Sep	2-Oct	163
AFB104	Advanced Financial Accounting	9-days	29-Sep	9-Oct	97
MPRS101	Advanced Strategic Marketing Management	9-days	29-Sep	9-Oct	161
					105

Code	Course	Duration	Start	End	Page
PS105B	Financial Management in the Public Sector - Level 2	1-week	5-Oct	9-Oct	64
HR102B	HRM Practices and Processes	1-week	5-Oct	9-Oct	74
AFB104B	Financial Accounting - Level 2	1-week	5-Oct	9-Oct	100
OPM102A	Operations Delivery	1-week	5-Oct	9-Oct	121
MPRS101B	Marketing Management	1-week	5-Oct	9-Oct	164
PS105	Advanced Financial Management in the Public Sector – Planning, Implementation, Reporting and Analyses	2-weeks	5-Oct	16-Oct	61
OPM102	Advanced Strategic Operations Management	2-weeks	5-Oct	16-Oct	119
PS105B3	Advanced Public Sector Financial Reporting and Analysis	3-days	6-Oct	8-Oct	65
LMS102A	Leadership in Practice - Level 1	1-week	12-Oct	16-Oct	36
PS105A	Financial Management in the Public Sector - Level 1	1-week	12-Oct	16-Oct	63
AFB101A	Accounting and Finance for Managers - Level 1	1-week	12-Oct	16-Oct	90
OPM102B	Operations Development	1-week	12-Oct	16-Oct	122
MPRS105	Advanced Customer Relationship Management	1-week	12-Oct	16-Oct	176
LMS102	Advanced Leadership in Practice	2-weeks	12-Oct	23-Oct	35
AFB101	Advanced Accounting and Finance for Managers	2-weeks	12-Oct	23-Oct	89
LMS102B	Leadership in Practice - Level 2	1-week	19-Oct	23-Oct	37
PS103A	Public Sector Strategy - Level 1	1-week	19-Oct	23-Oct	57
HR103A	Human Resource Practice - Level 1	1-week	19-Oct	23-Oct	77
AFB101B	Accounting and Finance for Managers - Level 2	1-week	19-Oct	23-Oct	91
OPM108A	Project Management - Level 1	1-week	19-Oct	23-Oct	142
LMS101	Advanced Strategic Leadership	2-weeks	19-Oct	30-Oct	33
PS103	Advanced Public Sector Strategy	2-weeks	19-Oct	30-Oct	55
HR103	Advanced Human Resource Practice	2-weeks	19-Oct	30-Oct	76
OPM108	Advanced Project Management	2-weeks	19-Oct	30-Oct	140
LMS101B	Strategic Leadership	1-week	26-Oct	30-Oct	34
PS103B	Public Sector Strategy - Level 2	1-week	26-Oct	30-Oct	58
HR103B	Human Resource Practice - Level 2	1-week	26-Oct	30-Oct	78
AFB110	Central Banks, Monetary Policy and Financial Stability	1-week	26-Oct	30-Oct	107
OPM108B	Project Management - Level 2	1-week	26-Oct	30-Oct	143
PS103B3	Public Sector Strategic Management	3-days	27-Oct	29-Oct	59

Code	Course	Duration	Start	End	Page
SM103A	Developments in Corporate Governance	1-week	2-Nov	6-Nov	21
AFB105	Financial Accounting, Reporting and Analysis	1-week	2-Nov	6-Nov	101
OPM104A	Procurement - Core Concepts	1-week	2-Nov	6-Nov	128
ASS101A	Administrative Skills for Personal Assistants - Level 1	1-week	2-Nov	6-Nov	174
SM103	Advanced Corporate Governance	2-weeks	2-Nov	13-Nov	19
OPM104	Advanced Strategic Procurement	2-weeks	2-Nov	13-Nov	126
ASS101	Advanced Administrative Skills for Personal Assistants	2-weeks	2-Nov	13-Nov	173
SM103A4	Development of Corporate Governance Codes	4-days	3-Nov	6-Nov	22
SM103B	Corporate Governance – Owners, Stakeholders, Directors and Board Structure	1-week	9-Nov	13-Nov	24
HR106A	Learning and Development Practice - Level 1	1-week	9-Nov	13-Nov	85
AFB109	Auditing and Assurance Services	1-week	9-Nov	13-Nov	105
OPM104B	Procurement - Strategy and Planning	1-week	9-Nov	13-Nov	129
IS102A	Management Information Systems Essentials - Level 1	1-week	9-Nov	13-Nov	167
ASS101B	Administrative Skills for Personal Assistants - Level 2	1-week	9-Nov	13-Nov	175
HR106	Advanced Learning and Development Practice	2-weeks	9-Nov	20-Nov	84
IS102	Advanced Management Information Systems	2-weeks	9-Nov	20-Nov	166
IS102A3	Information Technology Management	3-days	10-Nov	12-Nov	169
IS102AEB2	Using Information Systems for Organisational Advantage	3-days	13-Nov	17-Nov	170
SM102A	Strategic Analysis and Purpose	1-week	16-Nov	20-Nov	17
HR106B	Learning and Development Practice - Level 2	1-week	16-Nov	20-Nov	86
AFB112	Introduction to Banking	1-week	16-Nov	20-Nov	112
OPM107A	Quality Management Systems, Tools and Techniques - Level 1	1-week	16-Nov	20-Nov	138
OPM107B	Quality Management Systems, Tools and Techniques - Level 2	1-week	16-Nov	20-Nov	139
IS102B	Management Information Systems Essentials - Level 2	1-week	16-Nov	20-Nov	168
MPRS103A	Strategic Public Relations	1-week	16-Nov	20-Nov	173
SM102	Strategic Management	2-weeks	16-Nov	27-Nov	15
OPM107	Advanced Quality Management Systems, Tools and Techniques	2-weeks	16-Nov	27-Nov	136
MPRS103	Advanced Strategic Public Relations Management	2-weeks	16-Nov	27-Nov	171
IS102B3	Information Systems Management	3-days	18-Nov	20-Nov	171
SM101A	Developing Strategy	1-week	23-Nov	27-Nov	10
HR107	Applying Advanced Analytics to HR Management Decisions	1-week	23-Nov	27-Nov	87
OPM109A	Facilities Management - Level 1	1-week	23-Nov	27-Nov	145
MPRS103B	Public Relations Management	1-week	23-Nov	27-Nov	174
SM101	Advanced Strategic Management	2-weeks	23-Nov	4-Dec	8
OPM109	Advanced Facilities Management	2-weeks	23-Nov	4-Dec	144
PS102A	Public Sector Management - Level 1	3-days	25-Nov	27-Nov	54
PS102	Strategic Public Sector Management	8-days	25-Nov	4-Dec	53
SM101B3	The Strategy Implementation Process	3-days	30-Nov	2-Dec	14
SM101B	Implementing Strategy	1-week	30-Nov	4-Dec	12
PS101A	Public Sector Management - Level 2	1-week	30-Nov	4-Dec	51
OPM109B	Facilities Management - Level 2	1-week	30-Nov	4-Dec	146
PS101	Advanced Strategic Public Sector Management	9-days	30-Nov	10-Dec	50

Code	Course	Duration	Start	End	Page
LMS106A	Change Management	4-days	1-Dec	4-Dec	47
AFB103A	Management Accounting - Level 1	4-days	1-Dec	4-Dec	95
AFB103	Advanced Management Accounting	7-days	1-Dec	9-Dec	93
LMS106	Advanced Strategic Change Management	8-days	1-Dec	10-Dec	46
AFB103B	Management Accounting - Level 2	3-days	7-Dec	9-Dec	96
HR101A	Strategic Human Resource Management - Level 1	1-week	7-Dec	11-Dec	68
OPM101A	Operations Strategy - Level 1	1-week	7-Dec	11-Dec	116
MPRS102A	Marketing Communications - Level 1	1-week	7-Dec	11-Dec	167
MPRS102A5BA	Marketing Communications Tools	6-days	7-Dec	14-Dec	169
HR101	Advanced Strategic Human Resource Management	2-weeks	7-Dec	18-Dec	68
OPM101	Advanced Operations Strategy	2-weeks	7-Dec	18-Dec	114
MPRS102	Advanced Marketing Communications	2-weeks	7-Dec	18-Dec	165
HR101A3	HRM Strategies - Organisational Capability	3-days	8-Dec	10-Dec	70
AFB102	Financial Management	3-days	8-Dec	10-Dec	92
LMS106B	Strategic Change Management	4-days	8-Dec	11-Dec	48
PS101B	Public Sector Management - Level 3	4-days	8-Dec	11-Dec	52
PS104	Public Sector Leadership	1-week	14-Dec	18-Dec	60
HR101B	Strategic Human Resource Management - Level 2	1-week	14-Dec	18-Dec	69
HR105	Advanced Performance Management	1-week	14-Dec	18-Dec	83
AFB106	Applying IFRS	1-week	14-Dec	18-Dec	102
OPM101B	Operations Strategy - Level 2	1-week	14-Dec	18-Dec	118
MPRS102B	Marketing Communications - Level 2	1-week	14-Dec	18-Dec	168
MPRS102B3	Media Management	3-days	16-Dec	18-Dec	170





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