

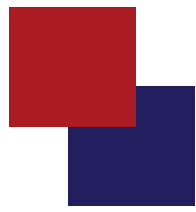
Rotterdam School of  
Business and Public Policy  
Tomorrow for Today

## Executive Education



# 2024/2025 PROGRAMME BROCHURE



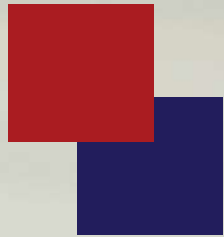


Rotterdam School of  
Business and Public Policy

Tomorrow for Today

# TOMORROW FOR TODAY





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**BUILDING INNOVATORS**

**FOR**

**BETTER WORKFORCE**



**be**   
**AHEAD**

**stay**  
**AHEAD**



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## Introduction

Rotterdam School of Business and Public Policy (RSBPP), was established in 2022 in Rotterdam, Netherlands as an independent private institution to offer executive education as well as online short programmes and Masters.

RSBPP is a member of Messe Rand Consulting Group BV based in Rotterdam. For over 15 years, Messe Rand has transformed at different times to provide executive education to over 1,500 participants from various public sector organizations, especially in developing countries.




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## Our Programmes

RSBPP Executive Education provides range of courses designed to provide hands-on, interactive and practical learning experience. Our courses are designed to meet the practical needs of both large and small organizations within their unique business environments.

All our courses are based on the latest global industry trends.

Basically, RSBPP operates two major Faculties:

1. **Faculty of Business, Communication and Finance**
2. **Faculty of Good Governance and Public Policy**

There are over 90 carefully selected programmes to choose from any of these Faculties.

We take pride in the fact that we have a multicultural international Faculty drawn from various institutions of reckoning and disciplines with an average of 15 years of cognate experience in both the academia and professional endeavors, thus bringing the fusion of these experiences to bear in each programme of delivery.



## Bespoke Programmes

In addition to our open programmes, RSBPP also provides courses that are tailored to meet specific client needs on request. These courses are streamlined to meet the immediate needs of clients in various industries, requiring training on specialized courses that are not specified in our programmes.

We understand the differences in business processes and industries within the corporate environment. RSBPP therefore seeks to provide top quality courses designed to suit these unique needs.

These courses can be delivered in any part of the world to the client's unique preference

So, why don't you send us a message today via [info@rsbpp.nl](mailto:info@rsbpp.nl)



## Why Choose Us?

So why choose RSBPP? What sets us apart is the RSBPP advantage; Our combination of deep learning experience and insight, short Executive Education, online programmes, as well as our online Masters programmes within a multicultural and international context.

## Online Programmes

We create, deliver and manage expert-led collaborative learning experiences at scale. We have combined the best of online learning to deliver learning solutions that effectively and efficiently addresses the priorities of the corporate environment. Our comprehensive online solution will provide you with the technology and the learner support services you need to launch successful learning programmes. You can explore our range of online programmes via [www.rsbpp.nl](http://www.rsbpp.nl)



## Masters Programmes

We offer 2-Year Masters programmes in the field of Human Resources, Communication and Finance. You can accelerate your career, and build your network by exploring Masters options available by visiting [www.rsbpp.nl](http://www.rsbpp.nl) or simply send an email to [info@rsbpp.nl](mailto:info@rsbpp.nl)

## Partnerships/Collaborations

We continuously aim to ensure an efficient and effective support systems in the delivery of our programmes, thus enabling organizations overcome some of their obstacles.

To this end, we collaborate with a number of institutions like Lodz University of Technology, Poland and Rome Business School.

If you believe we can have that partnership today, please send us an email via [partnerships@rsbpp.nl](mailto:partnerships@rsbpp.nl)





## **FACULTY OF BUSINESS, COMMUNICATION AND FINANCE**

The Faculty of Business incorporates innovative leadership, management, finance and communications programmes designed for progressive institutions that expect their staff to perform effectively.

The programmes in this Faculty prepare participants for personal and professional capabilities from which they draw critical and creative thinking, relating to others as members and leaders of team, making sense of complex and creative vision of thinking for the future.

Furthermore, the programmes collectively represent a breath of perspectives in current trends that are related to management, communications, accounting, strategic and operational financial management enabling participants to make positive impact within their own organizations.

Our courses combine academic and professional work, with the objective of promoting theory and practice to contemporary organizational issues in communication.

### **MANAGEMENT PROGRAMMES**

- 1.DESIGN THINKING & INNOVATION
- 2.STARTING NEW TECH VENTURES
- 3.STRATEGY EXECUTION
- 4.ALTERNATIVE INVESTMENTS
- 5.UNDERSTANDING AND MANAGING GLOBAL BUSINESS
- 6.WOMEN IN LEADERSHIP
- 7.ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
- 8.LEADING DIGITAL TRANSFORMATION AND INNOVATION
- 9.B2B MARKETING STRATEGY
- 10.ADVANCING DIVERSITY AND INCLUSION
- 11.LEADING ACROSS BORDERS & CULTURES
- 12.NEGOTIATION DYNAMICS
- 13.FAMILY ENTERPRISE MANAGEMENT
- 14.GENDER DIVERSITY PROGRAMME
- 15.CONSTRUCTION CONTRACTS ADMINISTRATION & PROJECTS MANAGEMENT
- 16.IMPROVED & EFFECTIVE CONTRACTING OUTSOURCING GOVERNANCE
- 17.OPERATIONS MANAGEMENT: ANALYSIS AND IMPROVED METHODS
- 18.STRATEGIC PROCUREMENT MANAGEMENT
- 19.DISTRIBUTION AND LOGISTICS MANAGEMENT
- 20.PURCHASING MANAGEMENT
- 21.IMPLEMENTING GLOBAL SOURCING STRATEGY
- 22.SUPPLIER PERFORMANCE MANAGEMENT
- 23.EFFECTIVE PROJECT MANAGEMENT
- 24.VENDOR AND SUPPLIER MANAGEMENT
- 25.PROJECT PERFORMANCE MONITORING AND EVALUATION
- 26.FACILITY MANAGEMENT
- 27.SUPPLY CHAIN MANAGEMENT

- 28.EFFECTIVE NEGOTIATIONS IN PROJECT PROCUREMENT MANAGEMENT
- 29.INTRODUCTION TO SUPPORT SERVICES CONTROL FRAMEWORK AND PROJECT MANAGEMENT
- 30.EFFECTIVE CONTRACT MANAGEMENT
- 31.MASTERING THE TENDERS SPECIFICATIONS & CONTRACTS
- 32.OIL & GAS CONTRACTS NEGOTIATION SKILLS & MANAGEMENT
- 33.LEADERSHIP MANAGEMENT PROGRAMME FOR EMERGING MANAGERS. - A BLUEPRINT FOR PERFORMANCE ENHANCEMENT
- 34.TEAM DEVELOPMENT AND MANAGEMENT FOR SUPERIOR PERFORMANCE.
- 35.EFFECTIVE CUSTOMER RELATIONSHIP MANAGEMENT: STRATEGY FOR DEVELOPING AND SUSTAINING CUSTOMERS LOYALTY
- 36.BRIDGING THE KNOWING-DOING GAP: TRANSFORMING SALES STRATEGY INTO ACTION
- 37.LEADING THE PERFORMANCE MANAGEMENT AND SUCCESSION PLANNING FUNCTION.
- 38.HEALTH, SAFETY AND MAINTENANCE MANAGEMENT IN THE OIL AND GAS INDUSTRY

### **COMMUNICATION PROGRAMMES**

- 1.LEADING DIGITAL MARKETING STRATEGY
- 2.LEADERSHIP, PEOPLE MANAGEMENT, ETHICS AND COMMUNICATION FOR ORGANIZATIONAL SUCCESS
- 3.NEGOTIATION AND MEDIATION SKILLS WITH DONOR AGENCIES
- 4.PUBLIC RELATIONS EFFECTIVENESS & ADVANCED ARTICLE/FEATURE WRITING
- 5.LABOR RELATIONS & SOCIAL DIALOGUE
- 6.PROTOCOL, ETIQUETTE AND HOSTING
- 7.CORPORATE COMMUNICATIONS & WRITING SKILLS
- 8.PUBLIC RELATIONS & CORPORATE SOCIAL RESPONSIBILITY
- 9.COMMUNICATING TO INFLUENCE OUTCOMES: PRESENTATION SKILLS FOR MANAGERS AND SUPERVISORS

### **FINANCE PROGRAMMES**

- 1.FINTECH PROGRAMME
- 2.FINANCE FOR NON FINANCE MANAGERS
- 3.FUNDAMENTALS OF GLOBAL FINANCIAL MARKETS AND REGULATION
- 4.DERIVATIVES AND STRUCTURED PRODUCTS
- 5.EFFECTIVE INTERNAL AUDIT AND RISK MANAGEMENT IN PUBLIC FINANCE
- 6.FINANCIAL PLANNING & FORECASTING
- 7.STRATEGIC COST CONTROL
- 8.NEW APPROACHES IN FORENSIC AUDITING AND ACCOUNTING
- 9.MANAGING AUDIT QUALITY AND WORK PAPERS
- 10.EFFECTIVE INTERNAL AUDIT AND RISK



## MANAGEMENT IN PUBLIC FINANCE

11. DESIGNING AND WRITING INTERNAL AUDIT REPORT
12. BEST PRACTICES FOR AUDIT COMMITTEE
13. FINANCIAL AUDITING FOR INTERNAL AUDITORS
14. THE EFFECTIVE AUDITOR: UNDERSTANDING AND APPLYING EMOTIONAL INTELLIGENCE
15. PROPERTY TAXATION OF BUSINESS OWNERS AND SHAREHOLDERS
16. ACCOUNTING ANALYSIS: MEASUREMENT & DISCLOSURE OF LIABILITIES
17. TAX AUDIT FOR MULTATIONALS & LARGE BUSINESSES
18. INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS (IPSAS)
19. AGILE FINANCE
20. FINANCIAL PLANNING & FORECASTING

## **FACULTY OF GOOD GOVERNANCE AND PUBLIC POLICY**

The courses in this Faculty are design to address important value choices, civic and normative issues that are important for economic efficiency, equity, justice, and other values that help to distinguish between better and worse policy choices for improving human well being.

Furthermore, programmes in this faculty are structured to support a more pragmatic style of leadership and management that encourage participants to work towards rather than against desired goals of public sector organizations.

The courses are designed to embrace a number of good practices that will enable participants create personal development plans relating to the problems in which they had familiarity within the context of their own work and for the overall good of the society at large.

## **GOOD GOVERNANCE AND PUBLIC POLICY**

1. AID AND PROGRAMME FINANCING
2. INSTITUTIONAL DEVELOPMENT FOR GOVERNMENT ORGANIZATIONS
3. BUILDING AND MANAGING EFFECTIVE PUBLIC SERVICE
4. STRATEGIC MANAGEMENT OF ANTI CORRUPTION PROGRAMMES
5. E-GOVERNANCE DYNAMICS FOR PUBLIC SECTOR
6. STRENGTHENING PUBLIC FINANCE & GOVERNMENT BUDGET MANAGEMENT
7. ENVIRONMENTAL MANAGEMENT FOR DEVELOPING COUNTRIES
8. ENHANCING STRATEGIES FOR SUSTAINABLE & RURAL DEVELOPMENT
9. IMPROVING DATA SOURCES FOR SDGs
10. IMPROVED POLICY ALIGNMENT AND STRATEGIES FOR ACHIEVING THE SDGS
11. STRENGTHENING LEGISLATIVE OVERSIGHT, MONITORING AND SUPERVISION OF GOVERNMENT BUSINESS IN AN EMERGING DEMOCRACY

## **PUBLIC POLICY PROGRAMMES**

1. POLICY MAKING FOR GOVERNMENT ADVISORS
2. URBAN INFRASTRUCTURE MANAGEMENT
3. INCLUSIVE URBAN TRANSPORTATION PLANNING
4. INCLUSIVE CITY PLANNING
5. IMPLEMENTING LEGISLATIVE BUSINESS
6. POLICY AND STRATEGIC MANAGEMENT IN PUBLIC SECTOR REFORM
7. EFFECTIVE PUBLIC DEBT MANAGEMENT STRATEGIES
8. FUNDAMENTALS OF NATIONAL ECONOMIC PLANNING
9. IMPLEMENTING POVERTY REDUCTON POLICIES
10. ENERGY POLICY PLANNING/IMPLEMENTATION
11. EDUCATIONAL PLANNING & ADMINISTRATION
12. ENHANCING STRATEGIES FOR SUSTAINABLE AGRICULTURE & RURAL DEVELOPMENT

## Advisory Board



★ CHAIR

**PROF. COLIN  
COULSON-THOMAS**

**Prof. Colin Coulson-Thomas** is an experienced chairman of award winning companies and vision holder of successful transformation programmes. He holds a portfolio of corporate, public and academic appointments and leads the OLJ's International Governance Initiative. He has helped companies in over 40 countries to improve director, board and corporate performance.

In addition to chairing corporate boards he chairs the group audit and risk committee of United Learning, chairs the statutory Education and Registration Standards Committee of the General Osteopathic Council of which he is a lay member, he is Director-General of IOD India for UK and Europe and is a member of the business school team at the University of Greenwich, as well the governance, risk and performance global forum of ACCA. Colin is the author of over 60 books and reports, including 'Transforming Knowledge Management', 'Talent Management 2', 'Transforming Public Services', 'Winning Companies; Winning People' and 'Developing Directors'. Since being the world's first professor of corporate transformation he has held professorial appointments in Europe, North and South America, the Middle East, India and China and is an authority on corporate governance, learning and transformation and change, knowledge and talent management. He was educated at the LSE, the London Business School and the Universities of Aston, Chicago, South Africa and Southern California. An international Change Agent and Transformation Leader Award winner, Colin is a fellow of seven chartered bodies and secured first place prizes in the final examinations of three professions.



★ VICE CHAIR

**PROF ANDREW HAGEMAN**

**Dr Hageman** has developed, redesigned and managed undergraduate and Graduate university programmes in the US, France, Switzerland and the UK. He has over thirty years of university teaching and management experience in these countries. He has also undertaken project development in Poland.

He served as a reserve deck and gunnery officer as well as an intelligence officer in the US Navy as a Reserve Defence Attaché, in the Philippines and was officer-in-charge of a naval reserve unit located in the US/Spanish naval station at Rota, Spain. He retired as a reserve Commander in 1996.

Dr. Hageman served as the Dean of Business Programs at the American InterContinental University, London (AIUL) and played a significant role in the redesign of the University's undergraduate Business programmes and the development and management of new MBA programmes.

Dr. Hageman first joined Messe Rand LLC in 2012 as one of the pioneers Directors, and in 2015 as a Director of Messe Rand Training UK, where he became responsible for the entire programme delivery, and validation of the infrastructure in the UK.

In addition to being the Vice Chair of the Advisory Board, he provides the entire programme, academic advice and direction for RSBPP. This includes the planning, development and production of curriculum materials, processes and best practices that are evaluated and acknowledged.

## Advisory Board



★ MEMBER

**PROF RENU AVASTHI**

**Prof Renu** is offering 32 Years of cross-cultural experience in providing strategic, operational and inter-personal training in uniquely challenging situations in diverse industries and across geographies.

She is an alumnus of University of Bombay and has a Post Graduate degree in Human Resources from a Premium Institute in India. She is a dynamic, results-oriented trainer with a strong record of performance in high growth & established companies, start-up ventures, turnarounds. She is keen in utilizing analysis & insights and team approach to drive organizational improvements and best practices.

She has superior interpersonal skills, capable of resolving complex issues, training and motivating staff to peak performance. Having key skills of Leadership and Team building for diverse industries.



★ MEMBER

**LESLIE HOLDEN**

**Leslie** was born in Scotland where he studied Fashion Design. Following that, he got his Master's degree at the Royal College of Art in London. His career as a fashion designer was one of diversity and intensity.

Leslie was employed by fashion houses like Byblos, Stefanel, Debenhams and Alfred Dunhill. Aside from working, Leslie took on an active roll in teaching Fashion and Marketing at a London location.

He moved to Belgium in the nineties teaching fashion ARTEZ in Arnhem, being a life coach and freelance designing, and after a while moved to Amsterdam Fashion Institute.

Leslie is a Co-Founder at The Digital Fashion Group. Being a design director and entrepreneur with over 20 years' experience in the fashion industry, he has extensive knowledge of the international luxury market and the relationship of education to business.

Leslie sits on the Steering Committee of The EU Worth Partnership Project, and is an EU expert for the creative industries. He was for many years an Executive Board member of the International Foundation of Fashion Technology Institutes (IFFTI), and a trustee of The UK Graduate Fashion Foundation, and is a regular keynote speaker at many major fashion education and creative conferences.

## Advisory Board



★ MEMBER

**VICTOR UGWU**

**Victor** is the Managing Partner for Messe Rand Consulting Group BV, prior to this, he has held numerous positions with the African Business Roundtable, an organization founded by the Private Division of the African Development Bank, where he was responsible for assisting in developing organization wide policies and programmes as well as in preparing and analyzing projects. At the ABR, he directed programme planning, and formed strategic alliances with multilateral agencies.

In addition, he supervised donor assisted programmes, and was among the team that designed and supervised the MSME and Entrepreneurship Programme funded by the African Development Bank and Government of Japan as well as the team that coordinated the African World Business Congress (AWBC) for three consecutive years. He had also represented the organization in various NEPAD, and Commonwealth Business Council programmes.

Victor was briefly with GTC-London, where he represented the company in Nigeria. At GTC, he identified, structured and negotiated deals to consolidate the company's business in sub Saharan Africa. He has extensive experience working with public sector organizations in sub Saharan Africa.

At Messe Rand, Victor has helped develop robust market analysis and sales implementation plan that culminated into international markets for the company. At the company, he created future growth options and new markets structure by developing relationship with key clients, partners and associates in the African sub region.

Victor sits on the Board of several companies, as well as Start Ups.

He holds a BA from Abia State University, Nigeria and an MBA from University of Essex. He is currently a Doctoral Student at the University of Abuja, Nigeria. He is a member of the Institute of Directors UK.



★ MEMBER

**DR. JUDY WILLETTS**

**Dr Willetts** brings over a decade of expertise in entrepreneurship, organizational resilience, and strategy.

Her innovative teaching and assessment methods, notably in International Business Strategy have consistently garnered high student satisfaction. Additionally, she has held key roles at Regent's University London, contributing to curriculum development and international business education.

Dr. Willetts' commitment extends beyond academia, as demonstrated by her extensive involvement in initiatives such as the World Economic Forum and UNCTAD. Her academic journey includes a PhD in Strategy, Entrepreneurship, and Environment from Nottingham Trent University, coupled with a recent Public Leadership Credential from Harvard University.

She is also a member of the Leaders Club at the Cambridge Judge Business School. Her research focuses on inclusive work environments and emerging technologies, reflecting a commitment to both business and societal impact. A proponent of active learning and critical thinking, she continues to champion education's transformative power.

She is a Fellow of the Higher Education Academy and has previously been a member of organizations like ISBE, AIB, and the Global Development Network. She is currently a senior lecturer at the University of Hertfordshire. As a multifaceted academic and global contributor, she aspires to drive positive change through education, practice and research.

## Advisory Board



★ MEMBER

**IAN FINLAYSON**

Ian is a visiting lecturer with seventeen years' experience of teaching undergraduate and postgraduate programmes in marketing and business in the UK, China and France.

Before then, he has had a career in senior management and board level positions in marketing and general management with Unilever, Cadbury Schweppes, Nationwide and Royal Bank of Scotland and as well as in UK & American management consulting firms.

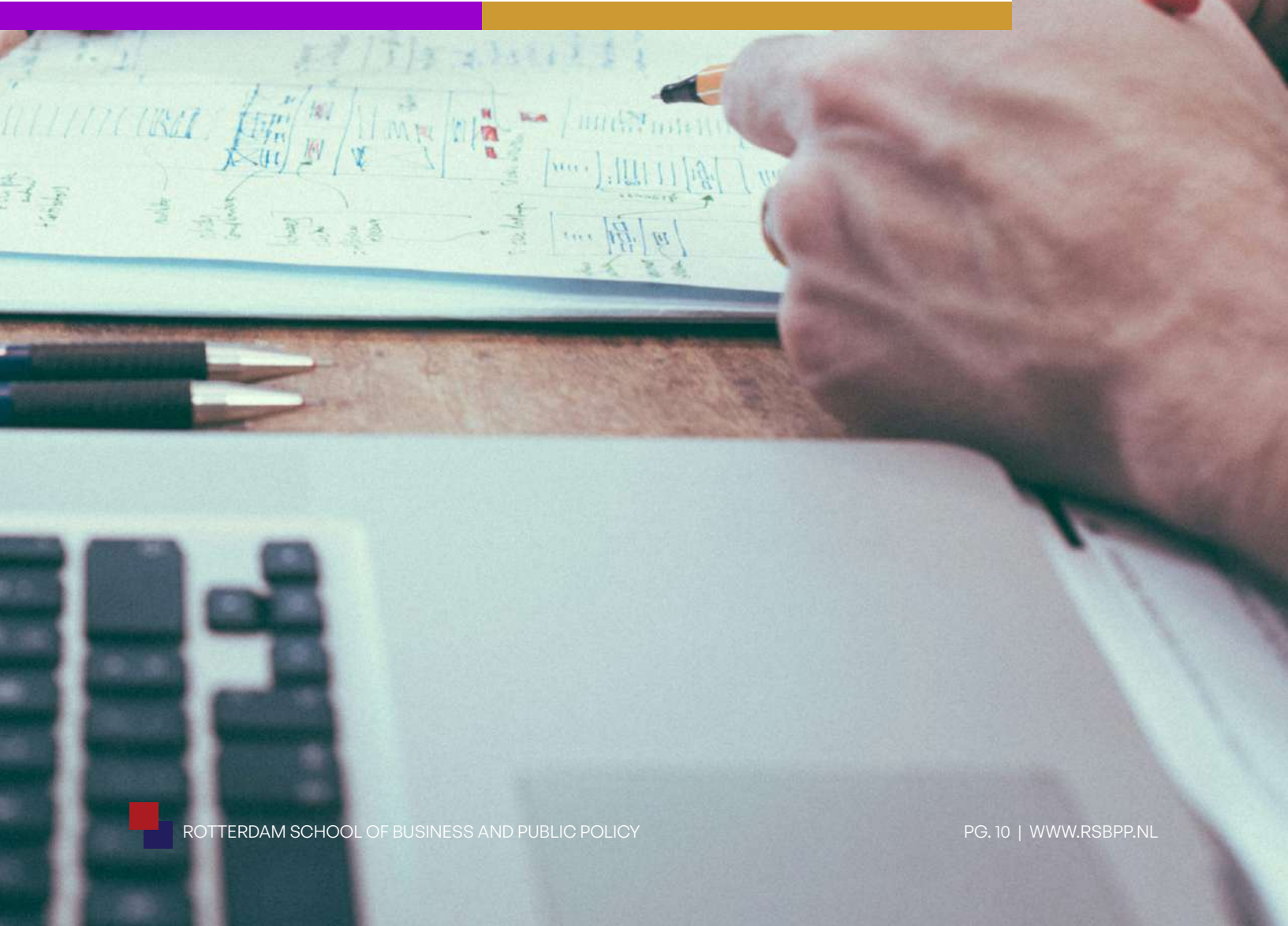
Currently at the University of Hertfordshire and European School of Economics (ESE), London, teaching Supply Chain Management, Cross Cultural Marketing Communication, Consumer Behavior, Organizational Development and Business English.

He has successfully placed over 500 graduates as employability tutors as well as coached managers and students in personal and workplace communication skills.

Ian is a Fellow of the Higher Education Academy. He is interactive, and adept at working good humoredly in demanding situations.

# FACULTY OF BUSINESS, COMMUNICATION AND FINANCE







# MANAGEMENT



# Design Thinking & Innovation

This course will equip participants with the process of crafting solutions, using creative problem solving techniques.

Participants would learn from real case studies and top creative tools available.

## Objectives:

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

- Develop a toolkit, and determine when to apply innovation and design thinking frameworks
- Approach problems with a new mind-set that integrates creative problem solving and management
- Navigate between big ideas and actionable steps.

## Target Participants:

Product managers, researchers, social entrepreneurs, and anyone interested in innovation, creativity and purpose driven solutions

## Outline:

- Introduction
- Group Dynamics, Prototypes and Managing the Implementation of New Designs
- Design Thinking Frameworks
- Collaborating with Peers
- Innovation Toolkit
- Ideate
- Clarify
- Develop
- Implement
- Discover

# Starting New Tech Venture

This course prepares founders with the skills necessary to launch new ventures, critical to raising capital and funding start-ups.

Furthermore, it would address the crucial questions along the path towards a financially sustainable venture.

Participants who successfully complete the course would be well positioned for entrepreneurship competencies now and real capital acquisition in the future

## Objectives:

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

- Develop a business model from just a basic idea to a financially sustainable business
- Apply the principles of lean start up
- Recognise, evaluate and explore entrepreneurship opportunities
- Equipped with branding, negotiation and presentation skills

## Target Participants:

Founders and prospective Tech entrepreneurs

## Outline:

- Recognising Opportunities
- Developing the Opportunity
- Value Driven Market Segmentation
- Lean Start Up
- Targeting and Positioning
- Product Fit
- Exploring Opportunity
- Implementing Ideas
- Networking
- Business Models and Financing

# Strategy Execution

This course would equip participants with the skills necessary to avoid the pitfalls of strategic planning and execution.

Therefore, the programme avails participants with the insights and tools to bridge the difficult gap between the rational development of strategy, as well as real life execution by identifying hidden traps, and then balance emotions, with the view to building the internal capacity to continue implementing strategy successfully.

## Objectives:

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

- Connect strategic analysis to strategy execution
- Use 4As Model for effective strategy execution
- Identify hidden barriers
- Gain clarity on your strategy challenge
- Build an actionable plan of execution

## Target Participants:

General Managers, Heads of Business Units, Executive with direct control of significant resources.

## Outline:

- Articulating a Detailed Strategy Implementation Plan
- Strategy Formulation
- Business Strategy
- Business Hypothesis Testing
- Strategy Execution Impacts

# Alternative Investments

This course simply explains how alternative investments can be used as vehicles for growth.

## Objectives:

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

- Develop the confidence and ability to assess potential investment opportunities and manage the values of investment portfolios
- Understand the return risk characteristics of direct alternative investment

## Target Participants:

Lawyers, Legal Counsel, Compliance Professionals and Early career service professionals

## Outline:

- Overview of Alternative Investments
- Due Diligence, Risk Management and Regulation
- Commodities and Managed Futures
- Ventures Capital (VC) and Raising Funds
- Initial Public Offerings (IPOs) and Leveraged Buyouts (LBOs)
- Financing, Valuation, Leverage and Exit Strategies
- Real Estate and Real Estate Investment Trusts (REITs)
- Securitisation and Mortgage Backed Securities (MBSs)
- Private Equity
- Private Debt, Distress Investing
- Hedge Fund
- Portfolio Construction

# Understanding and Managing Global Business

The course aims to equip participants with a broad understanding of the breadth and scope of international business and a solid foundation upon which to advance their careers and interests.

This knowledge can be employed to advance in your current work, to prepare for international jobs and careers, and to generally understand the importance and role of international business practice on globalization and geopolitics

## Objectives:

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

- Make macro economic and potential analysis of global business environment
- Identify economic conditions and your business

## Target Participants:

Forward thinking entrepreneurs, and professionals in heavily regulated industries

## Outline:

- International Business Context
- International Business & Culture
- Global Business Research and Analysis
- International Sales, Marketing and Negotiation
- International Finance and Banking
- Business Networking
- Corporate Social Responsibility and International Development

# Women In Leadership Programme

This programme is designed to help take participants from whatever level you are at now and propel you into a higher stage in your Entrepreneurial journey to even greater success - not merely to move you from one place to a higher place but to transform you and your business mindse.

You will dig deep into what it takes to show up in your organization with your whole self, and how the dynamics of your working environment can help or hinder your effectiveness as a leader. You will also have the opportunity to connect to an exclusive community of peers that will inspire and support you during your leadership journey.

## Objectives:

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

- Become recognised as effective leaders within their businesses
- Develop the strategy and skills needed to lead effectively in this modern era
- Develop the latest thinking on leadership and gender to see the bigger picture
- Access the tools, techniques and approaches specific to women leaders to leverage opportunities
- Leverage and grow a world-class network of other high potential and inspirational leaders from all over the globe

## Target Participants:

Women leaders within 3-10 years experience

## Outline:

- Understanding Gender Perspectives in Business
- Leadership Skills
- Establishing Strong Professional Network
- Developing Problem Solving Skills
- Tools to Cultivate Personal Fulfilment from Work
- Problem Solving Skills

# Leading Digital Marketing Strategy

The digital economy is entering a new era that presents unprecedented challenges as well as opportunities for executives.

Furthermore, the course would enable participants learn how organizations can tackle digital transformation and drive innovative marketing strategy through customer-centricity. It involves interactive sessions, case studies, group exercises and practical workshops.

## Objectives:

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

- Gain a view and appreciate change within organizations
- Develop a successful content strategy
- Understand new rules and customer needs
- Learn how to leverage data and measure success
- Enhance operations through digitization

## Target Participants:

Professionals across Marketing, IT, Finance, HR, Entrepreneurship, Innovative and Business Operators

## Outline:

- Impact of Digitization on the Competitive Landscape
- Big Data and Business Decisions
- Effective Social Media Strategy
- Megatrend Disrupting Markets
- Content Creation and Brand Building
- Digital Marketing Organization
- Understanding Digital Customer Effectiveness Landscape



# Leading Digital Transformation and Innovation

Participants would learn how to incorporate digital and tech-driven innovation into their organizational strategic master plan

This programme would enable participants re-conceptualize their businesses, by better understanding their customers, modernize work streams, prepare for disruptive trends and scale outcomes

## Objectives:

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

- Prepare for disruptive global trends by developing a strategic risk framework
- Enable the organization build a portfolio of opportunities that achieve a tangible business values
- Discover how to use AI and new analytical models to enhance strategic decision-making

## Target Participants:

Executives responsible for implementing strategy

## Outline:

- Digital Transformation Strategy
- Organizing and leading Your Digital Transformation
- Service Innovation & Ecosystem Leadership
- Agile Working for Digital Transformation

# B2B Marketing Strategy

This course focuses on how organizations can expand by cross-country and cross-industry innovation, as well as a unique perspective into the differentiating aspects of (B2B) marketing.

## Objectives:

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

- Understand the differences between B2C and B2B Marketing
- Approach marketing problems from an inter-organizational point of views
- Understand the B2B marketing landscape
- Align marketing to the business, and get the sales team onside

## Target Participants:

Executives, who are involved in organization wide marketing

## Outline:

- B2B marketing – The Future
- Measurement Indicators
- B2B Operations
- Company Collaborations
- Aligning Marketing with Business Strategy
- Use of Data
- Cutting Edge Marketing
- AI- CRM
- Understanding Online and Multi Channel Behaviour

# Advancing Diversity & Inclusion In Organizations

This course will equip and expose participants with the skills crucial for advancing equality as an integral part of organizational strategy and developing solutions that are meaningful to leveraging diversity and creating a culture of belonging

## Objectives:

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

- Understand the importance of an evolving culture of diversity, equality and belonging
- Develop techniques to create and cultivate an inclusive work environment

## Target Participants:

Top organizational hierarchy involved in management, especially from HR departments

## Outline:

- Managing Across Cultures
- Globalization and Global Citizenship
- Culture Identity and Power
- Diversity and Organizational Structure
- The Inclusive Organization
- Leading Change for Transformation
- Contemporary Racial & Ethnic Relations
- Tools for Engagement
- Leadership Skills
- Forging Policy Analysis

# Leading Across Borders and Cultures

Securing an international advantage requires executives capable of rapidly adapting to an ever-evolving, highly competitive global marketplace, mastering cross-cultural relationships and creating winning strategies that integrate both local and global perspectives.

The course will present participants a comprehensive approach to building the capabilities needed to lead across national and international boundaries.

## Objectives:

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

- Learn to lead across global organizations
- Develop the skills to manage virtual teams
- Improve your ability to negotiate and motivate internationally
- Understand cultural influences and develop strategies for working successfully across the world.

## Target Participants:

Top executives, who manage international activities, Managers in charge of international outsourcing activities, international sales, or cross-border mergers and acquisitions, Global leaders who manage the collaboration of teams in multiple locations.

## Outline:

- Cross Cultural Communication
- Presentation and Pitching Skills
- Behavioural Modelling
- Enhancing Relationships to Strengthen Communication
- Strategies for Communication
- Trust, Credibility & Respect through Words & Actions
- Building Rapport
- Crisis Management
- Team Building & Partnerships Across Board
- Avoiding Conflicts
- Handling People Problems
- Building Personal Credibility: Understanding Different Communication Styles

# Negotiation Dynamics

This course will present participants with a practical framework for negotiation.

Furthermore, it will enable participants have an understanding of personal negotiation styles and the ability to operate in a fast moving environment, as well as protected negotiated outcomes by building enduring relationships.

## Objectives:

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

- Understand how certain information indices affect negotiation
- Analyse the negotiation landscape and the bigger picture
- Develop a range of tactics to use in collaborative negotiation
- Utilise planning to achieve better outcomes

## Target Participants:

Leadership of negotiating teams, department heads

## Outline:

- Negotiation Process
- Becoming a Better Negotiator
- Power, Personality & Establishing Relationships
- Overcoming Difficulties/Resolving Differences
- Consolidating for Success
- Creating Sustainable Agreements
- Mastering Price Negotiations
- Identifying Opportunities to Create Value

# Family Enterprise Management

The course is designed to address universal issues as they pertain to family owned businesses.

It is understood that just like every other business, family owned business face their own challenges.

## Objectives:

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

Understand family business system and challenges

- Understand and strengthen family relationships
- Develop new skills to improve on harmony and business performance
- Align family ownership, business strategy and governance

## Outline:

- Ownership, Governance, Talent and Culture
- Meeting the Challenges and Opportunities for the Future
- Transitioning Leadership and Governance
- The Evolution of Family Business Overtime

# Economic Analysis For Business Decisions

The course provides for a rigorous foundation for the study of decision-making problems and how uncertainty affects business decisions.

The major aim of the course is to demonstrate how macroeconomic models can be used to guide business decisions by providing analysis to issues of real world interest both within and beyond the area of business.

## Objectives:

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

- Apply cutting edge economic and financial concepts to solve real business problems
- Use high-level economic theory in making business and strategic decisions
- Understand the behaviour of consensus in firms, their implication to demand, supply and market equilibrium
- Formulate strategic decisions to create value

## Outline:

- Introduction to Markets
- Basics of Problem Solving
- Decision Making under Uncertainty
- Costs & Production
- Demand & Pricing
- Competitive Markets, Market Failures & The Role of Government
- Basic Principles of Game Theory & Competitive Strategy
- Version & Packaging
- Competitive Pricing & Bundling
- Market Dynamics
- Strategic Thinking

# Leadership Management Programme For Emerging Managers. - A Blueprint For Performance Enhancement

This Leadership programme provides participants with strategies to handle the formidable challenges associated with moving into new and increasingly more complex leadership roles.

## Objectives:

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

- Identify and adopt the right leadership qualities
- Develop relationships to achieve set goals
- Communicate effectively as leaders
- Manage conflict situations effectively
- Align leadership style with organizational demands without compromising principles
- Enhance business function knowledge
- Identify new techniques for achieving organizational results
- Formulate a holistic approach to identifying problems, formulating solutions, and adapting to change
- Develop a personal leadership philosophy that reflects greater knowledge, capabilities, and insight

## Target Participants:

Emerging Line Managers, Frontline Managers, Supervisors and those in preparation for first management position.

## Outline:

- Self-mastery
- Leadership Fundamentals
- Leadership Values
- The Employee Lifecycle
- Leadership Movie and Review
- Leadership competencies for Frontline Managers: The Fulcrum to Results
- Syndicate group exercise segmented by sectors



# Team Development And Management For Superior Performance.

Teams are more powerful and effective than traditional work groups. This course which is targeted towards team development and management, Furthermore, it is designed to enable participants acquire a better insight on the power of teamwork and collaboration. Solid teams are the foundation of a high performance organization and developing those teams is an effort that requires serious effort and consistent discipline. This programme teaches leaders how to establish teams that achieve outstanding business success.

## Objectives:

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

- Build productive, cohesive teams by managing the group as a whole, while providing the individual attention and recognition team members require
- Assess your own leadership approach and develop a personal action plan for continuing to improve as a leader
- Adapt your personal leadership style to the challenges facing your team and your business
- Develop and nurture relationships inside and outside your organization to create the conditions for personal, team, and company success

## Target Participants:

Managers - middle to senior-level functional managers, Team Leaders, Supervisors and those whose roles require an understanding of people, groups and group dynamics.

## Outline:

- Self-Mastery
- Understanding Characteristics of Productive Teams
- The Leader Without Title as Team Player (Robin Sharma Principles)
- Emotional Intelligence in Leadership
- Dr. Meredith Belbin's Complementary Skills that Make the Team Work
- Essence of the Team – Aligning purpose of team to organization strategy
- Overcoming Noise in Interpersonal Communication
- Causes of Team Dysfunctions

# Effective Customer Relationship Management: Strategy For Developing And Sustaining Customers Loyalty

Increasing competition and rising client demands have intensified the pressure on companies around the globe to provide exceptional service and create unprecedented customer value. In achieving unrivalled and sustainable customer loyalty, participants will explore how to design and deliver exceptional service models that enable employees, employers, and customers to thrive simultaneously. This programme focuses on practical strategies for increasing loyalty and enhancing cross-selling efforts to reducing costs and measuring performance. The participants will gain the tools and skills to boost client satisfaction levels—while also increasing profits and growth.

## Objectives:

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

- Enhance loyalty through targeted customer retention efforts
- Deliver more value to existing clients
- Use customer insights and data to enhance research and development efforts
- Reduce costs by investing exclusively in service levels that clients value
- Align service cultures with strategic choices
- Customize leadership decisions to specific performance goals
- Identify and resolve personal barriers that impact organizational performance

## Target Participants:

Marketers, Key Account Managers, Business Development Managers, Customer Relationship Managers, Sales Executives and everyone interested in a holistic approach to customer engagement.

## Outline:

- Understanding Customer Relationship Management
- Developing Relationships with different Dynamic Groups
- Components of a CRM Plan
- Customer Satisfaction Level Measurement Strategies
- Application of Technology in Customer Relationship Management
- Factors Affecting Effective Customer Retention

# Bridging The Knowing-Doing Gap: Transforming Sales Strategy into Action

This programme is designed in recognition of sales execution as a strategic asset. The Programme addresses critical factors that affect profitable growth by establishing and maintaining alignment among strategic priorities, market initiatives, and supporting activities throughout the organization.

## Objectives:

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

- Translate their corporate strategy into sales strategies, tasks, and processes easily understood by the sales teams and the rest of the organization
- Develop account management and segment management strategies based on customer profitability
- Create an environment that facilitates sales success
- Ensure that specific sales recruitment, development, compensation, and performance

## Target Participants:

Marketers, Key Account officers, Business Development officers, Customer Relationship officers, Sales Executives, field sales agents, and everyone interested in improving sales.

## Outline:

- Setting a strategic foundation for sales success
- Matching products and services to customer expectations
- Differentiating your offerings from competitors and substitutes
- Establishing the right mix of sales channels
- Articulating, communicating, and refining the strategic vision and selling plan
- Defining sales tasks and optimal selling behaviour
- Mobilizing functional areas to work together smoothly to optimize sales performance
- Understanding how your company culture helps or hinders selling
- Strategy Assessment and Adjustment

# Leading The Performance Management and Succession Planning Function

This programme has been designed as an intervention to address identified learning needs in the areas of performance management and succession planning. This function has become exceedingly necessary for organisations to measure the performance of their staff to ensure optimal performance, as well as, proactively grooming successors by overcoming the expense and risk associated with seeking talents from outside where ready replacements are often limited. It is about ensuring the employees and organization are focused on the same priorities.

## Objectives:

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

- Translate their corporate strategy into sales strategies, tasks, and processes easily understood by the sales teams and the rest of the organization
- Understand the roles of manager and staff in the performance development process.
- Design an organization's performance management process that supports organizational mission and strategy.
- Devise “SMART” annual performance objectives
- Identify and communicate appropriate actions with employees based on their

## Target Participants:

Line Managers, Department Heads, Mid and Senior Level Managers.

## Outline:

- Fundamentals of Performance Management (PM)
- Performance Management defined
- Performance Management Process
- Goal Setting and Goal Achievement
- Setting goals and objectives
- Key Performance Indicators (KPIs)

# Construction Contracts Administration & Projects Management

Construction projects are synonymous with disputes and conflicts. Consequently, often times, they invariably reduce the efficiency and profitability of developments, which are often detrimental to both the contractors and clients.

In all stages, good contract administration is required to manage design specification, contractual agreement, competitive tendering, evaluation, cost control, variations, final accounts, claims and even disputes.

## Objectives:

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

- Gain an understanding of major issues in construction contracting
- Develop in-depth knowledge of construction contract administration
- Examine contract administration in different phases of the project delivery process
- Explore alternative contract claims and dispute resolution
- Examine real issues from real projects

## Target Participants:

Ideal for Project Engineers, Architects, and Contract Administrators

## Outline:

- Overview of Construction Contracts
- Design Stage- Design Brief, Preparation of Specifications,
- Contractual Agreements and Managing Design Consultants
- Tendering State- Competitive Tendering, Evaluation and Award of Tender
- Construction Stage- Contract Management, Variations, Final Accounts,
- Cost Control and Reports
- Traditional Approaches to Construction Contracts
- Alternatives to Traditional Approaches
- Contract Claims and Dispute Resolution
- Case Studies

## Improved & Effective Contracting Outsourcing Governance

Maintenance departments play a major role for continuous improvement. In view of technological advancement, it has become imperative for organizations to specialize maintenance. This comes with attendant costs.

### Objectives:

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

- Outsource maintenance activities professionally
- Provide the necessary instruments to improve maintenance in both short and long term
- Avoid pitfalls regarding developing and managing maintenance contracts
- More professional in outsourcing processes and negotiations

### Target Participants:

Ideal for Project Engineers, Architects, and Contract Administrators

### Outline:

- Outsourcing Management Practice
- Managing the Outsource End-to-End Process
- Integrating Outsourcing into Business Operations
- Creating and Leading a High Performance Outsourcing Project Team
- Communication Outsourcing Business Requirements
- Choosing an Appropriate Outsourcing Service Providers
- Pricing
- Negotiations and Contracts
- Maintenance Contracts
- Project Lifecycle Management
- Outsourced Environment
- Outsourcing Governance
- Monitoring & Evaluation

# Operations Management: Analysis and Improved Methods

Participants in this course will learn how operations are connected to other business functions, including the practice and use of decision-making frameworks applicable at all levels.

Throughout the course, participants will discuss productivity improvement methods, development of quality assurance systems and configuration of supply chains.

## Objectives:

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

- Learn about how inventories are managed, analytical models, the effect of time leads etc.
- Compute cycle times for operations and estimate capacity of the system
- Discuss the complexities associated with the design and management of supply chains
- Identify bottleneck activities and understand the idea of capacity utilization
- Learn major developments in the CI movement and Deming's work

## Target Participants:

Project Engineers, Architects, and Contract Administrators

## Outline:

- Course Orientation & Process Analysis
- Inventory Management
- Supply Chain
- Process Design
- Facilities Location
- Forecasting
- Quality Assurance and Project Management
- Continuous Improvement

# Strategic Procurement Management

An increase in the size and complexity in the award of contracts has made the procurement function a big responsibility. The course seeks to explore the role of corporate and transactional procurement, the planning, and evaluation, sourcing process and the implementation of procurement and governing rules.

## Objectives:

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

- Have a comprehensive understanding of procurement rules and regulations
- Be able to prepare and assess tender documentation, conduct and manage a complete tender process.
- They would be proficient in areas such as financial assessment, bonds, guarantees, conditions of contract etc.
- Be competent to establish award criteria; evaluate tenders and the ability to prepare and justify contract award recommendations.

## Target Participants:

The course is ideal for front line managers and support staff who provide services to external and internal clients physically and otherwise.

## Outline:

- Basic Principles of Good Procurement
- Tender Documentation and Process
- Award Criteria and Tender Evaluation
- Contractual Risk Management
- General Best Practice Issues
- EU Procurement Law
- General Overview of WTO Work on Government Procurement
- Legal Remedies for Suppliers to Challenge Contract Awards in the Courts.
- Legal Rules in Tendering Public Contracts: Comparisons.
- Defence Procurement: The Economics; Legal and Security Issues
- Organization and Management of Public Procurement Systems
- Development and Procurement
- Advanced Procurement
- Legal Aspects of Procurement



# Distribution and Logistics Management

Distribution and Logistics Management programme enables participants to optimally plan and execute the strategic, operational and tactical components that support the movement of goods across the entire value chain, thereby ensuring that they arrive at customers on time and on budget. Participants will learn how to define and solve the distribution problem and manage the execution of the plan to provide value to the bottom line and enhance the return on investment in this increasing competitive area.

## Objectives:

The course is designed for supply chain and logistics professionals across the entire supply chain (procurement, manufacturing, distribution, transportation, warehousing, and retail) who are interested in expanding their knowledge.

## Outline:

- Business Logistics Defined
- The Supply Chain (SC)
- The Activity Mix
- Inventory Planning and Management
- Transportation and Distribution Planning and Management
- Importance of Logistics/SC
- Objectives of Business Logistics/SC
- Logistics Customer Service Expectations
- Supply and Distribution Lines
- Logistics/SC and Business Strategy
- Logistics/SC and Customer Value

# Purchasing Management

While purchase is the most important function of any organization, this course addresses the function of buying goods and services from external source to an organization. It also explores the impact of outsourcing and in sourcing in the policy and regulatory environment.

## Objectives:

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

- Be equipped with the necessary specialist knowledge and skills to identify problems with purchasing and develop associated solutions
- Manage purchasing process and related aspects in an organization
- Decide the profitability of the organization
- Control cost of goods ordered and inventory level

## Target Participants:

Ideal for Purchasing Managers, Store Officers and any other person involved in the purchasing process or procurement department

## Outline:

- Principles of Purchasing Management
- Purchasing Management Process.
- Purchasing Cycle/System
- Financial Analysis for Purchasing
- Purchasing Planning
- Purchasing Reporting
- Business Process Integration
- Logistics, Procurement & External Environment
- Retail Supply Chain Management
- Public Procurement

# Implementing Global Sourcing Strategy

To better understand the challenges of implementing a successful global sourcing strategy, coordination mechanism and communication of the strategy it is necessary to exploit global efficiencies in the delivery of a product or service.

It is commonly found that global sourcing initiatives form an integral part of the strategic sourcing plan and procurement strategy of many big organizations.

## Objectives:

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

- Harness the potential of global sourcing in reducing cost
- Learn how to do business in a potential market
- Develop alternate supplier/vendor sources to stimulate competition and increasing total supply capacity

## Target Participants:

Ideal for Purchasing Managers, Store Officers and any other person involved in the purchasing process or procurement department

## Outline:

- Working with Logistics Support Organizations
- Global Payment Methods
- Landed Cost Model
- Integrating Risk Analysis Techniques to Global Sourcing Strategy
- Global Supply Chain Management
- Impacts of Regulation Affecting Shipment and Global Sourcing Strategy
- Strategies for Selecting Products, Countries and Potential Suppliers
- Steps for Evaluating Prospective Suppliers
- How to Determine Quantities Frequencies

# Supplier Performance Management

Effective Supplier Performance Management entails that a supplier's performance meets the expectations defined in the contract or terms of agreement. Nowadays, organizations outsource a greater percentage of work, its success in meeting their needs largely depend on the performance of strategic suppliers. The major aim of this course is to improve the performance of all parties involved in the contract and Service Level Agreement.

## Objectives:

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

- Explain the goal and objectives of Supplier Management
- Understand and explain the processes, roles and functions, especially those related to Supplier Management
- Use different approaches to, and application of, standards, industry best practice frameworks and guidelines, relevant to Supplier Management
- Develop and improve the customer and business focus of Supplier Management
- Understand the different supplier categories and use and apply the Supplier Management process to manage interfaces between the business and the supplier(s) in conjunction with all other areas of IT

## Target Participants:

Ideal for Purchasing Managers, Store Officers and any other person involved in the purchasing process or procurement department

## Outline:

- Supplier Management Requirements
- Supplier Management Support Tools, Techniques & Technology
- Strategies to Identifying Requirements
- Deliverables and Relevant Stakeholders
- Selection and Negotiation Techniques
- Managing Resources
- Performance Monitoring
- Interdependencies Between Supplier Management and other IT areas & Processes

# Effective Project Management

Effective project and management helps to improve outcomes through setting agreed goals and milestones; regularly assessing progress; clarity of accountability, roles and responsibilities at all levels. Also, this involves transparent reporting of progress and problems, so that remedial action can be taken in good time; offering a framework within which to balance risk and capability. The best results come from an intelligent application of optimization principles to suit the nature and scale of the task in hand

## Objectives:

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

- Update at any time, plans to accommodate unforeseen change and use specific software to identify changes
- Design a work breakdown structure from approved project plan, define a summary of tasks and sub-tasks necessary for the project and fix appropriate time lines for the entire project at initiation

## Target Participants:

The course is ideal for project managers, project consultants, finance consultants, human resource managers and other managers/professionals responsible for managing or assisting in managing a project

## Outline:

- Project Plan and Assessment
- Structuring Business Objectives to Achieve the Desired Result
- Monitoring Project Status Using Project Management Software
- Estimation and Appropriate Project Resources
- Design Project Team Structure to Match Required Outcome
- Process and Training Requirement for Projects
- Budgetary Control and Financial Management
- Using Simple Techniques or Estimating Project & Schedules
- Reviewing Benchmark and Performance Indicators
- Controlling & Monitoring the Budget

# Vendor And Supplier Management

The course explores the in-source and outsource key functions of organizations, especially on the ultimate success based on the quality of services provided as well as on the ability to continually improve vendor performance.

## Objectives:

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

- Establish a an understanding of the Procurement Life Cycle
- Identify procurement project requirements
- Explore types of commercial relationships
- Understand the basics of a contract
- Manage on-going contracts
- Evaluate, select and monitor suppliers
- Negotiate with vendors

## Target Participants:

Designed for PMO Managers, Programme Managers, Project Managers, Managers and Team Leaders involved in selecting or managing vendors

## Outline:

- Introduction to Procurement
- Supplier Relationship Models
- The Procurement Management Life Cycle
- Risk Management for Vendor/Supplier Relationships
- Developing a Contract Management Plan
- Conduct Procurements
- Principles of Tender Evaluation
- Administer Procurements
- Designing a Relationship Management Plan
- Close Procurements
- Assessing Success

# Project Performance Monitoring and Evaluation

Ensuring that Monitoring & Evaluation (M&E) is proactively and procedurally enacted in the planning and delivery of an organization's strategic and operational activities will increase the effectiveness of those activities and their anticipated or required outcome. Monitoring and Evaluation will enable staff to collect verifiable indicators not only for internal use but importantly for external partners and stakeholders, such as key funding bodies.

## Objectives:

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

- Improve the management of the M&E function
- Improve the effectiveness of the M&E process to aid the realization of impacts
- Ensure the M&E staff have the skills to work with partners in getting the most out of the M&E process
- Contribute to the achievement of desired development goals and ensure 'early warning' signs and strategies are devised for preventing failures.

## Target Participants:

Ideal for mid level/senior managers who are involved in making and implementing strategic decisions, overseeing quality systems and are seeking to establish standard organizational process.

## Outline:

- Monitoring and Evaluation Modern Practices
- The Evaluator's Role
- The Use of Logical, Strategic and Result Oriented Frameworks to Control Courses and Projects
- The Collection and Use of Data to Learn and Communicate
- Recommendations for Improvement
- Working Effectively with Development Partners
- Performance Management
- Effectiveness and Efficiency
- Planning and Managing M&E units

# Facility Management

Facility management is the practice of coordinating the physical work environment with the people and workings of an organization. As a discipline, it is a vital driver for organizational development and efficiency.

## Objectives:

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

- Understand facility management, implement a planned high adequacy maintenance culture and significantly contribute to a facility planning process and secure continuity

## Target Participants:

The course is ideal for administrative personnel and managers responsible for facility management and all facility personnel or managers seeking to increase their current knowledge of the field

## Outline:

- Introduction to Facility Management
- Facility Planning Process
- The Corporate and Operational Plan
- Human Resources and Organizational Issues
- Tenders, Contracts and Suppliers
- Process of Maintenance Management
- Testing the Maintenance Process
- Relocation and Move Management
- Risk and Crisis Management
- Space Management & Furnishing Standards



# Supply Chain Management

In order to have an edge over competitors in a global economy, organizations are finding out that a managed supply chain is the key to success. Supply chain management is a crucial aspect of any working manager's responsibilities in today's global supply environment and it has emerged as the new key to increased productivity and competitiveness of major manufacturing and service enterprises. The aim of this course is to bring about better customer satisfaction, improved performance, lower inventory costs and better production and development.

## Objectives:

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

- Comprehend the flows of supply chain management.
- Know how to measure supply chain operations for the sake of management and optimization.
- Demonstrate knowledge of logistics operations
- Create planning methods that will be crucial in improving the company's overall performance.
- Identify and evaluate best practice solutions particular to business requirement
- Improve existing value chains as well as create new propositions through today's leaner, more agile and responsive networks

## Target Participants:

This course is suitable for procurement, engineering, logistics, marketing, distribution, production and supply chain practitioners as well as commercial management. It is also intended for anyone who wants to increase their knowledge and boost performance in supply chain management.

## Outline:

- Introduction to Supply Chain Management
- Overview of Supply Chain Functions within an Organization
- Supply Chain Network Design, Planning and Operation
- Identifying Supply Chains
- Key supply Chain Management Processes
- Evolution of supply chain management
- Creating Value through Supply Chain Management
- The Impact of Globalization on Supply Chain Management
- Supply Chain Management Strategy
- Elements of Supply Chain Management
- Supply Chain Performance Metrics
- Managing the Supply Chain for Financial Performance

# Effective Negotiations In Project Procurement Management

The aim of the course is to analyse, refine and enhance individual techniques and styles of decision-making in negotiation in project facilitation to create a win-win situation by allowing parties to find their own solutions utilizing fundamental communication skills. The course seeks to explore the role of corporate and transactional procurement, the planning, evaluation, sourcing process, implementation of project procurement and the management of governing rules.

## Objectives:

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

- Develop a comprehensive negotiation skills in procurement and manage the process
- Have a comprehensive understanding of procurement rules and regulations
- Be able to prepare and assess tender documentation, conduct and manage a complete tender process.
- Be proficient in areas such as financial assessment, bonds, guarantees, conditions of contract etc.

## Target Participants:

Procurement Managers or officers involved in the procurement process.

## Outline:

- Understanding Negotiation Styles and Ability
- Various Models and Phases of Negotiation
- Concluding the Agreement
- Understanding the Procurement Cycle
- Defining Outputs and Performance Standards
- Identifying Critical Success Factors and KPIs
- Ethics in Influencing; Dealing with Intimidating and Difficult People
- Developing a Specification and a Request for Proposals (RFP)
- Basic Principles of Good Procurement
- Award Criteria and Tender Evaluation
- Contractual Risk Management

# Introduction To Support Services Control Framework and Project Management

A Support Services framework plays a crucial role in the delivery of an organization's services to its members by providing a full range of planning, human resource development, administrative, financial, information management, information technology, research and planning, property and legal services. The Division has the responsibility of providing the required infrastructure and services to the entire organization in support of its programmes.

## Objectives:

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

- Encourage an organizational culture that stimulates professional excellence and personal leadership.
- Proactively provide effective strategic planning, monitoring and performance improvement systems.
- Proactively provide and innovatively disseminate quality HR advice and information for staff and other relevant stakeholders.
- Maintain accountable, transparent, best practice HR information structures and systems.

## Outline:

- Codes of Conduct and Quality Customer Service
- Governance and Professional Accountability
- Reporting on Compliance with Governance Standards
- COSO Framework for Internal Controls
- Three Lines of Defense
- Principles of Outsourcing
- Governance Structure
- Risk, Actuarial, and Compliance
- Governance of Frameworks, Policies and Methodologies
- Risk Management, Governance Framework and Practices in 27 Jurisdictions
- Monitoring Project Status Using Project Management Software
- Estimation and Appropriate Project Resources
- Design Project Team Structure to Match Required Outcome
- Budgetary Control and Financial Management
- Using Simple Techniques or Estimating Project & Schedules
- Reviewing Benchmark and Performance Indicators

# Effective Contract Management

Aligning procurement strategy to project deliverables ensures that the project meets its objectives. However, it is the contract that ties together the parties' aspirations and project deliverables. Getting the contract right is important if disputes are to be minimized and project delivered timely enough, at the least possible cost and with regards to safety of operations.

This course explores these vital issues from the manager's perspective, highlighting the key roles and responsibilities to give you greater influence and how work is performed. Participants will also discuss actions that can be taken to help ensure that contractors or subcontractors perform as required under the contract

## Objectives:

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

- Comprehend complex issues behind contract execution
- Adhere to standards of award and execution
- Strengthen administrative capacity in determining selection
- Be competent to establish award criteria and the ability to prepare and justify contract award recommendations.

## Target Participants:

Project Managers, Procurement Advisors, Officers & Managers who oversee and are involved in the contract award process and execution

## Outline:

- Understanding the Contract Management Process
- Types & Forms of Contract
- Contract Negotiation Framework
- Contract Award, Administration & Management
- Contract Negotiation Framework
- Structures for Supporting Contract Process
- Developing Contract Pricing Agreements
- Outcomes Vs Output Specifications
- Public/Commercial Contracts
- Selection Process
- Legal Rules in Tendering Public Contracts: Comparisons
- Risk Management
- Managing Contracts through Period of Government Turmoil
- Contracting Strategies

# Mastering The Tenders Specifications & Contracts

This course is designed to expose participants to best practices in managing invitation to tender. Too many contracts fail to meet customer expectations due to poor specification, inadequate pre-qualification and tendering procedures. FM contracts are particularly vulnerable. Effective management of the tender process is an essential pre-requisite for a successful value-for-money contract.

## Objectives:

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

- Understand the process of tendering, prepare effective ITT
- Manage the tender invitation process
- Understand the importance of linking FM procurement to business and user needs
- Understand how to approach the market
- Specify services effectively
- Know how to develop Requests for Proposals (RFP): a process & a structure
- Know how to define outputs and standards
- Understand the use of key performance indicators (KPI's) for

## Target Participants:

The Programme is designed for Project Managers, Contracts Managers / Officers, Project Administration Managers / Officers, Project Engineers, Procurement Managers/Officers and all those who must provide significant contribution towards successful tendering.

## Outline:

- The Concept of Effective Tender Management
- The Process
- The Prequalification Process
- Preparing Invitation to Prequalification
- Evaluating Prequalification Requests
- Pre-tender Meeting
- Receipt of the tenders
- Tender Evaluations
- Understanding the Contract Cycle

# Oil and Gas Contracts Negotiation Skills

In recent times, many aspects of upstream contract management have changed and new risks have emerged. Also uncertain economic conditions and increasingly risky operating environments have made contract risk management a high priority for the upstream oil and gas industry.

Getting the contract right is important if disputes are to be minimized and the project delivered on time, at the least possible cost and with regard to safety of operations. Contract negotiation is a regular feature of oil and gas business transactions.

## Objectives:

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

- Have a firm, substantive and practical understanding of how to administer and manage offshore oil, gas and renewable contracts
- Understand the role of contract in the procurement process
- Learn how to develop a contract strategy and adopt the appropriate contractual relationship that delivers the project objectives
- Align their risk management plans to Contract Ts and Cs that deliver project objectives

## Target Participants:

Corporate counsel, contract managers and independents with a nose for upstream expertise.

## Outline:

- Overview of Oil Industry Operations
- Nature and Peculiarities of Oil and Gas Contracts
- The Contracting Environment
- The Procurement and Project Environment
- The Tender Process
- Contract Negotiations
- Supplier/Contractor Relationship Management
- The Contract Negotiation Framework
- The Negotiation Schedule
- Techniques of Negotiation
- Culture and Political issues in Negotiation

# Health, Safety and Maintenance Management In The Oil and Gas Industry

The oil and gas industry is very crucial in any society. It is an industry that is accompanied with lots of risk and occupational hazards.

Therefore it is paramount that employers and employees in this industry be adequately equipped with the knowledge of key Health, Safety and maintenance management Programmes that will ensure a healthy, safe and efficient working environment.

## Objectives:

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

- Successfully apply the basic elements of a Health, Safety and Maintenance management system.
- Analyse and apply the key tools associated with risk assessment and monitoring, such as safety cases and monitoring tools such as accident investigation
- Form and improve the safety culture of the organization to enable an efficient and safe working place

## Target Participants:

This course is ideal for Health Safety Professionals, Engineers, Supervisors and Project managers and staff who have the responsibility of designing, implementing, or supporting HSE management.

## Outline:

- Risk Assessment & Management
- Emergency Response
- Incident Reporting & Investigation
- Hazards Related to Oil and Gas Industry
- Managing Occupational Safety and Health Risks
- Occupational Safety and Health Management System
- Recommendations for Preventive Measures
- Safety Risk Analysis
- Development of Health and Safety Plans
- Access Controls for Designated Areas
- Collective and Personnel Protection Equipment Control
- Safety Signaling Control
- Occupational Health and Safety Regulations

# COMMUNICATIONS





# Leading Digital Marketing Strategy

The digital economy is entering a new era that presents unprecedented challenges as well as opportunities for executives.

This course would enable participants learn how organizations can tackle digital transformation and drive innovative marketing strategy through customer-centricity. It involves interactive sessions, case studies, group exercises and practical workshops.

## Objectives:

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

- Gain a view and appreciate change within organizations
- Develop a successful content strategy
- Understand new rules and customer needs
- Learn how to leverage data and measure success
- Enhance operations through digitization

## Target Participants:

Professionals across Marketing, IT, Finance, HR, Entrepreneurship, Innovative and Business Operators

## Outline:

- Impact of Digitization on the Competitive Landscape
- Big Data and Business Decisions
- Effective Social Media Strategy
- Megatrend Disrupting Markets
- Content Creation and Brand Building
- Digital Marketing Organization
- Understanding Digital Customer Effectiveness Landscape

# Communicating to Influence Outcomes: Presentation Skills For Managers And Supervisors

Effective communication is a critical element of successful leadership. From one-on-one to group presentations, this course shows busy managers how to get positive results using proven communication techniques.

## Objectives:

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

- Demonstrate the use of open and closed questions
- Identify behavioural style and its unique challenges
- Describe a model of feedback, communication and listening
- Set SMART goals
- List tactics for dealing with difficult people
- Organize information in a clear and concise manner
- Create a captivating introduction
- Implement techniques for varying your vocal and body language in line with intended message.

## Target Participants:

It is ideal for managers, supervisors, sales personnel and other executives who seek to improve their communication skills.

## Outline:

- Communicating to Influence Outcomes: A Starting Point
- Building Personal Credibility: Understanding Different Communication Styles
- Be Smart: Goal Setting for Peak Performance
- Delivering Performance Feedback
- A Model for Better Listening
- Difficult Personalities and Difficult Situations: Dealing with Challenges
- Using Vocabulary to Build Better Relationships
- Running Effective Meetings
- How to Overcome the Fear of Public Speaking
- Managing Interruptions, Isolating Hecklers
- Assertive Personality Styles
- Non Aggressive Assertion through Defensive Ploys
- Effective Visual Aids: Flip Chart, PowerPoint and Slides.

# Leadership, People Management, Ethics and Communication for Organizational Success

Bringing out the best in people is critical to the success of every organization. An organization may consist of employees from different parts of the society.

In order to unite the activities of all workforce, it becomes crucial that highly practical tools are designed to implement comprehensive management and ethics systems in the workplace.

The course is a solution to promoting efficiency, effectiveness and maximizing productivity while focusing on promoting professionalism and ethics in the day-to-day realities of leading and managing an organization.

## Objectives:

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

- Have some essential strategies for managing team members effectively and enhancing their performance
- Handle issues professionally
- Manage change and resolve conflict in the team
- Overcome the different types of resistance/roadblocks generated by staff to prevent moving forward
- Overcome immediate reaction
- Encourage and inspire staff to work optimally
- Develop skills to communicate effectively

## Target Participants:

The course is designed for Top management in organizations, Supervisors and Team Leaders, is ideal for those who are involved in strengthening ethics or accountability in organizations.

## Outline:

- Building Managerial Effectiveness
- Engaging Corporate Leadership
- Motivating People for Change
- Team Building & Partnerships across Departments
- Delegating Work Processes
- Managing Performance & Rewards
- Creating a Learning Culture
- Handling People Problems
- Statement of Values in an Organization
- Impact of Ethics
- Information & Resources for Ethical Behaviour

# Negotiation and Mediation Skills With Donor Agencies

Good negotiators generally get what they want- quicker and easily. Negotiators also outpace their colleagues because they build and sustain relationships that bring desired results.

The aim of the course is to analyse, refine and enhance individual techniques and styles of decision-making in negotiation; facilitation and mediation to create a win-win situation; to add value to commercial or legal dispute by allowing parties to find their own solutions utilizing fundamental communication skills with donor agencies or external parties.

## Objectives:

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

- Develop a comprehensive negotiation skills
- Manage the negotiation process
- Analyze negotiation and mediation tactics
- Practice negotiation techniques to develop & refine your skills

## Target Participants:

The course is suitable for senior and middle managers responsible for accessing and negotiating funds from donor agencies. Procurement Managers and others involved in the planning and execution of contract agreement

## Outline:

- Understanding Negotiation Styles and Ability
- Ethics in Influencing; Dealing with Intimidating and Difficult People
- Various Models and Phases of Negotiation
- Methods, Tools and Skills to Effectively Improve Strategic Choices
- The Five Stage Approach
- The Role of Trust and Relationship in Negotiating with Clients, Stakeholders and Suppliers
- Intercultural Negotiations
- Negotiating through Alternative Media
- Arbitration Principles
- The Principles of Mediation, What It Is, Why Use It and Benefits of
- Effective Mediation

# Labour Relations and Social Dialogue

One of the many challenges facing developing nations is that of need to adjust their economic and social systems in view of the process of globalization. This process cannot be managed equitably and efficiently without social dialogue among the main stakeholders. In some countries, freedom of association is still not fully guaranteed and in many others, labour union density has decreased and industrial relations institutions have weakened.

The emerging pattern of more complex and flexible types of employment has loosened many social ties and widened the disparities between the formal and informal economies. Economic prosperity and social progress cannot be achieved by governments and employers of labour acting in isolation.

## Objectives:

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

- Promote consensus building
- Resolve important economic and social issues
- Advance social and industrial peace and stability
- Encourage good governance
- Negotiate appropriately

## Target Participants:

The course is ideal for labour officials from labour and trade unions, government officials responsible for negotiation with the labor and trade industry.

## Outline:

- Overview
- Social Dialogue- Trends & Issues
- Labour Market Success- Case Studies
- High Level Consultations & Social Dialogue
- Social Dialogue in the Prevention & Settlement of Disputes
- The Link between Bi-partisan and Tri-partisan
- Workers' and Employers' Bi-lateral Council- Cases Studies
- Organizing Social Responsibility in Global Production Chains
- Social Dialogue in the informal Sector
- Good Practice Sharing on Collective Negotiation

# Protocol, Etiquette and Hosting

This course aims to equip the individual participant with the skills to become a trusted advisor, an expert, and a recognized leader in planning and orchestrating V.I.P. processes, visits, meetings, ceremonies, and special events.

## Objectives:

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

- Gain insight into the principles and practice of smooth, proper, professional and culturally sensitive interaction in important events involving senior individuals.
- Understand the universal principles of protocol, etiquette, courtesy and manners
- Navigate and manage interpersonal dynamics in important encounters
- Make a good impression and avoid causing offences or embarrassment in high profile situations
- Prepare and host VIP visits and formal occasions
- Interact respectfully with people from many cultures, nations and regions.

## Target Participants:

This course is also ideal for officials and communication professionals whose role includes facilitating or participating in sensitive, important or high-level meetings, handling VIPs or managing formal events.

## Outline:

- Understanding Protocol: Conventions of Official Interaction, Collective, Personal and Written.
- Understanding Etiquette: Conventions in Social Behavior & Expected Behavior Patterns
- Courtesy and Manners
- Official, Diplomatic and Royal Protocol
- Business, Social and Cultural Considerations
- Management and Administrative Tools
- Universal Expectations for Personal Behavior
- Personal Etiquette for Formal Occasions and Encounters
- International Business Etiquette: Universal Best Practice
- Case Studies
- Practical Exercises

# Public Relations Effectiveness and Advanced Article/Feature Writing

The course will focus on identifying challenges and gaps hindering effective communication between organizations and their external stakeholders employing the use of practical aspects of communication.

## Objectives:

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

- Adopt the strategies to communicate effectively to relevant stakeholders
- and receive feedback enable to identify challenges and gaps hindering effective communication
- Identify Issues/Problems
- Consider audience and potential messages
- Change behaviour and values
- Prepare audience for change
- Maximize information and minimize misrepresentation
- Develop a solid means of dealing with information
- Understand stakeholder attitudes and to explain to the public the effect of reforms.

## Target Participants:

The course is ideally suited for Resident Information Officers in government MDAs

## Outline:

- Structure for identifying Issues/Problems
- Change Behavior/Values
- Tools for Planned Change
- Preparing Audiences for Change
- Purposes of Communication Strategy
- Overview of PSR Communication Strategy
- Communications Strategy- When to use?
- Knowing Audiences
- Stakeholder Mapping & Assessment
- Types of Stakeholders
- Group Exercises
- Crisis Communication: Managing Complex Issues/Critical Situations

# Corporate Communication and Writing Skills

This course is designed to assist managers and professionals within an organization to communicate effectively and precisely with relevant stakeholders. It will also equip participants on how to produce reports that are clear, concise and effective by adopting a systematic approach.

Furthermore, this course is designed to equip delegates with the knowledge and skills to write professional reports that conform to conventional formats, as well as communicate the main message effectively and efficiently.

## Objectives:

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

- Demonstrate the use of open and closed questions
- Identify behavioural style and its unique challenges
- Describe a model of feedback, communication and listening
- Set SMART goals
- List tactics for dealing with difficult people
- Organize information in a clear and concise manner
- Implement techniques for varying your vocal and body language
- Improve their performance and profile by writing professionally

## Target Participants:

Anyone who writes reports, policies and/or procedures and wants to convey their message effectively and professionally, especially those who plan, organize, control and direct operations and activities involved in the research, review, analysis, interpretation and reporting of variety of data and information used in assessing institutional effectiveness

## Outline:

- The Role of Communication in Strategic Management
- Choosing the Communication Methods
- Structure for identifying Issues/Problems
- Change Behaviour/ Values
- Tools for Planned Change
- Preparing Audiences for Change
- Using Vocabulary to Build Better Relationships



# Public Relations and Corporate Social Responsibility

The course provides an overview of the key concepts involved in the development of organizational communications and reputation through CSR concepts.

Above all, the course adopts a multidisciplinary approach that reflects the skills and knowledge currently obtainable in the market to develop control and defend a brand.

## Objectives:

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

- Adapt to the new technology ecosystem
- Understand CSR-its history, interpretations and strategic implications
- Appreciate drivers for CSR
- Understand the importance of key performance indicators
- Be able to create a programme for delivering a CSR strategy within an organization

## Target Participants:

Executives, senior managers, PR/Stakeholder managers and all those involved in setting up corporate governance of CSR initiatives

## Outline:

- Corporate Strategy and CSR Initiatives
- Strategic Management of Brands
- Strategic Alliances
- Stakeholder Engagement
- Change Programmes
- Risk Mitigation
- CSR and Marketing Communications
- Market Development Control and Brand Defense
- Value Added Strategic ROI
- Developing and Implementing CSR Plan
- Changing the Organization to CSR

# FINANCE



# Fintech Programme

The Fintech industry is a rapidly increasing industry, with its regulatory, legal and technological challenges.

This course seeks to equip FINTECH professional with the analytical and critical thinking skills, which will enable them, find creative solutions.

## Objectives:

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

- Learn the fundamentals of modern investment strategies that involve FINTECH
- Understand the nuanced functions behind payment methods, and financial regulations, crowd funding, peer-to-peer lending, crypto currency, block chain, robo financing etc.

## Target Participants:

Anyone interested in Fintech projects

## Outline:

- Credit Technology
- Crypto currency
- Smart Investment
- Processing Payments
- Blockchain
- Value Proposition

# Financial Auditing for Internal Auditors

This course enables participants to explore concepts that go beyond basic accounting. It aims at enabling participants approach financial auditing with renewed confidence.

## Objectives:

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

- Learn how key business processes relate to financial statements, as well as the
- impact of technology on financial auditing.
- Be able to analyze an organization's financial statements using case study exercises
- Learn how to recognize “red flags” in financial statement reporting

## Target Participants:

For internal auditors and managers who want to understand and expand their roles related to financial reporting, as well as those who simply need a refresher on financial accounting

## Outline:

- Accounting and Auditing Review
- Understanding Accounting Rules, Equations, and Basic Principles
- Journal Entries for Accounting Purpose
- Financial Accounting Standards Boards (FASB's) GAAP Hierarchy
- Financial Statements Overview
- Flow of Information from Source Documents to Financial Statement
- Components of a Financial Balance Sheet
- Income Statement Financial Accounts
- Key Ratios from Financial Statements    Business Processes and Accounting
- Management-Level Reporting and Consolidated Financial

# The Effective Auditor: Understanding and Applying Emotional Intelligence

The course enables participants to improve their effectiveness with others by enhancing their emotional intelligence, especially when encountering difficult people in the process of auditing.

## Objectives:

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

- Identify the communication style of others and tailor communications to their preferences
- Ask open-ended questions and improve listening skills to uncover information needed to conduct effective audits
- Use empathy and emotional intelligence to build engagement within one's team and with clients
- Respond appropriately to emotionally charged situations

## Target Participants:

Auditors need specific technical skills to be successful in their jobs. They also need to deal with all kinds of people

## Outline:

- Emotional Intelligence and the Audit Role
- Getting Buy-in
- Stakeholder Commitment
- Interviewing for Information
- Effective Listening Techniques to Uncover Hidden Information
- Navigating Difficult Situations
- Communicating with Impact.

# Effective Internal Audit and Risk Management In Public Finance

The course provides a critical analysis of auditing practices, risk management and their roles in public finance. Auditing is demanded by and provides assurance to a variety of internal and external stakeholders, including corporate shareholders and regulators. As societal demands for accountability have increased, auditing has become both more important and more regulated itself.

## Objectives:

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

- Understand the process of auditing
- Explain the fundamental requirements and standards which are relevant when undertaking audit of organisations
- Explain the need for audit sampling, and how this is done
- Outline and discuss guidance and standards on audit reporting
- Understand Risk Assessment and a System Based Approach.

## Target Participants:

This course is ideal for audit managers, risk managers and controllers, corporate bankers.

## Outline:

- Basic Theory of Auditing: Its Role as a Risk Management Function
- Types of Audits
- Managing the Internal Audit Operation
- Audit Reporting and Monitoring
- Risk Assessment and Evaluation
- Challenges Confronting Internal Auditors in Organisations
- Roles of Internal Auditors in Organizations
- Impact of Auditing Practices on the Organization's Finance
- Link Between Risk Management and Internal Audit
- Enterprise Risk Management
- Risk Management Ideals and Standards
- Different Stages of Risk Management

# Financial Planning & Forecasting

Financial planning is a continuous process of directing and allocating financial resources to meet strategic goals and objectives.

This course provides a basic understanding of how to prepare a financial plan (budgeted financial statements). This course will also discuss some of the problems associated with budgeting along with “best practices” in budgeting.

## Objectives:

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

- Direct and allocate financial resources to meet strategic goals & objectives
- Plan operations and plan for financing

## Target Participants:

Ideal for officers who assemble budget or manage expenditure budgets. It is also designed for senior managers who have significant financial decision-making and resource responsibilities.

## Outline:

- Strategic Planning
- Sales Forecasts
- Detail Budgets
- Budgeting Financial Statements
- Budgeting Processes
- Concepts in Budgeting
- Quantitative & Qualitative Techniques
- Smoothing out the Numbers
- Regression Analysis
- Sensitivity Analysis
- Financial Models

# Strategic Cost Control

In order to achieve an effective budget management; strategically control cost and minimize impact on an organization's performance; managers need to plan for complex set of factors; consider contingencies and evaluate resource level. This course focuses on identifying these factors and provides participants with the right skills.

## Objectives:

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

- Develop sound financial management and control
- Apply essential concept of accounting, budgeting and finance.
- Reduce unnecessary costs and budgeted expenditure and look towards better value for money
- Create savings for flexible budgeting.
- Establish key performance indicators
- Produce timely and adequate information for management of decisions

## Target Participants:

The course is ideal for officers of all grades who assemble budgets or manage expenditure budgets associated with projects, especially finance managers

## Outline:

- Planning and Contingency Expenditure
- Resource Allocation and Budget Management
- Budget Justification
- Integral Performance Budgeting to Control Cost
- Accrual-Base Accounting and Cash Accounting
- Public Private Partnership Exposure
- Practice and Processes of Audit and Accounting
- Procurement Arrangement and Cost Control
- Financial Aspect of Project Management



# Finance For Non-finance Managers

Without a reasonable level of financial awareness, any manager would be under-prepared to meet their responsibilities in mobilizing and overseeing the management of resources efficiently and effectively.

Developing financial awareness is therefore paramount in managing any activity, be it a programme, project or departmental budget.

It is therefore essential for every manager to develop and enhance their understanding of core financial management practices. This is particularly business-critical where the manager may be overseeing a programme or project with multiple internal and external stakeholders who are providing resources and or investment

## Objectives:

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

- Effectively lead and manage their team, department or business unit from a financial perspective through understanding and utilizing core financial management principles and best practices
- Confidently plan a new project or venture by setting budget and understanding how to track performance against it
- Create models for projects, expenses and other necessary expenditure items to assess their financial viability
- Understand financial reports, critically assess the information and challenge 'numbers' where necessary

## Target Participants:

The course is ideal for finance personnel, managers who face financial decisions or about to take up such position and those who seek to develop or refresh their financial skills in handling purchases, human resources and employee benefit negotiations

## Outline:

- Budget Management & Reporting
- Types of Budget- Budgeting Systems & Processes
- Building Budget Estimates and Forecasts
- Developing Budget Templates
- Cost Drivers and Cost Allocation Methods
- Budget Variances, Analysis and Corrective Actions
- Budget Reporting & Communications      Interpreting Financial Statement
- Utilizing Effective Internal Reporting Systems
- Managing Project Budgets
- Project Cost Estimation Process

# New Approaches in Forensic Auditing and Accounting

This course will enable internal auditors and financial investigators to perform their tasks effectively and set up a proactive system to detect and combat fraud, it provides current forensic auditing and accounting techniques to detect, investigate and prevent economic crimes.

## Objectives:

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

- Fully comprehend the concept of fraud and its effects and also have an awareness of the real rudiments of accountability and identify areas that are most vulnerable to fraud in an organization.
- Apply fraud prevention practices to minimize risk.

## Target Participants:

It is ideal for forensic accountants, internal and external auditors and financial investigators. It is also ideal for mid and senior level officers who are responsible for overseeing the audit process as it relates to the detection and prevention of economic crimes.

## Outline:

- The Account/Audit Process
- IFRS and IAS
- General Accepted Auditing Principle and International Audit Standard
- Accounting/ Auditing Malpractice
- Fraud Related Issues and Risk Management
- Investigation Technique and Tools
- Good Governance, Accountability and Security Analysis
- Validating Audit Reports and Presentation
- Documenting Evidence and Litigation Support
- Combating Fraud Effectively Using Review and Update Method of Investigation
- Accounting & Auditing Software

# Financial Market Regulation and Supervision

The increasing integration of international financial markets poses new challenges to domestic financial markets globally. The recent financial crises sounded a wake up call indicating that regulation and supervision needed to be strengthened substantially. However, financial regulation must be consistent with domestic macroeconomic policies and they need supportive macroeconomic environment to operate

## Objectives:

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

- Understand how institutional design of financial supervision should be in future
- Able to supervise broad market developments and their impact on the financial instruments
- Enforce institutional design effectively

## Target Participants:

The course is ideal for officials with key responsibilities of supervision and regulation from organizations; including central banks especially personnel from Financial Market Departments, Financial Policy & Regulations, Banking Supervision etc.

## Outline:

- Regulation & Supervision: The State of the Art
- Characteristics of the New Financial Sector
- Financial Sector Behavior
- Liberalization, Crisis and Rescue
- National Responses to Financial Crisis
- Crisis and its Effects on the Stability of the Banking System
- Open Financial Markets
- Structure of Supervision
- Conflicts Between Monetary & Financial Stability
- Relevance of Fair Value Accounting
- Weakness of Regulation & Supervision
- Functions & Instruments of Financial Markets Regulation

# International Public Sector Accounting Standards (IPSAS)

In recent times, public sector entities encountering growing pressure have been encouraged to provide high-quality transparent financial statements, clear and decisive financial management approaches and enhanced operational allocation and performance measures related to public funds.

IPSAS (International Public Sector Accounting Standards) provides a sound basis for public entities to demonstrate sound accrual accounting and budgeting techniques, and with its emphasis on performance-based management being a core competency, requires entities to adopt a fresh and innovative approach to developing new skill sets.

## Objectives:

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

- Apply IPSAS standards to ensure improved accountability
- Improve overall management and planning via the application of more precise estimates of income and expenditure and effective usage of assets and liabilities
- Achieve Greater Transparency within the organization
- Provide a strong system of support for Results-Based Management through achieving the development and utilization of more comprehensive information about costs and cost budgets
- Achieve greater harmony within the entity's reporting and financial statements as a way to encourage and enhance organizational goal congruence

## Target Participants:

Finance and account professionals in relevant government institutions

## Outline:

- IPSAS – Overview and Context
- IPSAS – The Standards Considered (Technical Review and Application)
- IPSAS - An in-depth look at key standards
- IPSAS – The Fundamental Building Blocks
- IPSAS – Essential technical components and the way ahead!
- IPSAS – The Way Ahead
- Case studies

# Designing and Writing Internal Audit Report

This course gives the participants the distinctive opportunity to go through the processes in the preparation and writing of an internal audit report.

Most importantly, participants will understand how audit recommendations are presented to enable management use them for decisions. Participants will come of this training with better oral and written communication styles. Above all, it covers all levels and types of internal audit reporting

## Objectives:

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

- Understand the procedure for the presentation of an internal auditor's report
- Acquire the necessary report writing skills with practical examples
- Draw a detailed analysis of the structure of an internal auditor's report
- Learn the principles of time, personnel and financial resources distribution used in an internal auditor's report preparation
- Learn how to use illustrations
- See how to write with greater clarity

## Target Participants:

Managers and staff who use internal auditor's report in their work, who want to optimize the process of internal auditor's report preparations and to create well written reports that can be used to bring about positive change and improvements.

## Outline:

- Internal Audit Report Design Principles
- Application and Analysis of Professional Standards of Internal Audit
- Audit Opinions and Risk Factors
- The Hard Facts: Audit Findings
- Stakeholder Requirements and Structuring Reports to Meeting their Needs
- Information Sources for the Audit Report
- Report Purposes and Elements: Content and Logical Structure
- Defining Report Structure and Topics based on User's Expectations
- Writing Audit Finding: Different Styles
- Effective Audit Communications

## Best Practices for Audit Committee

The purpose of this course is to provide participants with a high level understanding of the Audit Committee's major fiduciary oversight and responsibilities which include: financial closing and reporting process, risk management process, Internal Control over Financial Reporting (ICFR), external auditor services, external accounting and internal audit services, key governance controls, alternative communication controls, special investigations, audit committee management and reporting responsibilities.

### Objectives:

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

- Know important developments for audit committees
- Identify the governance role of audit committee
- Have effective oversight of internal
- Gain audit committee management and reporting responsibilities
- Have capacity to have effective oversight of the external auditor

### Target Participants:

Managers and Staff who are members of/or advise audit committees

### Outline:

- What Defines an Audit Committee?
- Good Corporate Governance
- The Influence of Audit Committee
- Audit Committee Challenges
- Compliance Programmes
- Risk, Fraud and Internal Control
- Impact of the Sarbanes-Oxley Act
- Financial Statement Review
- Managing the Relationship with Auditors
- Compliance and Ethics
- Audit Committee Reports and Assessments

# Managing Audit Quality and Workpapers

The overarching aim of an internal audit project is to improve an organizations' overall ability to function effectively. This is often accomplished through the identification of control weaknesses, and potential process improvements. On the other hand, audit work papers facilitate this process by enabling auditors to document work performed from the planning stage to the final closing meetings.

Furthermore, it aims at explaining audit standards, best practices in conducting audit fieldworks as well as understanding general best practices

## Objectives:

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

- Understand how an audit is conducted
- Learn how to identify risks
- Learn how to evaluate and document internal controls
- Discover the best techniques for gathering audit evidence
- Appreciate the importance of preparing work papers
- Discuss interpersonal and team-building skills
- Understand the audit communication process

## Target Participants:

Managers and Staff are involved in the paperwork/ documentation process of audits or are members of audit committees

## Outline:

- What Are Auditing Standards?
- Understanding Risk Management
- Best Practices in Conducting Audit Fieldwork
- Audit Reporting Defined
- Best Practices in Creating Internal Audit Reports
- Component of each Audit Reports
- Essential Sections of Each Type of Audit Report
- How to Properly Document Credibility Determinations
- Principles of Clear and Concise Report Writing

# Tax Audit for Multinationals and Large Businesses

Tax has become a highly sensitive political issue recently, with multinational companies (MNCs) accused of not paying appropriate amounts in some of the countries in which they operate. Governments, tax authorities and campaign groups are seeking greater transparency – and this has significant consequences for company boards and their audit committees

Large businesses contribute significantly to a nation's economy and society, providing employment, infrastructure and tax revenue to support the nation and its people. The importance of large business and its overall contribution means it plays a significant role in the tax system. Collaboration between revenue authorities and MNEs allows that the tax system operates as efficiently as possible.

## Objectives:

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

- Assist corporations and large business have adequate tax governance and risk management controls in place for transactions locally and internationally.
- Have a common understanding of large corporations' businesses to facilitate the identification and evaluation of tax risks.
- Discuss and evaluate the basis of any claims for legal professional privilege, accountants concession on corporate board documents on tax compliance risk
- Deal with risk as they emerge or magnify
- Create awareness for Audit committee members of the risks associated with tax policies
- Work with corporations to ensure services are focused on making it easier to comply with tax laws

## Target Participants:

Senior and middle tax administrators and tax inspectors responsible for or engaged in the audit of multinational enterprises, as well as practitioners in Tax Advisory firms.

## Outline:

- Compliance Risk Management System
- Large Business Taxation Administration
- Innovative Risk Management Approaches for Large Business
- Exploring Specialized Management of Large Business
- Establishment of a Risk Management Approaches for Large Business
- Establishment of a Mechanism for Quick Response to Tax-related Complaints
- International Taxation Administration



# Property Taxation of Business Owners and Shareholders

The course provides an introduction to income taxation of corporations and their shareholders. The course focuses on relevant provisions of the internal revenue code, as well as related treasury regulations, and judicial opinions governing corporate formation, operations, distributions, and liquidation.

## Objectives:

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

- Learn and explain the classification of both real and personal assets as well as applicable conventions used in depreciating property
- Take a deeper dive into concepts of cost recovery
- Understand property transactions and their tax consequences under a number of jurisdictions
- Discuss non-taxable exchange
- Discuss the rules governing non-taxation on sales
- Understand the importance of holding period.

## Target Participants:

Ideal for practitioners in tax advisory firms, tax specialists and government officials who regularly encounter issues related to cross-border taxation.

## Outline:

- Overview of Business Taxation
- Corporate Income Taxation
- Corporate Formation
- Corporate Non-Liquidating Distributions
- Corporate Redemptions and Partial Liquidations
- Corporate Liquidations
- Corporate Reorganizations
- Cost Recovery: Depreciation
- Property Transactions: Gains, Losses, Exchanges, Involuntary Conversions,
- Tax Free Gains, Character, Recapture and Adjusted Basis
- Amortization and Depletion

## Accounting Analysis: Measurement and Disclosure of Liabilities

This course is financial reporting specialization course. It explores current liabilities, contingencies and continues with long-term debt and bonds. The course also looks at accounting models for leases (for lessees and lessors) as well as discussions pertaining to the measurement and disclosure of liabilities.

### Objectives:

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

- Understand the concept of long-term debt as well as learn about different types of bonds
- Learn how to classify liabilities as current or long term
- Understand how to account for bonds sold at a discount or premium, between interest dates, or with conversion features.
- Learn how to account for lease and non-lease elements
- Understand the difference between deferred tax assets/deferred tax liabilities.

### Target Participants:

Ideal for practitioners in tax advisory firms, tax specialists and government officials who regularly encounter issues related to cross-border taxation.

### Outline:

- Current Liabilities and Contingencies
- Long Term Debt
- Lease Accounting
- Deferred Taxes
- Review and Evaluation

# Agile Finance

In the traditional world, financial planning most often occurs annually, with budgets allocated in advance and success measured in relation to budgets. In today's complex business environment, this no longer works and new approaches are needed. While continuing to emphasize wise spending and compliance with regulations, these new approaches also enable adaptation and rapid response to the changing circumstances in the business ecosystem.

## Objectives:

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

- Understand basic concepts of Agile Finance
- Understand why organizations are 'going Agile' and the implications for the financial departments
- Gain practical tools and evidence-based methods to start applying Agile finance to their own work
- Co-create a great and enlightening employee experience using Agile finance, finance techniques and design thinking
- Encourage professionals from the financial departments to welcome change and adapt in the context of the changes, which constantly appear in the financial business

## Target Participants:

The course is aimed at Finance professionals, Procurement professionals, Business managers, and Accountants

## Outline:

- Introduction to Agile Finance
- Adapting Finance to Agile Organisation
- Changes in Role and Perception
- Agile Finance and the Business Ecosystem
- Budgeting and Cost Management
- Frequency of the Budgeting Cycle
- Targets, Forecasts, and Resource Allocation
- Budgeting to Create Customer Value
- Budgeting across the Product lifecycle
- Empowering Teams to Manage Finances
- Agility and Finance Compliance
- Agile Accounting Metrics
- Accounting for Agile Initiatives
- Agile Procurement
- Agile Contracts

# Fundamentals of Global Financial Market Regulation and Supervision

The increasing integration of international financial markets poses new challenges to domestic financial markets globally. The recent financial crises sounded a wake up call indicating that regulation and supervision needed to be strengthened substantially. However, financial regulation must be consistent with domestic macroeconomic policies and they need supportive macroeconomic environment to operate

## Objectives:

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

- Understand how institutional design of financial supervision should be in future
- Able to supervise broad market developments and their impact on the financial instruments
- Enforce institutional design effectively

## Target Participants:

The course is ideal for officials with key responsibilities of supervision and regulation in central banks especially personnel from Financial Market Departments, Financial Policy & Regulations, Banking Supervision etc.

## Outline:

- Regulation & Supervision: The State of the Art
- Characteristics of the New Financial Sector
- Financial Sector Behaviour
- Liberalization, Crisis and Rescue
- National Responses to Financial Crisis
- Crisis and its Effects on the Stability of the Banking System
- Open Financial Markets
- Structure of Supervision
- Conflicts Between Monetary & Financial Stability
- Relevance of Fair Value Accounting
- Weakness of Regulation & Supervision
- Functions & Instruments of Financial Markets Regulation

# Derivatives and Structured Products

Derivatives and Structured products provides an attractive investment option for conventional and private investors who wish to change their risk return profile and protect their capital which will in turn result to enhancing opportunities not available in the usual bond and equity markets. The purpose of this course is to enlighten participants about the derivatives and structured Products used in investment. Participants will learn how to analyse such financial instruments, understand their risk and return characteristics, their pricing, as well as an analysis of their respective markets.

## Objectives:

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

- Gain comprehensive knowledge of the workings of the derivatives and structured products and markets
- Understand the basic financial instruments and how to use them
- Manage risk and recognize possible hidden risks in investments.

## Target Participants:

This course is suitable for audit managers, corporate account officers, corporate bankers, corporate treasurers, risk managers and controllers, asset managers, loan officers, investment bankers, analysts.

## Outline:

- Introduction to Structured Products
- Constituents of Structured Product
- Equity Linked Structured Products
- Interest Rate Structures
- Introduction to Derivatives
- Uses of Derivatives
- Interest Rate Derivatives
- Inflation Derivatives and Structured Products
- Commodity Derivatives and Structured Products
- Financial Instruments: Risks and Pricing Characteristics
- Credit and Operational Risks for Issuer, Arranger and Investor
- Risk Management Challenges
- Financial Resource Management Objective
- Investment Structured Market Place

# Strategic Cost Control

In order to achieve an effective budget management; strategically control cost and minimize impact on an organization's performance; managers need to plan for complex set of factors; consider contingencies and evaluate resource level. This course focuses on identifying these factors and provides participants with the right skills.

## Objectives:

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

- Develop sound financial management and control
- Apply essential concept of accounting, budgeting and finance.
- Reduce unnecessary costs and budgeted expenditure and look towards better value for money
- Create savings for flexible budgeting.
- Establish key performance indicators
- Produce timely and adequate information for management of decisions

## Target Participants:

The course is ideal for officers of all grades who assemble budgets or manage expenditure budgets associated with projects, especially finance managers

## Outline:

- Planning and Contingency Expenditure
- Resource Allocation and Budget Management
- Budget Justification
- Integral Performance Budgeting to Control Cost
- Accrual-Base Accounting and Cash Accounting
- Public Private Partnership Exposure
- Practice and Processes of Audit and Accounting
- Procurement Arrangement and Cost Control
- Financial Aspect of Project Management

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# FACULTY OF GOOD GOVERNANCE, AND PUBLIC POLICY







# GOOD GOVERNANCE



# Building and Managing Effective Public Service

Managers in public sector organizations do not generally have a great deal of experience in using performance indicators. However, reform programmes are changing this aspect of management and more informed approaches to resource allocation and control are being adopted.

This course seeks to address the question “what has been achieved and at what cost” in public sector organizations? Furthermore, it addresses critical developmental and transparency issues in government.

## Objectives:

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

- Deliver effective performance measures in achieving set objectives
- Implement recommendations and monitor implementation
- Apply public accountability concept to administrative procedures
- Deliver high quality management leadership

## Target Participants:

The course is ideal for public officers, policy makers and managers responsible for performance, project management and implementation.

## Outline:

- Performance Based Accountability
- Developing Performance Measures and Establishing Performance Standards
- Mechanisms to Deliver and Implement a Performance Led Regime
- Setting Key Performance Indicators
- Setting Standards and Improving Service Delivery
- Creating an Effective Accountability System
- Developing and Understanding the Impact of Information Technology in
- Improving Performance
- Quality Assurance, Complaint Handling Procedure and Mechanism
- Optimization of Service and Resource Support
- Government Audit, Assessment of Procedures and Administrative Structure

# Strategic Management of Anti Corruption Programme

This Course offers an in-depth study on corruption, its implications to development as well as feasible strategies to curb its implacable constancy. The course also incorporates comparative studies undertaken by selected countries on the subject. Its goal is to provide an opportunity to further harness professional competency in managing corruption. With this Course, participants are expected to develop an effective anti-corruption strategic plan designed to address the needs of their respective agency.

## Objectives:

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

- Understand the causes and effects of corruption and its negative consequences on the well being of the nation and citizenry
- Strengthen technical know-how and skills in corruption prevention, detection, investigation, prosecution and community education.

## Target Participants:

Heads of investigation units, top management and all personnel involved in the implementation of anti-corruption programmes

## Outline:

- Theories, Concept & Elements of an Effective Anti-Corruption Strategy
- Legal Framework for Fighting Corruption-Regional Studies
- Corruption Prevention Concepts, Methods & Tools
- Corruption Prevention for Responsive & Equitable Public Service Delivery
- Effective Staff Management in the Public Sector
- Promoting Corporate Governance & Ethics in the Private Sector
- Corruption, Risk Assessment & Management
- Community Education
- Code of Ethics & Management
- Role of Civil Society Organizations
- Importance of Enforcement & the Need for Effective Enforcement Policy

# Environmental Management for Developing Countries

This course is designed to prepare participants for their tasks of planning, co-ordination and management of the environment specifically in developing countries.

This course provides an insight and understanding of the inter-relationships between water, wastes and health in developing countries. It examines the issues of tropical public health as well as Impacts of air pollution.

## Objectives:

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

- Understand the problems and challenges of water, waste and environmental management in developing countries and the potential impacts on human health and environmental quality.
- Identify and evaluate appropriate technologies and management practices for potable water supply and treatment, and waste water management in environmentally developing countries at different scales.
- Examine alternatives and approaches to mitigate health and environmental impacts associated with solid waste disposal in developing countries.

## Target Participants:

Mid to senior level professionals working in a role related to environmental management, managers, specialists, decision-makers and staff of public administration responsible for tasks in environmental planning and management

## Outline:

- Introduction
- Environmental Management and Security
- Environmental Awareness and Public Participation
- Applied Ecology and Ecosystem Management
- Water Management
- Water and Health in Developing Countries
- Water Supply and Treatment
- Recycling and Sustainable Waste Management in Developing Countries
- Energy for Sustainable Development
- Environmental Assessment
- Environmental Management Systems
- Rural and Urban Land Use Planning
- Low Cost Sanitation
- Air Pollution in Developing Countries

# Strengthening Public Finance and Government Budget Management

Finance management and budgeting are at the centre of economic and public sector reform programmes in most nations around the world. With the increase in budgetary crises and fiscal collapse, there is need for strong budget processes and ingenious finance management methods especially in developing and emerging economies.

This course introduces public sector finance management and budgeting as well as fiscal analysis. It will cover the fiscal role of government in a mixed economy; federal, state and local finance management.

## Objectives:

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

- Gain the knowledge that will enable them understand and analyse the governmental fiscal challenges of a state, local government.
- Have the ability to analyse the influence of political, economic and institutional factors on budgetary decision making
- Adopt approaches and methods that will help strengthen public finance and government budgeting

## Target Participants:

Budget analysts, Administrators and officials in ministries of finance and planning, Managers of public enterprises, Economists, Accountants, Auditors

## Outline:

- Overview of Public Finance and Government Budget Performance
- Public Finance, Budget and Economic Growth
- Budget Financing and Budget Deficits
- Management of Budget Processes
- Alternative Budget Frameworks
- Capital Budgeting and Cost-Benefit
- Fiscal Transparency Standards and Assessment
- Monitoring and Evaluation of Budget Performance
- Roles of Government in Public Finance
- Major Government Revenue Systems
- Features of Governmental Budgeting
- Basics of Fiscal Analysis
- Concepts and Terminologies in Financial Reporting
- Debt Issuance and Management
- Trends and Challenges in Inter-Governmental Fiscal Relations

# Enhanced Strategies for Sustainable Agriculture and Rural Development

The principal aim of the course is to enable participants gain the specialised knowledge, understanding and skills necessary to contribute effectively and equitably to important decision making, opinion forming and functional management for the sustainable development of agricultural and rural development in both developed and developing regions.

## Objectives:

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

- Understand and examine rural development projects and the viable use of natural resources and the environment
- Identify and critically analyse the principal factors that shape the development of crops and rural areas
- Formulate and provide effective and suitable solutions to compounded agriculture and natural resources related issues.

## Target Participants:

Economists, researchers, NGOs, development agencies, policy makers, government officials and employees, agriculturists

## Outline:

- Overview of Sustainable Agriculture and Rural Development
- Relationship Between Sustainable Agriculture and Rural Development
- Tools for Sustainable Agriculture
- Threats and Challenges
- Natural Resources and Environmental Problems
- Policy, Strategies and Agrarian Reform
- Food Security
- Land Conservation and Rehabilitation
- Water Resources Conservation and Management
- Income Diversification
- Strategic Communications for Development
- Rural Poverty Alleviation Programme Rural Energy Transition to Enhance Productivity

# Aid Effectiveness and Programme Financing

The development sector is changing rapidly and development actors are taking up new roles globally. In this course, participants will be introduced to newly emerging trends in development, including the shift from projects to programme, changing funding mechanisms and principles behind the new aid modalities.

## Objectives:

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

- Acquire an understanding of current trends in development cooperation
- Develop an understanding of contemporary approaches to capacity assessment and development, and how these affect their organizations
- Be aware of the latest debate on aid effectiveness.
- Understand the rationale for new aid approaches and financing modalities.
- Be more aware of the practical implications of new approaches to increase aid effectiveness
- Analyse key challenges, identify critical thematic issues and draft an action plan on how to increase national ownership of donor-supported programme.

## Target Participants:

Senior managers from line ministries, public institutions and civil society organisations involved in management of development programme

## Outline:

- International Development Cooperation Agenda
- The Development & History of the Aid Effectiveness Agenda
- Key Concepts for the Implementation of Aid Effectiveness Agenda
- Result-Based Management & Monitoring
- Medium Term Expenditure Framework
- Performance Assessment Framework
- Programme Cycle Management
- Current Approaches to Capacity Development
- Application of Development Agenda & Capacity Development to the National Context
- National Development Strategies & Democratic Ownership



# E-Governance Dynamics for Public Sector

This course will help reveal the nature, current and future impact of E-governance which will allow for the study of what it is currently doing and what it can do in various governments. It will also introduce participants to the ways in which internet and other information and communication technologies are being used by governments to provide information and services to citizens, business and other governments.

## Objectives:

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

- Get familiar with the basic concepts and technology of e-governance
- Comprehend the major laws and regulations impacting the development of e-governance.
- Apply basic concepts in preparing E-Governance proposals and plans
- Have a better understanding of the influence E-Governance has on public sector
- Demonstrate an increased understanding of the issues related to the management of E-Governance.

## Target Participants:

This course is ideal for decision and policy makers, managers or administrators, ICT professionals, government officials and employees.

## Outline:

- E-Governance: Its Definitions and Functions
- Basic Needs of E-Governance
- Issues in E-Governance Applications
- Development of E-Governance
- Laws Affecting E-Governance Development
- Organizational Structures in E-Governance
- Phases and Stages of E-Governance
- Present Global Issues and Trends in E-Governance
- Overview of Fundamental E-Governance Practices
- E-Democracy
- E-Governance Relation to The Political Process and Information Policy
- Regulatory Structure of E-Governance
- Factors Affecting E-Government Programmes

# Improving Data Sources for SDGs

For Sustainable Development Goals (SDGs), to be achieved by any government or agency, it is essential that there be improvement in the data sources.

This course will empower the participants with tools and guidelines that will enable them improve data sources for the SDGs. It will further improve the abilities of participants to recognize lapses in any data produced for the SDGs.

## Objectives:

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

- Understand the processes of collecting and gathering relevant data that will lead to improved data quality
- Provide adequate information that will reduce data gaps and increase availability of information about the SDGs
- Develop excellent statistical skills that will lead to increased production
- Provide accurate data that will ensure transparency and reduce inconsistency

## Target Participants:

This course is ideal for researchers, project managers, policy makers, government officials, NGOs officials, development actors etc.

## Outline:

- Overview of SDGs Goals and Targets
- General Data Sources of the SDGs
- Development Indicators Data for SDGs
- Data Gathering and Analysis Mechanisms
- Data Quality Assessment
- Methods of Data Design and Collection
- Data Reconciliation Issues
- Data Compilation Processes
- Reporting Techniques
- Database Creation
- National SDGs Data Providers Institutions

# Improved Policy Alignment and Strategies for Achieving The SDGs

The SDGs is seen as the most widely supported and specific poverty reduction targets the world has ever established; it promotes gender equality, education, and environmental sustainability. The SDGs are too important to fail. If the world achieves the SDGs, more than 500 million people will be lifted out of poverty. But countries will achieve the SDGs only if they correctly assimilate their targets into key economic policy decisions and requests for development assistance. This course focuses on improved policies and strategies that will increase the chances of the SDGs to be achievable.

## Objectives:

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

- Effectively apply strategies that will increase the feasibility of the SDGs
- Understand the basic roles various institutions play in the achievement of the SDGs
- Have adequate knowledge of how to formulate and implement policies and plans that will make SDGs achievable in their nations.
- Develop the skills of sourcing for funds or financial assistance that will facilitate the progress of the SDGs
- Acquire a general knowledge of the ideals, standards and functionality of the SDGs

## Target Participants:

Government officials and employees, civil society organizations, Development partners

## Outline:

- SDG-Based National Development Strategy
- Core Features of an SDG-Based National Development Strategy
- The Role of Employment in Achieving the SDGs
- The Role of Institutions in Achieving the SDGs
- Progress and Opportunities for Achieving the SDGs
- The Millennium Development Goals (SDGs): Issues and Challenges
- New Approaches to Attain the SDGs
- Linkages Between the Development Goals
- Global Partnership to Achieve the SDGs
- Financing of the Sustainable Development Goals (SDGs)
- Key Policies that Affect the SDGs
- National Strategies to Achieving the SDGs
- Contributions of Non-Governmental Organizations to the SDGs

## Strengthening Legislative Oversight, Monitoring and Supervision of Government Business in an Emerging Democracy

This course provides information for legislators as well as stakeholders conducting oversight functions in committees. It provides a set of questions that legislators need to ask in order to ensure maximum services are rendered to the benefit of the country and its people.

This programme tends to highlight the expected roles of members of the legislative arm of government in the bid to achieving goals of maximum services to other government agencies. It attempts to bring to light issues such as: what should be considered in setting up a strategic framework for social and economic planning, policy and legal framework within the context of the development vision of the country as well as the pivotal role of the parliamentarians in instituting the legal framework to make it work effectively.

### Objectives:

At the end of the programme, it is expected that participants would be able to:

- 
- Be more effective and proactive in legislative oversight functions
- Swiftly study and understand documents
  - Implement recommendations and monitor implementation
  - Examine and identify areas that require growth and restructuring with a view to strengthening and improving quality of services.
  - Advise departments and agencies concerned

### Target Participants:

Committee Members of Legislature in developing countries. It is also ideal and beneficial for leadership personnel who are involved in making and implementing strategic decisions, overseeing quality systems and or M&E function.

### Outline:

- The Constitutional and Institutional Setting
- The Procedural Interface with Stakeholders
- The Government's Interface with Legislation
- What to Look for When Exercising Oversight
- Contract Monitoring & Documentation
- The Legal & Institutional Framework
- Building Relationships/Alliances
- Investigative Field Visits/Oversight
- Effective Public Hearings
- Reporting the Proceedings
- Key Questions

# Institutional Development for Government Organizations

Government institutions are recognized as important elements underlying all social, organizational and even individual processes of change. As a matter of fact, they exercise authority of behalf of the society.

This course aims to enhance the ability of institutions and organizations to deliver sustainable development activities by building skills and competencies; changing attitudes and cognitive processes of individuals and service in government owned organizations.

## Objectives:

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

- Promote institutional innovation (rules, procedures and norms) and structural changes within organizations to improve the quality of the services they provide
- Gain behavioral change to enable them to perform their functions
- Build the capacity of the players to perform their functions and deliver services
- Adopt approaches that allow organizations to engage with those they serve
- Promote collective action by mobilizing and strengthening institutions/organizations
- Promote mechanisms for organizational and institutional coordination and collaboration

## Outline:

- Institutional and Organizational Analysis
- Enhancing Transparency and Accountability
- Promoting Change through Policy Dialogue
- Behavioural Change
- Measuring Institutional & Organizational Development
- Project Management Approaches
- Establishing Linkages to Enhance Delivery
- Capacity Building
- Differentiated Structured Support
- Effective Programme Delivery Mechanisms

# PUBLIC POLICY



# Improving Data Sources for SDGs

For Sustainable Development Goals (SDGs), to be achieved by any government or agency, it is essential that there be improvement in the data sources.

This course will empower the participants with tools and guidelines that will enable them improve data sources for the SDGs. It will further improve the abilities of participants to recognize lapses in any data produced for the SDGs.

## Objectives:

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

- Understand the processes of collecting and gathering relevant data that will lead to improved data quality
- Provide adequate information that will reduce data gaps and increase availability of information about the SDGs
- Develop excellent statistical skills that will lead to increased production
- Provide accurate data that will ensure transparency and reduce inconsistency

## Target Participants:

This course is ideal for researchers, project managers, policy makers, government officials, NGOs officials, development actors etc.

## Outline:

- Overview of SDGs Goals and Targets
- General Data Sources of the SDGs
- Development Indicators Data for SDGs
- Data Gathering and Analysis Mechanisms
- Data Quality Assessment
- Methods of Data Design and Collection
- Data Reconciliation Issues
- Data Compilation Processes
- Reporting Techniques
- Database Creation
- National SDGs Data Providers Institutions

# Implementing Poverty Reduction Policies

Most of the world's poorest people live in rural areas. This course will give participants the knowledge and the skills to analyze and tackle poverty in the society.

This course provides an understanding of how to manage organizations within their own political, social, technological and institutional contexts, with the ultimate aim of reducing poverty. Poverty reduction not only concerns developing countries, as developed countries as well share a sense of urgency in reducing poverty.

## Objectives:

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

- Know and apply the tools and instruments used in fighting global poverty
- Gain an understanding of various common measurements of poverty and inequality
- Have an awareness of the factors and elements that cause poverty and the propagators of this menace
- Comprehend some poverty reduction policy practices and options and how to implement these policies in order to achieve poverty reduction.
- Identify the key drivers of these policies and the main challenges ahead that they will face

## Target Participants:

This course is ideal for Policy makers, government officials, public administrators, NGOs, economists

## Outline:

- Definition of Poverty and Its Causes
- Overview of Policies
- Poverty Reduction Strategies (PRSs)
- The Sustainable Development Goals (SDGs)
- Measuring Progress for Poverty Reduction
- Inclusion, Anti-discrimination and Empowerment
- Trade and Investment
- Industrial Development and Infrastructure
- Enabling Environment
- Building Capability Strategy
- Aid and Aid Delivery Reforms



# Policy Making for Advisors

Advisory services are not recent invention. Today the decision-makers have various sources of advice: technocratic and political, internal and external, private and non-governmental, local or international. In most systems, senior officials in government supplement internal advice with various forms of external assistance- primarily paid advisors.

## Objectives:

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

- Understand the complexity of a policy making process
- Identify specific skills needed in their work
- Understand the historical & legal background for public offices, duties and responsibilities of key areas of engagement
- Comprehend the relationship between public offices, public service issues & stakeholder management

## Target Participants:

Political officials, chiefs of staff, special advisers to senior public sector officials, government advisors & staff to opposition & minority parties

## Outline:

- The Policy Process
- The Policy Cycle
- The Process of Advising
- Cyclical Nature of Government Decision-Making
- Problem Solving Nature of Policy Making
- Description of the Policy & Legislation Cycle
- Art of Policy Negotiation
- Role of the Public Service
- Information Gathering
- Implementation of Public Policy
- Role Play: Needs Assessment
- Skills of a Good Advisor
- Relationship between Policy Making and Political Campaigning

# Urban Infrastructure Management

With cities hosting more than 50% of the world's population, this course explores the management and governance of infrastructures due to significant demand for water, energy, mobility and other services. Therefore, the management and governance of complex socio-technical systems becomes more imperative.

Furthermore, the course addresses the main challenges faced by cities in order to improve their performance and efficiency.

## Objectives:

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

- Understand the main challenges that urban infrastructure systems are confronted with
- Gain knowledge on how these issues translate into infrastructure management challenges
- Learn about concepts and tools in the management of urban infrastructure as well as apply them to the cases.

## Target Participants:

Designed for officials responsible for the management of public utilities

## Outline:

- Overview of Urban Infrastructures
- Governance of Infrastructures
- Urban Energy Systems
- Urban Transportation Systems
- Integrated Approach to Urban Mobility
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# Inclusive Urban Transportation Planning

Transportation plays a vital role in urban development by providing people the access to education, employment, health care, and other key services. Those cities with an inclusive transport system are more likely to develop and prosper as centres for trade, commerce, industry, education and services than those still finding it difficult to meet the transportation needs of its people.

This course aims to provide an understanding of the concept of inclusive urban transportation, elements and principles of sustainable transportation, the need to promote transport sustainability and various strategies to achieving sustainable transportation.

## Objectives:

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

- Understand urban transport in all its dimensions, and develop urban transport plans, programmes and projects that are more inclusive and viable.
- Understand the basics of transport planning concepts, the public transport system context, including policy, regulatory and institutional structures
- Analyse the emerging issues and trends in public transport and also learn about the key measures to assess public transport performance
- Have a clear understanding of the concept of sustainable transportation and the various strategies that can help in achieving this

## Target Participants:

Leaders in urban transport planning and decision makers at the administrative/technical level, including leaders and managers in the city, provincial and national governments, representatives from civil society, academia or consulting companies

## Outline:

- Inclusive Planning and Policy Integration
- Transport Costs and Pricing
- Finance and Urban Transport Projects
- Land Use and Urban Transport Inclusion
- Transport Planning Process
- Challenges to Urban Accessibility
- Transport Demand Management
- Rural to Urban Migration and the Implications on Urban Transport
- Urban Public Transport Systems and Management
- Evaluation of Public Transport
- Public Transport Policy Structure

# Inclusive City Planning

This course offers a basic introduction to the practice of city planning. It begins with an overview of the evolution of modern city planning and then examines several other topics in light of contemporary social, political, and economic issues.

The course aims at providing the participants a conceptual understanding of the political, legal, social, and environmental contexts that surround and affect city planning.

## Objectives:

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

- Have an understanding of the main elements of recent planning practices, models and theories associated with the inclusive city planning.
- Comprehend city planning issues in different international contexts, with a focus on how local planning intersects with global economies
- Develop critical thinking skills and the ability to respond creatively to urban planning issues.

## Target Participants:

This course is ideal for engineers, planners, urban designers, architect, economists, environmental scientists, policy makers etc

## Outline:

- Evolution of Modern City Planning
- Definition and Components of Inclusive Planning
- Planning Interventions
- Housing Finance
- City Planning and Sustainability
- Impact of Demographic Change on City Planning
- City Policies and Programmes
- Urban Growth and System of Cities
- Complexity and Impact of City on National Development
- Concepts and Approaches of City Planning
- Strategies and Tools of Urban Planning and Development

# Energy Policy Planning and Implementation

The course will look into energy policy planning, as well as policy implementation processes. Main aim of this course is to evaluate how energy policies are defined and implemented and how institutions and markets are created to promote and develop sustainable energy systems. It is an overview of energy policies and policy instruments and processes that facilitate investment in energy and increased energy efficiency. It analyzes various successful and unsuccessful policy options that have been implemented.

## Objectives:

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

- Identify and analyse policy processes, policy objectives, implementation processes and assess outcomes of these policies.
- Identify the role of different stakeholders in the implementation of energy policies.
- Understand how energy policy instruments affect investment decisions and public behaviour geared towards energy.
- Understand the essential role that policies play in the development of energy systems.
- Have a good basis for dealing with energy policy either as planners, or implementers of energy policies and projects.

## Target Participants:

This course is aimed at engineers, technicians, employees of public organizations, government agencies and multilateral organizations, Managers in industries, researchers etc.

## Outline:

- Factors Impacting Policy Design
- Policy Instruments and Processes
- Policy Assessment
- Basic Energy Policy Development
- Planning and Implementing of Key Energy Infrastructure
- Energy Efficiency and Renewable Energy Policies
- Introduction to Energy Planning
- Use of Energy, Its Needs and Opportunities
- Defining Apparent Goals, Policies and Implementation
- Implementation Tools

# Educational Planning and Administration

The aim of this course is to be the centre of excellence in educational administration, educational policy development and school management by promoting advanced level of teaching and research.

The course is designed to provide comprehensive principles of educational planning and administration, the different management methods and processes in education as well as problems associated with education administration

## Objectives:

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

- Identify and get familiar with the principles of educational planning and administration
- Examine critically the trends and directions in educational administration, planning and management.
- Carry out research in various domains of educational administration and planning and related disciplines
- Follow developments in educational administration and planning and as well develop practical ways to improve the capacity of schools at the national and international levels with the use of these new developments

## Target Participants:

Heads of national or provincial educational planning offices, top ranking administrators of education, economists, sociologists involved in educational planning.

## Outline:

- Documentation and Research Methods in Education
- Supervision Techniques in Education
- Finance and Educational Planning
- Types of Planning
- Problems and Issues in Educational Planning and Administration
- Principles and Aims of Educational Administration
- Administrative Structure, Procedures and Personnel
- Coordination of the Various Levels of Education
- Educational Policy Formulation and Planning
- Theories and Concepts in Educational Planning and Administration
- Evaluation Strategies in Educational Planning and Implementation
- Private and Social Demand in Education
- Contemporary and Emerging Issues in Education

# Tax Policy and Administration

This programme provides participants with practical tools, along with detailed examples of their application to help formulate the most appropriate tax policies and tax administration for their particular environment.

Tax theory is relatively straightforward – the challenge of practice is to adapt basic principles to the complex variety of domestic and international economic, political, social, and historical constraints.

## Objectives:

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

- Acquire the knowledge and administrative techniques needed to modernize their tax systems
- Share experiences and strengthen network among tax administrators.

## Target Participants:

Tax policy makers & administrators in relevant agencies

## Outline:

- Taxation and Development
- Taxation & Public Financial Management
- Taxation, Fiscal Decentralization, and Intergovernmental Fiscal Relations
- Fiscal Architecture for Design of an Appropriate Tax System
- The Economics and Political Economy of Taxation
- Evaluation of Specific Tax Alternatives
- Institutional Models for Organizing Tax Administration
- International Taxation, Tax Treaties & Tax Harmonization
- International Trends in Tax Policy and Tax Administration
- Tax Analysis and Revenue Forecasting
- Tax Incentives, Compliance & Enforcement
- Taxpayer Awareness & Taxpayer Service
- Reconciliation of Conflicting Policy Objectives
- Tax Amnesties
- Independent Revenue Authorities

# Policy and Strategic Management In Public Sector Reform

During the last two decades, most developing countries have embarked on comprehensive public sector reform programmes, and in many cases, have received assistance from international institutions. However, despite the tremendous efforts and resources that have been allocated to this endeavour, progress remains scant.

## Objectives:

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

- Understand the historical development of different approaches to public sector reform and management
- Analyze the different disciplinary roots to ideas embodied in recent approaches to public management and reforms
- Compare and contrast country experiences and cross sector experiences of public sector reform activities and issues.
- Evaluate the outcome of different approaches to public sector reform
- Identify challenges and possible solutions to reform strategies

## Target Participants:

Mid-level to senior public officers who are technical leaders and managers of public service reform programmes.

## Outline:

- Political Economy and Public Sector Reform
- New Public Sector Management
- Economic Perspective and New Public Sector Management
- Issues of Principal Agent
- Inter-Organizational Strategies & Mechanisms
- Public Policy Models New Public Sector Management – A Framework for Analysing and Evaluating the New Forms of Public Service Delivery
- Theory and Practice of Public Sector Reforms
- Surveys & Studies in Institutional Assessment, Planning, Research & Decision Making



# Effective Public Debt Management Strategies

Effective public debt management is the cornerstone of financial stability and sustainable fiscal policy. A government's debt portfolio is often the largest in any given country and can generate substantial risk to its balance sheet, with potential to undermine key development objectives.

Countries therefore need capable debt management competencies to design medium-term strategies, which appropriately balance cost and risk, and execute financing transactions efficiently.

## Objectives:

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

- Understand main policy and operational issues in developing public debt management strategies
- Explore how best to tackle account of the nature and scale of sovereign assets
- Explore the issue of contingent liabilities
- Gain insight of a range of technical issues, including quantities techniques to inform decision-making.

## Target Participants:

Mid- to senior-level government officials, monetary authorities and other public sector officials with responsibility for debt management policies and decisions and/or oversight and management responsibility of key sovereign asset portfolios. This includes staff with policy and operational responsibilities relating to monitoring and managing sovereign liabilities, including the negotiation of loans and issuance of debt securities in both domestic and international capital markets.

## Outline:

- Systematic Approach for Developing a Debt Management Strategy
- Identification of the Objectives & Scope of the Strategy
- Determining the Key Assumptions
- Theoretical Framework on Debt & Debt Management
- External Debt & Necessity for Sound External Debt Management
- External Funds Categories & Borrowing Procedures
- Internal Debt Analysis
- Management of Government Debt
- Indicators for Indebtedness
- Different Debt Structure- By Countries
- Needs for External Funds
- Mobilization of Internal & External Resources

# Fundamentals of National Economic Planning and Management

This course examines the basic concepts and features of national economic planning and management. It covers certain topics such as monetary policy, short, medium and long term economic planning, types of planning that will enlighten the participants on the various strategies and plans that are put up by government or agencies to ensure that there is socio-economic development in the society as well as the problems and challenges that arise during these processes.

## Objectives:

At the end of this course delegate should be able to

- Have ideas about the local and global economic forces that determine the socio-economic development of a nation.
- Know the impact of economic policies on decisions made at the managerial level, by providing an understanding of fiscal policy and economic issues affecting business
- Have an understanding of the key planning structure of economic development
- Focus on the frameworks, ideal and instruments needed to construct and apply successful economic development strategies

## Target Participants:

Government officials who work in areas related to economics, finance and economic planning, Economic development boards, political leaders, government agencies, chambers of commerce, financial institutions, workforce planning and development agencies.

## Outline:

- Government and Economic Planning
- Types of Planning
- Economic Planning Models
- Short , Medium and Long term Economic Planning
- Budgetary Allocation
- Balance of Payment
- Economic and Social Development Issues and Challenges
- Trade Performance and Prospects
- Problems of Physical and Economic Planning
- The Regulation: Management and Administrative Effects
- Economic Plan Failure: Causes and Solutions
- Fiscal Policy

# PROGRAMME SCHEDULE



# Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
<b>FEBRUARY</b>						
Finance For Non Finance Managers	Business, Communication & Finance	Rotterdam	68	5 <sup>th</sup> – 9 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Design Thinking & Innovation	Business, Communication & Finance	Rotterdam	12	5 <sup>th</sup> – 9 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Leading Digital Marketing Strategy	Business, Communication & Finance	Rotterdam	18	5 <sup>th</sup> – 9 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Aid And Programme Financing	Faculty Of Good Governance & Public Policy	Rotterdam	90	5 <sup>th</sup> – 9 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Policy Making For Government Advisors	Faculty Of Good Governance & Public Policy	Rotterdam	99	12 <sup>th</sup> – 16 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Starting New Tech Venture	Business, Communication & Finance	Rotterdam	13	12 <sup>th</sup> – 16 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Leadership, People Management, Ethics And Communication For Organizational Success	Business, Communication & Finance	Rotterdam	53	12 <sup>th</sup> – 16 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Institutional Development For Government Organizations	Faculty Of Good Governance & Public Policy	Rotterdam	95	12 <sup>th</sup> – 16 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Fintech Programme	Business, Communication & Finance	Rotterdam	62	12 <sup>th</sup> – 16 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Urban Infrastructure Management	Faculty Of Good Governance & Public Policy	Rotterdam	100	19 <sup>th</sup> – 23 <sup>rd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Strategy Execution	Business, Communication & Finance	Rotterdam	14	19 <sup>th</sup> – 23 <sup>rd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Alternative Investments	Business, Communication & Finance	Rotterdam	15	19 <sup>th</sup> – 23 <sup>rd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Building And Managing Effective Public Service	Faculty Of Good Governance & Public Policy	Rotterdam	85	19 <sup>th</sup> – 23 <sup>rd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Inclusive Urban Transportation Planning	Faculty Of Good Governance & Public Policy	Rotterdam	101	19 <sup>th</sup> – 23 <sup>rd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Inclus ive City Planning	Faculty Of Good Governance & Public Policy	Rotterdam	102	26 <sup>th</sup> – 1 <sup>st</sup> March	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Fundamentals Of Global Financial Markets And Regulation	Business, Communication & Finance	Rotterdam	79	26 <sup>th</sup> – 1 <sup>st</sup> March	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Derivatives And Structured Products	Business, Communication & Finance	Rotterdam	80	26 <sup>th</sup> – 1 <sup>st</sup> March	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Effective Internal Audit And Risk Management In Public Finance	Business, Communication & Finance	Rotterdam	65	26 <sup>th</sup> – 1 <sup>st</sup> March	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
<b>MARCH</b>						
Understanding And Managing Global Business	Business, Communication & Finance	Rotterdam	16	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Women In Leadership	Business, Communication & Finance	Rotterdam	17	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Negotiation And Mediation Skills With Donor Agencies	Business, Communication & Finance	Rotterdam	54	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Financial Planning & Forecasting	Business, Communication & Finance	Rotterdam	66	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Strategic Management Of Anti Corruption Programmes	Faculty Of Good Governance & Public Policy	Rotterdam	86	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
E-Governance Dynamics For Public Sector	Faculty Of Good Governance & Public Policy	Rotterdam	91	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Implementing Legislative Business	Faculty Of Good Governance & Public Policy	Rotterdam	98	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Policy And Strategic Management In Public Sector	Faculty Of Good Governance & Public Policy	Rotterdam	106	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Economic Analysis For Business Decisions	Business, Communication & Finance	Rotterdam	25	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Leading Digital Transformation And Innovation	Business, Communication & Finance	Rotterdam	19	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Public Relations Effectiveness & Advanced Article/Feature Writing	Business, Communication & Finance	Rotterdam	58	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Strategic Cost Control	Business, Communication & Finance	Rotterdam	67	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Effective Public Debt Management Strategies	Faculty Of Good Governance & Public Policy	Rotterdam	107	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Strengthening Public Finance & Government Budget Management	Faculty Of Good Governance & Public Policy	Rotterdam	88	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
B2B Marketing Strategy	Business, Communication & Finance	Rotterdam	20	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500

# Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
<b>APRIL</b>						
Advancing Diversity And Inclusion	Business, Communication & Finance	Rotterdam	21	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Leading Across Borders & Cultures	Business, Communication & Finance	Rotterdam	22	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Labor Relations & Social Dialogue	Business, Communication & Finance	Rotterdam	55	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Protocol, Etiquette And Hosting	Business, Communication & Finance	Rotterdam	56	8 <sup>th</sup> – 12 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
New Approaches In Forensic Auditing And Accounting	Business, Communication & Finance	Rotterdam	69	8 <sup>th</sup> – 12 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Environmental Management For Developing Countries	Faculty Of Good Governance & Public Policy	Rotterdam	87	8 <sup>th</sup> – 12 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Enhancing Strategies For Sustainable & Rural Development	Faculty Of Good Governance & Public Policy	Rotterdam	89	8 <sup>th</sup> – 12 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Fundamentals Of National Economic Planning	Faculty Of Good Governance & Public Policy	Rotterdam	108	15 <sup>th</sup> – 19 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Implementing Poverty Reducton Policies	Faculty Of Good Governance & Public Policy	Rotterdam	98	15 <sup>th</sup> – 19 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Negotiation And Mediation Skills With Donor Agencies	Business, Communication & Finance	Rotterdam	54	15 <sup>th</sup> – 19 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Family Enterprise Management	Business, Communication & Finance	Rotterdam	24	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Construction Contracts Administration & Projects Management	Business, Communication & Finance	Rotterdam	31	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Improved & Effective Contracting Outsourcing Governance	Business, Communication & Finance	Rotterdam	32	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Operations Management: Analysis And Improved Methods	Business, Communication & Finance	Rotterdam	33	29 <sup>th</sup> – 3 <sup>rd</sup> May	28 <sup>th</sup> – 2 <sup>nd</sup> May	\$5,500
Strategic Procurement Management	Business, Communication & Finance	Rotterdam	34	29 <sup>th</sup> – 3 <sup>rd</sup> May	28 <sup>th</sup> – 2 <sup>nd</sup> May	\$5,500
Distribution And Logistics Management	Business, Communication & Finance	Rotterdam	35	29 <sup>th</sup> – 3 <sup>rd</sup> May	28 <sup>th</sup> – 2 <sup>nd</sup> May	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
<b>MAY</b>						
Corporate Communications & Writing Skills	Business, Communication & Finance	Rotterdam	57	6 <sup>th</sup> – 10 <sup>th</sup>	5 <sup>th</sup> – 9 <sup>th</sup>	\$5,500
Managing Audit Quality And Work Papers	Business, Communication & Finance	Rotterdam	74	6 <sup>th</sup> – 10 <sup>th</sup>	5 <sup>th</sup> – 9 <sup>th</sup>	\$5,500
Effective Internal Audit And Risk Management In Public Finance	Business, Communication & Finance	Rotterdam	65	6 <sup>th</sup> – 10 <sup>th</sup>	5 <sup>th</sup> – 9 <sup>th</sup>	\$5,500
Improving Data Sources For SDGs	Faculty Of Good Governance & Public Policy	Rotterdam	92	6 <sup>th</sup> – 10 <sup>th</sup>	5 <sup>th</sup> – 9 <sup>th</sup>	\$5,500
Energy Policy Planning/Implementation	Faculty Of Good Governance & Public Policy	Rotterdam	103	13 <sup>th</sup> – 17 <sup>th</sup>	12 <sup>th</sup> – 16 <sup>th</sup>	\$5,500
Improved Policy Alignment And Strategies For Achieving The Sdgs	Faculty Of Good Governance & Public Policy	Rotterdam	93	13 <sup>th</sup> – 17 <sup>th</sup>	12 <sup>th</sup> – 16 <sup>th</sup>	\$5,500
Educational Planning & Administration	Faculty Of Good Governance & Public Policy	Rotterdam	104	13 <sup>th</sup> – 17 <sup>th</sup>	12 <sup>th</sup> – 16 <sup>th</sup>	\$5,500
Purchasing Management	Business, Communication & Finance	Rotterdam	36	13 <sup>th</sup> – 17 <sup>th</sup>	12 <sup>th</sup> – 16 <sup>th</sup>	\$5,500
Implementing Global Sourcing Strategy	Business, Communication & Finance	Rotterdam	37	20 <sup>th</sup> – 24 <sup>th</sup>	19 <sup>th</sup> – 23 <sup>rd</sup>	\$5,500
Supplier Performance Management	Business, Communication & Finance	Rotterdam	38	20 <sup>th</sup> – 24 <sup>th</sup>	19 <sup>th</sup> – 23 <sup>rd</sup>	\$5,500
Effective Project Management	Business, Communication & Finance	Rotterdam	39	20 <sup>th</sup> – 24 <sup>th</sup>	19 <sup>th</sup> – 23 <sup>rd</sup>	\$5,500
Public Relations & Corporate Social Responsibility	Business, Communication & Finance	Rotterdam	59	20 <sup>th</sup> – 24 <sup>th</sup>	19 <sup>th</sup> – 23 <sup>rd</sup>	\$5,500
Communicating To Influence Outcomes: Presentation Skills For Managers And Supervisors	Business, Communication & Finance	Rotterdam	52	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Designing And Writing Internal Audit Report	Business, Communication & Finance	Rotterdam	72	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Best Practices For Audit Committee	Business, Communication & Finance	Rotterdam	73	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Financial Auditing For Internal Auditors	Business, Communication & Finance	Rotterdam	63	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Vendor And Supplier Management	Business, Communication & Finance	Rotterdam	40	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Project Performance Monitoring And Evaluation	Business, Communication & Finance	Rotterdam	41	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500
Facility Management	Business, Communication & Finance	Rotterdam	42	27 <sup>th</sup> – 31 <sup>st</sup>	26 <sup>th</sup> – 30 <sup>th</sup>	\$5,500

# Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
<b>JUNE</b>						
The Effective Auditor: Understanding And Applying Emotional Intelligence	Business, Communication & Finance	Rotterdam	64	3 <sup>rd</sup> – 7 <sup>th</sup>	2 <sup>nd</sup> – 6 <sup>th</sup>	\$5,500
Property Taxation Of Business Owners And Shareholders	Business, Communication & Finance	Rotterdam	76	3 <sup>rd</sup> – 7 <sup>th</sup>	2 <sup>nd</sup> – 6 <sup>th</sup>	\$5,500
Supply Chain Management	Business, Communication & Finance	Rotterdam	43	3 <sup>rd</sup> – 7 <sup>th</sup>	2 <sup>nd</sup> – 6 <sup>th</sup>	\$5,500
Effective Negotiations In Project Procurement Management	Business, Communication & Finance	Rotterdam	39	3 <sup>rd</sup> – 7 <sup>th</sup>	2 <sup>nd</sup> – 6 <sup>th</sup>	\$5,500
Introduction To Support Services Control Framework And Project Management	Business, Communication & Finance	Rotterdam	45	10 <sup>th</sup> – 14 <sup>th</sup>	9 <sup>th</sup> – 13 <sup>th</sup>	\$5,500
Strengthening Legislative Oversight, Monitoring And Supervision Of Government Business In An Emerging Democracy	Business, Communication & Finance	Rotterdam	94	10 <sup>th</sup> – 14 <sup>th</sup>	9 <sup>th</sup> – 13 <sup>th</sup>	\$5,500
Enhancing Strategies For Sustainable Agriculture & Rural Development	Faculty Of Good Governance & Public Policy	Rotterdam	89	10 <sup>th</sup> – 14 <sup>th</sup>	9 <sup>th</sup> – 13 <sup>th</sup>	\$5,500
Effective Contract Management	Business, Communication & Finance	Rotterdam	46	10 <sup>th</sup> – 14 <sup>th</sup>	9 <sup>th</sup> – 13 <sup>th</sup>	\$5,500
Mastering The Tenders Specifications & Contracts	Business, Communication & Finance	Rotterdam	47	10 <sup>th</sup> – 14 <sup>th</sup>	9 <sup>th</sup> – 13 <sup>th</sup>	\$5,500
Oil & Gas Contracts Negotiation Skills & Management	Business, Communication & Finance	Rotterdam	48	17 <sup>th</sup> – 21 <sup>st</sup>	16 <sup>th</sup> – 20 <sup>th</sup>	\$5,500
Leadership Management Programme For Emerging Managers. - A Blueprint For Performance Enhancement	Business, Communication & Finance	Rotterdam	26	17 <sup>th</sup> – 21 <sup>st</sup>	16 <sup>th</sup> – 20 <sup>th</sup>	\$5,500
Accounting Analysis: Measurement & Disclosure Of Liabilities	Business, Communication & Finance	Rotterdam	77	17 <sup>th</sup> – 21 <sup>st</sup>	16 <sup>th</sup> – 20 <sup>th</sup>	\$5,500
Tax Audit For Multinationals & Large Businesses	Business, Communication & Finance	Rotterdam	75	17 <sup>th</sup> – 21 <sup>st</sup>	16 <sup>th</sup> – 20 <sup>th</sup>	\$5,500



## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Agile Finance	Business, Communication & Finance	Rotterdam	78	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Financial Planning & Forecasting	Business, Communication & Finance	Rotterdam	66	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Team Development And Management For Superior Performance.	Business, Communication & Finance	Rotterdam	27	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Effective Customer Relationship Management: Strategy For Developing And Sustaining Customers Loyalty	Business, Communication & Finance	Rotterdam	28	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Bridging The Knowing - Doing Gap: Transforming Sales Strategy Into Action	Business, Communication & Finance	Rotterdam	29	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Leading The Performance Management And Succession Planning Function	Business, Communication & Finance	Rotterdam	30	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
Health, Safety And Maintenance Management In The Oil And Gas Industry	Business, Communication & Finance	Rotterdam	49	24 <sup>th</sup> – 28 <sup>th</sup>	23 <sup>rd</sup> – 27 <sup>th</sup>	\$5,500
<b>JULY</b>						
Finance For Non Finance Managers	Business, Communication & Finance	Rotterdam	68	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Design Thinking & Innovation	Business, Communication & Finance	Rotterdam	12	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Leading Digital Marketing Strategy	Business, Communication & Finance	Rotterdam	18	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Aid And Programme Financing	Faculty Of Good Governance & Public Policy	Rotterdam	90	1 <sup>st</sup> – 5 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Policy Making For Government Advisors	Faculty Of Good Governance & Public Policy	Rotterdam	99	8 <sup>th</sup> – 12 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Starting New Tech Venture	Business, Communication & Finance	Rotterdam	13	8 <sup>th</sup> – 12 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Leadership, People Management, Ethics And Communication For Organizational Success	Business, Communication & Finance	Rotterdam	53	8 <sup>th</sup> – 12 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500
Institutional Development For Government Organizations	Faculty Of Good Governance & Public Policy	Rotterdam	95	8 <sup>th</sup> – 12 <sup>th</sup>	7 <sup>th</sup> – 11 <sup>th</sup>	\$5,500

# Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Fintech Programme	Business, Communication & Finance	Rotterdam	62	15 <sup>th</sup> – 19 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Urban Infrastructure Management	Faculty Of Good Governance & Public Policy	Rotterdam	100	15 <sup>th</sup> – 19 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Strategy Execution	Business, Communication & Finance	Rotterdam	14	15 <sup>th</sup> – 19 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Alternative Investments	Business, Communication & Finance	Rotterdam	15	15 <sup>th</sup> – 19 <sup>th</sup>	14 <sup>th</sup> – 18 <sup>th</sup>	\$5,500
Building And Managing Effective Public Service	Faculty Of Good Governance & Public Policy	Rotterdam	85	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Inclusive Urban Transportation Planning	Faculty Of Good Governance & Public Policy	Rotterdam	101	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Inclusive City Planning	Faculty Of Good Governance & Public Policy	Rotterdam	102	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Fundamentals Of Global Financial Markets And Regulation	Business, Communication & Finance	Rotterdam	79	22 <sup>nd</sup> – 26 <sup>th</sup>	21 <sup>st</sup> – 25 <sup>th</sup>	\$5,500
Derivatives And Structured Products	Business, Communication & Finance	Rotterdam	80	29 <sup>th</sup> – 2 <sup>nd</sup> August	28 <sup>th</sup> – 1 <sup>st</sup> July	\$5,500
Effective Internal Audit And Risk Management In Public Finance	Business, Communication & Finance	Rotterdam	65	29 <sup>th</sup> – 2 <sup>nd</sup> August	28 <sup>th</sup> – 1 <sup>st</sup> July	\$5,500
<b>AUGUST</b>						
Understanding And Managing Global Business	Business, Communication & Finance	Rotterdam	16	5 <sup>th</sup> – 9 <sup>th</sup>	4 <sup>th</sup> – 8 <sup>th</sup>	\$5,500
Women In Leadership	Business, Communication & Finance	Rotterdam	17	5 <sup>th</sup> – 9 <sup>th</sup>	4 <sup>th</sup> – 8 <sup>th</sup>	\$5,500
Negotiation And Mediation Skills With Donor Agencies	Business, Communication & Finance	Rotterdam	54	5 <sup>th</sup> – 9 <sup>th</sup>	4 <sup>th</sup> – 8 <sup>th</sup>	\$5,500
Financial Planning & Forecasting	Business, Communication & Finance	Rotterdam	66	5 <sup>th</sup> – 9 <sup>th</sup>	4 <sup>th</sup> – 8 <sup>th</sup>	\$5,500
Strategic Management Of Anti Corruption Programmes	Faculty Of Good Governance & Public Policy	Rotterdam	86	12 <sup>th</sup> – 16 <sup>th</sup>	11 <sup>th</sup> – 15 <sup>th</sup>	\$5,500
E-Governance Dynamics For Public Sector	Faculty Of Good Governance & Public Policy	Rotterdam	91	12 <sup>th</sup> – 16 <sup>th</sup>	11 <sup>th</sup> – 15 <sup>th</sup>	\$5,500
Implementing Legislative Business	Faculty Of Good Governance & Public Policy	Rotterdam	98	12 <sup>th</sup> – 16 <sup>th</sup>	11 <sup>th</sup> – 15 <sup>th</sup>	\$5,500
Policy And Strategic Management In Public Sector	Faculty Of Good Governance & Public Policy	Rotterdam	106	12 <sup>th</sup> – 16 <sup>th</sup>	11 <sup>th</sup> – 15 <sup>th</sup>	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Economic Analysis For Business Decisions	Business, Communication & Finance	Rotterdam	25	19 <sup>th</sup> – 23 <sup>rd</sup>	18 <sup>th</sup> – 22 <sup>nd</sup>	\$5,500
Leading Digital Transformation and Innovation	Business, Communication & Finance	Rotterdam	19	19 <sup>th</sup> – 23 <sup>rd</sup>	18 <sup>th</sup> – 22 <sup>nd</sup>	\$5,500
Innovative Public Relations Effectiveness & Advanced Article/Feature Writing	Business, Communication & Finance	Rotterdam	58	19 <sup>th</sup> – 23 <sup>rd</sup>	18 <sup>th</sup> – 22 <sup>nd</sup>	\$5,500
Strategic Cost Control	Business, Communication & Finance	Rotterdam	67	19 <sup>th</sup> – 23 <sup>rd</sup>	18 <sup>th</sup> – 22 <sup>nd</sup>	\$5,500
Effective Public Debt Management Strategies	Faculty Of Good Governance & Public Policy	Rotterdam	107	26 <sup>th</sup> – 30 <sup>th</sup>	25 <sup>th</sup> 29 <sup>th</sup>	\$5,500
Strengthening Public Finance & Government Budget Management	Faculty Of Good Governance & Public Policy	Rotterdam	88	26 <sup>th</sup> – 30 <sup>th</sup>	25 <sup>th</sup> 29 <sup>th</sup>	\$5,500
B2B Marketing Strategy	Business, Communication & Finance	Rotterdam	20	26 <sup>th</sup> – 30 <sup>th</sup>	25 <sup>th</sup> 29 <sup>th</sup>	\$5,500
<b>SEPTEMBER</b>						
Advancing Diversity And Inclusion	Business, Communication & Finance	Rotterdam	21	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
Leading Across Borders & Cultures	Business, Communication & Finance	Rotterdam	22	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
Labor Relations & Social Dialogue	Business, Communication & Finance	Rotterdam	55	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
Protocol, Etiquette And Hosting	Business, Communication & Finance	Rotterdam	56	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
New Approaches In Forensic Auditing And Accounting	Business, Communication & Finance	Rotterdam	69	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500
Environmental Management For Developing Countries	Faculty Of Good Governance & Public Policy	Rotterdam	87	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500
Enhanced Strategies For Sustainable & Rural Development	Faculty Of Good Governance & Public Policy	Rotterdam	89	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500
Fundamentals Of National Economic Planning	Faculty Of Good Governance & Public Policy	Rotterdam	108	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500
Implementing Poverty Reducton Policies	Faculty Of Good Governance & Public Policy	Rotterdam	98	16 <sup>th</sup> – 20 <sup>th</sup>	15 <sup>th</sup> – 19 <sup>th</sup>	\$5,500
Negotiation Dynamics	Business, Communication & Finance	Rotterdam	23	16 <sup>th</sup> – 20 <sup>th</sup>	15 <sup>th</sup> – 19 <sup>th</sup>	\$5,500
Family Enterprise Management	Business, Communication & Finance	Rotterdam	24	16 <sup>th</sup> – 20 <sup>th</sup>	15 <sup>th</sup> – 19 <sup>th</sup>	\$5,500

# Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Construction Contracts Administration & Projects Management	Business, Communication & Finance	Rotterdam	31	23 <sup>rd</sup> – 27 <sup>th</sup>	22 <sup>nd</sup> – 26 <sup>th</sup>	\$5,500
Improved & Effective Contracting Outsourcing Governance	Business, Communication & Finance	Rotterdam	32	23 <sup>rd</sup> – 27 <sup>th</sup>	22 <sup>nd</sup> – 26 <sup>th</sup>	\$5,500
Operations Management: Analysis And Improved Methods	Business, Communication & Finance	Rotterdam	33	23 <sup>rd</sup> – 27 <sup>th</sup>	22 <sup>nd</sup> – 26 <sup>th</sup>	\$5,500
Strategic Procurement Management	Business, Communication & Finance	Rotterdam	34	23 <sup>rd</sup> – 27 <sup>th</sup>	22 <sup>nd</sup> – 26 <sup>th</sup>	\$5,500
Distribution And Logistics Management	Business, Communication & Finance	Rotterdam	35	30 <sup>th</sup> – 4 <sup>th</sup> October	29 <sup>th</sup> – 3 <sup>rd</sup> October	\$5,500
<b>OCTOBER</b>						
Corporate Communications & Writing Skills	Business, Communication & Finance	Rotterdam	57	7 <sup>th</sup> – 11 <sup>th</sup>	6 <sup>th</sup> – 10 <sup>th</sup>	\$5,500
Managing Audit Quality And Work Papers	Business, Communication & Finance	Rotterdam	74	7 <sup>th</sup> – 11 <sup>th</sup>	6 <sup>th</sup> – 10 <sup>th</sup>	\$5,500
Effective Internal Audit And Risk Management In Public Finance	Business, Communication & Finance	Rotterdam	65	7 <sup>th</sup> – 11 <sup>th</sup>	6 <sup>th</sup> – 10 <sup>th</sup>	\$5,500
Improving Data Sources For SDGs	Faculty Of Good Governance & Public Policy	Rotterdam	92	7 <sup>th</sup> – 11 <sup>th</sup>	6 <sup>th</sup> – 10 <sup>th</sup>	\$5,500
Energy Policy Planning/Implementation	Faculty Of Good Governance & Public Policy	Rotterdam	103	14 <sup>th</sup> – 18 <sup>th</sup>	13 <sup>th</sup> – 17 <sup>th</sup>	\$5,500
Improved Policy Alignment And Strategies For Achieving The SDGs	Faculty Of Good Governance & Public Policy	Rotterdam	93	14 <sup>th</sup> – 18 <sup>th</sup>	13 <sup>th</sup> – 17 <sup>th</sup>	\$5,500
Educational Planning & Administration	Faculty Of Good Governance & Public Policy	Rotterdam	104	14 <sup>th</sup> – 18 <sup>th</sup>	13 <sup>th</sup> – 17 <sup>th</sup>	\$5,500
Purchasing Management	Business, Communication & Finance	Rotterdam	36	14 <sup>th</sup> – 18 <sup>th</sup>	13 <sup>th</sup> – 17 <sup>th</sup>	\$5,500
Implementing Global Sourcing Strategy	Business, Communication & Finance	Rotterdam	37	21 <sup>st</sup> – 25 <sup>th</sup>	20 <sup>th</sup> – 24 <sup>th</sup>	\$5,500
Supplier Performance Management	Business, Communication & Finance	Rotterdam	38	21 <sup>st</sup> – 25 <sup>th</sup>	20 <sup>th</sup> – 24 <sup>th</sup>	\$5,500
Effective Project Management	Business, Communication & Finance	Rotterdam	39	21 <sup>st</sup> – 25 <sup>th</sup>	20 <sup>th</sup> – 24 <sup>th</sup>	\$5,500
Public Relations & Corporate Social Responsibility	Business, Communication & Finance	Rotterdam	59	21 <sup>st</sup> – 25 <sup>th</sup>	20 <sup>th</sup> – 24 <sup>th</sup>	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Communicating To Influence Outcomes: Presentation Skills For Managers And Supervisors	Business, Communication & Finance	Rotterdam	52	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Designing And Writing Internal Audit Report	Business, Communication & Finance	Rotterdam	72	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Best Practices For Audit Committee	Business, Communication & Finance	Rotterdam	73	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Financial Auditing For Internal Auditors	Business, Communication & Finance	Rotterdam	63	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Vendor And Supplier Management	Business, Communication & Finance	Rotterdam	40	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Project Performance Monitoring And Evaluation	Business, Communication & Finance	Rotterdam	41	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
Facility Management	Business, Communication & Finance	Rotterdam	42	28 <sup>th</sup> – 1 <sup>st</sup> November	27 <sup>th</sup> – 31 <sup>st</sup>	\$5,500
<b>NOVEMBER</b>						
The Effective Auditor: Understanding And Applying Emotional Intelligence	Business, Communication & Finance	Rotterdam	64	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Property Taxation Of Business Owners And Shareholders	Business, Communication & Finance	Rotterdam	76	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Supply Chain Management	Business, Communication & Finance	Rotterdam	43	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Effective Negotiations In Project Procurement Management	Business, Communication & Finance	Rotterdam	44	4 <sup>th</sup> – 8 <sup>th</sup>	3 <sup>rd</sup> – 7 <sup>th</sup>	\$5,500
Introduction To Support Services Control Framework And Project Management	Business, Communication & Finance	Rotterdam	45	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Strengthening Legislative Oversight, Monitoring And Supervision Of Government Business In An Emerging Democracy	Faculty Of Good Governance & Public Policy	Rotterdam	94	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Enhanced Strategies For Sustainable Agriculture & Rural Development	Faculty Of Good Governance & Public Policy	Rotterdam	89	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
Effective Contract Management	Business, Communication & Finance	Rotterdam	46	11 <sup>th</sup> – 15 <sup>th</sup>	10 <sup>th</sup> – 14 <sup>th</sup>	\$5,500
Mastering The Tenders Specifications & Contracts	Business, Communication & Finance	Rotterdam	47	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Oil & Gas Contracts Negotiation Skills & Management	Business, Communication & Finance	Rotterdam	48	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Leadership, People Management, Ethics and Communication for Organizational Success	Business, Communication & Finance	Rotterdam	53	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Accounting Analysis: Measurement & Disclosure Of Liabilities	Business, Communication & Finance	Rotterdam	77	18 <sup>th</sup> – 22 <sup>nd</sup>	17 <sup>th</sup> – 21 <sup>st</sup>	\$5,500
Tax Audit For Multinationals & Large Businesses	Business, Communication & Finance	Rotterdam	75	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
International Public Sector Accounting Standards (IPSAS)	Business, Communication & Finance	Rotterdam	71	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Agile Finance	Business, Communication & Finance	Rotterdam	78	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Financial Planning & Forecasting	Business, Communication & Finance	Rotterdam	66	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Team Development And Management For Superior Performance.	Business, Communication & Finance	Rotterdam	27	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Effective Customer Relationship Management: Strategy For Developing And Sustaining Customers Loyalty	Business, Communication & Finance	Rotterdam	28	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Bridging The Knowing - Doing Gap: Transforming Sales Strategy Into Action	Business, Communication & Finance	Rotterdam	29	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Leading The Performance Management And Succession Planning Function	Business, Communication & Finance	Rotterdam	30	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500
Health, Safety And Maintenance Management In The Oil And Gas Industry	Business, Communication & Finance	Rotterdam	49	25 <sup>th</sup> – 29 <sup>th</sup>	24 <sup>th</sup> – 28 <sup>th</sup>	\$5,500

## Programme Schedule

Course	Faculty	Location	Page	2024 Start Date	2025 Start Date	Fee
<b>DECEMBER</b>						
Institutional Development For Government Organizations	Faculty Of Good Governance & Public Policy	Rotterdam	95	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
Policy Making For Government Advisors	Faculty Of Good Governance & Public Policy	Rotterdam	99	2 <sup>nd</sup> – 6 <sup>th</sup>	1 <sup>st</sup> – 5 <sup>th</sup>	\$5,500
Building And Managing Effective Public Service	Faculty Of Good Governance & Public Policy	Rotterdam	85	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500
Effective Internal Audit And Risk Management In Public Finance	Business, Communication & Finance	Rotterdam	65	9 <sup>th</sup> – 13 <sup>th</sup>	8 <sup>th</sup> – 12 <sup>th</sup>	\$5,500

# Booking Terms and Conditions

## HOW TO BOOK A COURSE

You can book a course directly online by accessing our website or sending an email to: [registration@rsbpp.nl](mailto:registration@rsbpp.nl).

## CANCELLATIONS

Notification for cancellation should only be sent in writing or email 21 days prior to the commencement of the course. RSBPP reserves the right to charge fees if notification is received less than 21 days prior to the commencement of the course.

## POSTPONEMENT / TRANSFERS

Delegates can defer or transfer to another course once a booking has been confirmed. However, such intention must be in writing either by surface mail directly our address You can also send such request(s) through electronic mail: [registration@rsbpp.com](mailto:registration@rsbpp.com). Transfers are effected without charge as long as the tuition fees remain the same.

## PAYMENT

Following course bookings, we shall issue delegates with an invoice specifying our bank details. All payments must be received in USD 14 days prior to the commencement of the course. You can also pay online with debit or credit card. We shall not be responsible for shortfalls arising from transfer charges. All fees are inclusive of VAT.

## REFUND POLICY

Ordinarily, refunds can only be made 14 days prior to the commencement of the course. A written notice should be sent to [registration@rsbpp.nl](mailto:registration@rsbpp.nl) stating clearly the reasons for withdrawal at least 21 prior to the commencement of the course. An administrative fee of 5% may apply. All subsequent transfer charges would be borne by the client. However, should a delegate wish to withdraw after a cancellation or postponement of a course by RSBPP a full refund may apply.

## DELEGATE GRIEVANCE PROCEDURE

RSBPP strives to provide world-class executive education that meets best practices and our client's expectations; we also accept that it is in the mutual interest of the organization and its clients are satisfied at all times. Hence, a formal procedure exists to bring grievances to the attention of the management without prejudice. It is also intended that grievances be resolved as expeditiously as possible. Daily Evaluation Forms are presented to delegates throughout the duration of the programme. A delegate may also make verbal complaints about our services to the Course Administrator on request during the course of the programme. Alternatively, delegates may wish to present a written complaint notice addressed to the attention of the Programme Demand Manager, by email or post to the address provided below and we shall respond to you within seven (7) working days upon receipt:  
Rotterdam School of Business & Public Policy

Westplein 12-14  
3016 BM Rotterdam  
The Netherlands  
Tel: 31103 070 160  
Email: [info@rsbpp.nl](mailto:info@rsbpp.nl)

General Enquiries: [info@rsbpp.nl](mailto:info@rsbpp.nl)  
Course Registration: [registration@rsbpp.nl](mailto:registration@rsbpp.nl)  
Finance: [finance@rsbpp.nl](mailto:finance@rsbpp.nl)





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