Welcome to the GTC Group

Hello and welcome

As a leading capacity development organization with a focus on emerging economies - The GTC Group has the rare insight, experience and necessary understanding of the challenges, opportunities and solutions that transform individuals, organisations public or private) and government institutions.

The GTC Group has combined training, consulting and specialist energy services to provide emerging economies with an unparalleled platform for transformational development. Consolidating our client-centric approach and transformational objective, in collaboration with our global partners, we are proud to welcome you to our award-winning portfolio of services contained in our 2020 brochure:

Award winning executive Management courses, Technical courses, Field Trips and, Study Tours delivered in eleven international locations with internationally recognized certification and accreditation from the following international organizations:

CPD - Continuous Professional Development Institute (CPD Institute)
PIM - Project Management Institute (PMI®), United Kingdom
CMI - Chartered Institute of Management,
CIPR - Chartered Institute of Public Relations,
United Kingdom

We are proud recipients of the award of Training Provider of Excellence in recognition of our multi-dimensional approach to ensuring high quality service and delivery.

GTC Energy delivers Oil and Gas Geological Consultancy solutions to the Oil and Gas industry
We are proud we are part of the solution — developing strong relationships with key decision makers and industry leaders. Thus, creating the forums for cross pollination of expertise with ground-breaking results between developing countries/markets and developed countries.

Idy Ekong
Managing Director
What makes us Different?

Through our extensive partner network, we connect key decision-makers in emerging economies with global thought leaders and practical experts that can collaborate to deliver technical, intellectual and managerial transformation.

We combine Training, Consulting and specialist Energy services to provide emerging economies with an unparalleled platform for development.

By engineering solutions that deliver maximum cultural and commercial impact across every sector imaginable, we produce real world results for our clients and the countries they represent both now and into the future.

Explore the transformative opportunities that we can deliver to you.

Values

Connection
Using our unrivalled network of global contacts, the GTC Group connects global thought leaders to influential individuals and groups in the public and private sectors in emerging economies.

Transformation
Our exceptional consultancy and training services have a proven track record of transforming emerging economies across key areas of development – from national and business security to procurement and supply chain management.

What makes us Unique?

World-class consultants:
Our faculty consists of more than 200 world-class consultants, recognised industry experts and published authors, with international expertise.

Blended learning:
We deliver blended learning training and share best practices, making the learning real and personal for you. We not only offer in-class training but also study tours and field trips.

State-of-the-art facilities:
Certifications and Accreditations of consultants, content and delivery framework by multiple international professional organisations.

In-depth cultural insight:
In-depth cultural insight: We have a unique insight into the cultures of the countries our clients come from.

Personalised support:
We’re with you every step of the way and work in partnership with you and your organisation to develop future leaders.

Proven return on investment:
We deliver a proven return on investment. Our loyal and expanding client base is a testament to the results we strive for and achieve for organisations.
Accreditations & Recognition

British Accreditation Council has been responsible for setting standards within the independent, further and higher education sector in the UK and overseas for over 25 years.

The GTC Group is proud to be a PMI® approved Registered Education Provider (R.E.P) Global Provider Enrolment Level. As a PMI® R.E.P we are pre-approved to offer professional development units (PDUs) for existing PMI® qualifications, helping delegates acquire or maintain their PMP® certification with ease.

The GTC Group has been recognised as a leading, global provider of CPD accreditation. Accredited CPD training means the learning activity has reached the required continuing professional development standards and benchmarks. The learning value has been scrutinised to ensure integrity and quality. The CPD certification service provides recognised independent CPD accreditation compatible with global CPD requirements.

The CIPR advances professionalism in public relations by making its members accountable to their employers and the public through a code of conduct and searchable public register. Therefore, setting standards through training, qualifications, awards and the production of best practice and skills guidance, facilitating Continuing Professional Development (CPD), and awarding Chartered Public Relations Practitioner status (Chart.PR).

CMI offers practical, proven solutions for individual managers, employers and education providers alike. Our mandate is to create better led and managed organisations - that’s why over 100,000 managers and 450 employers use our services to improve their performance.

Awards

The GTC Group was awarded the dual accreditation in recognition of its multi-dimensional approach to ensuring high-quality service and delivery. The Provider of Training Excellence accreditation recognises professional training providers that offer high-quality training provision. It is an award recognised by the Professional Development Consortium, a research organisation that is also home to the CPD Standards Office.
Our exceptional training services have a proven track record of helping developing economies enrich themselves across several key areas – from leadership and business security, to procurement and supply chain management.

Thanks to our vast partner network of experts, innovators and influencers, GTC Training is able to offer courses which cover all the vital areas of technical and commercial competency, as well as information on the areas of best practice and compliance. It is the integrated and versatile nature of our training faculties which allows every client of GTC Training to overcome the challenges that compromise their development.

What’s included in an International Course?

Each open training course is delivered at one of GTC’s international training destinations, including London, Dubai and Houston. See what’s included:

Modern Facilities
- Complimentary internet access for all training days
- International cuisine served for lunch
- Refreshments at delegates’ convenience

Course Materials
- Delegate welcome pack including all course materials
- Electronic copy of tutorial materials on complimentary GTC branded USB drive
- Course certificate
- Individual and group photos
- Complimentary published literature
- Selected case studies
- End of course certificate award event

Concierge Service
- Course registration
- Visa documentation (if needed)
- Pre-arrival assistance
- On site concierge/delegate welfare

Further Benefits
- Negotiated corporate discount on certain hotel accommodation
- Accredited international trainers
- Study tour to a relevant public institution
- Training material and workbooks
- Personal development action plan to implement newly gained skills

Online Resources
- Training materials
- Publications
- Ebooks

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We believe that our delegates deserve the best environment possible during their learning experience. That’s why our training centres are spread throughout the world with destinations in London, Dubai, Houston, Paris, Abu Dhabi, Miami, Abuja, Accra, Addis Ababa, Lagos, Dar es Salaam and Nairobi.
The course has had a great impact on my job performance. If I am given another chance, I will be happy to attend any other course organised by GTC.

General Manager
National Planning Commission
Management Courses

Finance and PPP
- Analysing Financial Statements
- Corporate Finance and Strategy for Managers and Executives
- Developing PPP Programmes and Initiatives
- Driving Performance through Enhanced Strategic and Financial Planning
- Finance for Non-Finance Managers
- Financial Planning and Analysis
- Improving Management Performance through Budgeting and Cost Control
- Project Finance in PPP and PPIs
- Public Finance Management

Human Resources Management
- Behavioural Management and Emotional Intelligence
- Consultation and Negotiation skills for Senior Executives
- Developing High Performance HR Business Partner and Consulting Skills
- Efficient Training Needs Analysis: Corporate HR Development
- Encouraging Staff Performance and Building Reward Systems
- Human Resource as Business Partner
- Human Resource Management and Career Development
- HR Management and Innovation - A Disruptive Approach
- Knowledge Management and Managing Organisational Learning
- Talent Management and Succession Planning
- Leading Strategic HR Transformation

Leadership and Management
- Balanced Scorecard
- Developing Senior Management Capacity
- Developing Strategic Operational Excellence
- Effective Performance Management
- High Impact Strategic Leadership Programme for Senior Executives
- Leadership and Strategy for Senior Managers - Management in Action
- Leadership, Critical Thinking and Innovation - Best Practices
- Leading and Managing High Performing Teams
- Negotiation and Conflict Management
- Negotiation
- Principles of Leadership Excellence
- Strategic Operations Management
- Team Building and Coaching Skills for Managers
- Transformational Leadership and Institutional Analysis
- Value-Based Leadership

Marketing, Public Relations and Media
- Corporate Public Relations Strategies
- Crisis, Reputation and Issues Management
- Digital Mass Media Cultures
- Digital Public Relations for Millennials
- Effective Media Relations Management
- Effective Public Affairs Management
- Impact of Technology and Social Change in Public Relations
- Public Relations and Communications in a Digital World
- Modern Public Relations and Mass Media Masterclass

Procurement and Supply Chain Management
- Advanced Tendering Procedures and Bid Evaluation
- Effective Purchasing, Tendering and Supplier Selection
- Mastering Procurement Contract and Performance
- Principles and Best Practice for Supply Chain Management
- Procurement Best Practices
- Procurement in Public Private Partnerships
- Procurement Management of Equipment and Works for World Bank Aided Projects
- Strategic and Global Sourcing

Project Management
- Effective Management of Contracts
- Effective Management of Projects
- Effective Project Preparation Process - A Key Factor to a Successful PPP Infrastructure Development
- Fundamentals of Project Management
- Leading a Project Team
- Mastering the Art of Project Management
- Monitoring and Evaluation of Donor Funded Projects
- Negotiating and Managing PPP Contracts
- Project and Contract Management
- Project Compliance and Risk Management
- Strategic Project Management

Public Governance, Compliance and Transparency
- Averting Financial and Economic Fraud
- Anti-Corruption and Transparency Policy Making
- Creating and Managing Compliance
- E-Government Strategy and Implementation
- Evidence Gathering and Interviewing Skills
- Forensic Auditing & Accounting for Business & Government
- Fraud Detection in Government Accounting
- Improving Governance Performance and Accountability in Public Sector
- Policy Analysis, Development and Implementation
- Sound Risk Management – Corporate Governance & Control
- Strategic Approach to the Identification & Control of Alternative Global Financing

Cyber Security
- Non Technical Training for Officers, Managers and Senior Executives
- Cyber Incident Planning and Response - A Strategic and Practical Approach
- Cyber Security Risk Assessment and Management

Technical Training for All Technical Job Functions
- Fundamentals of Identity Management
- Key Strategies for Defending the Perimeter from Cyber Attacks
- Practical Penetration Testing - Tools and Techniques

Intelligence, Security & Terrorism
- Advanced Open Source Intelligence
- Aviation Security Management
- Counter Terrorism - Prevention, Enforcement, Protection
- Criminal and Terrorist Siege - Developing a Police Response
- Crisis Risk and Incident Management
- Critical Incident Training for Schools, Universities and Corporate Organisations
- Electronic Warfare & Counter IED
- Intelligence Management
- Internet Investigation
- Managing Protest & Disorder
- The Management and Command of Serious Rail Emergencies
- Urban Search and Rescue (USAR): First Responder

Technical Courses

Power and Electricity
- Power Plant Operations Management
- Financial Modelling for the Power Sector Using Excel

Renewable and Non Renewable Energy
- Alternative Sources of Energy
- Energy Efficiency and Sustainability Management
- Low Carbon Energy Economics
- Managing Green Energy Policies

Oil and Gas
- A Practical Data Analysis and Reporting Techniques - Info Graphics
- Advanced Strategies in Oil and Gas Economics and Management
- Advanced Well Interpretation Seminar
- Applied Biostratigraphy & Sequence Stratigraphy in Oil Exploration Development
- Applied Sequence Stratigraphy
- Basic Petrophysical Interpretation Seminar
- Characterization of Clastic Reservoirs in Cores, Well-logs and Seismic Data
- Clastic Reservoir Facies
- Core Description Workshop
- Description and Interpretation of Siliciclastic Well Core
- Drafting Power Purchase Agreements (PPAs) and Gas Supply Agreements (GSAs)
- Exploration and Development of Deepwater Reservoirs
- Exploration and Development of Fluvial and Shallow Marine Reservoirs
- Geomodelling
- Negotiating GSAs and PPAs - Principles and Practice
- Oil and Gas Modelling - A Practical Approach
- Oil and Gas Production Management
- Petroleum Economics and Risk Analysis
- Project Cost Estimation and Cost Control
- Reservoir Characterization of Deep Water Systems
- Seismic Interpretation
- Seismic Stratigraphy Workshop
- Sequence Stratigraphy of Unconventional Resource Plays
- Shale Carbonate Diagenesis
- Wireline and UWD Log Quality Control and its Impact on Well Log Interpretations

Field Trips and Study Tours

Geoscience and Field Trips
- Fluvial, Coastal Plain and Shallow Marine Analogs from the Book Cliffs, Grand Junction, USA
- Stratigraphic Traps in Deltic Systems, Grand Junction, USA
- Modern Clastic Depositional Environments, Karachi, Pakistan
- Sequence Stratigraphy of Mobile Substrate Basins, Grand Junction, USA
- Sequence Stratigraphy Field Trip, Denver, USA

Power and Electricity
- Study Tours of Hydro and Power Dams
At GTC I have already identified aspects of my personality that I need to change, improve upon and I’ve also identified items of change that I want to implement.

General Manager of HRM
The Nigerian Content Development & Monitoring Board (NCDMB)
Management Courses

Finance and PPP

19. Analysing Financial Statements

COURSE OVERVIEW
This course benefits those who need to read, understand and analyse financial statements of corporate businesses on a regular basis. New or recent recruits to the financial services industry, particularly within banking, stockbroking, equity sales and research, corporate finance, business valuation and fund management, will find the knowledge acquired invaluable.

WHO SHOULD ATTEND?
This course is aimed at middle to senior managers who have the responsibility for tackling financial problems and making financial decisions that affect their respective department or organisation. This course is also ideal for managers who want to refresh and further develop their knowledge of financial planning and practice. The course aims to provide a thorough insight into the meaning and analysis of the financial statements of companies. A basic knowledge of accounts formats and jargon is assumed.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand accounting fundamentals
- Assess the effects of business activity on the balance sheet
- Understand the terminology relating to company accounts
- Understand the key ratios for measuring profitability, liquidity and stability
- Read, analyse and interpret a set of accounts
- Recognise the benefits and limitations of ratio analysis
- Complete the bookkeeping phase up to trial balance, including adjustments

KEY COURSE HIGHLIGHTS
- Identify trends and carry out comparisons
- Format of published financial statements and contents of published annual reports
- Recap on the primary financial statements and fundamental accounting concepts
- Overcome fear of looking at accounts
- Double entry accounting
- Liability and capital structure

CODE FP01
DURATION 1 Week / 2 Weeks
LOCATION DATES
Houston 02/03/2020
London 01/06/2020
Dubai 05/10/2020

19. Corporate Finance and Strategy for Managers and Executives

COURSE OVERVIEW
The course provides an applied and practical approach to finance, enabling you to use the concepts, frameworks, and tools of modern finance to address topical issues. The programme is designed to enhance your understanding of corporate finance as a tool for making strategic decisions.

WHO SHOULD ATTEND?
This executive course is suitable for directors, executives, managers and other professionals with some finance background, who wish to study corporate finance as a tool for making strategic decisions. A fast-paced and highly interactive course aimed at current and aspiring senior decision makers.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand how modern theoretical developments in finance and strategy are applied in real-world situations, by means of hands-on applications using real financial data
- Develop skills in working with modern valuation tools and learn how to apply them to the valuation of projects and companies
- Interact with a diverse set of professionals and work in teams to sharpen your problem-solving skills

KEY COURSE HIGHLIGHTS
- Financial markets and project valuation
- Financial distress and the interactions between financing and investment decisions, leveraged buyouts
- Corporate and competitive strategy, mergers and acquisitions
- Strategy for new businesses, going public and private

CODE FP02
DURATION 1 Week / 2 Weeks
LOCATION DATES
Houston 02/03/2020
London 01/06/2020
Dubai 23/11/2020

19. Driving Performance through Enhanced Strategic and Financial Planning

20. Finance for Non-Finance Managers

21. Financial Planning and Analysis

21. Improving Management Performance through Budgeting and Cost Control

22. Project Finance in PPP and PFI’s

23. Public Finance Management

20. Developing PPP Programmes and Initiatives

20. Corporate Finance and Strategy for Managers and Executives

20. Driving Performance through Enhanced Strategic and Financial Planning

21. Finance for Non-Finance Managers

21. Financial Planning and Analysis

21. Improving Management Performance through Budgeting and Cost Control

22. Project Finance in PPP and PFI’s

23. Public Finance Management

20. Developing PPP Programmes and Initiatives

20. Corporate Finance and Strategy for Managers and Executives

20. Driving Performance through Enhanced Strategic and Financial Planning

21. Finance for Non-Finance Managers

21. Financial Planning and Analysis

21. Improving Management Performance through Budgeting and Cost Control

22. Project Finance in PPP and PFI’s

23. Public Finance Management
Developing PPP Programmes and Initiatives

**COURSE OVERVIEW**
This course provides organisations and institutions that are currently designing or implementing PPP courses with practical and results-oriented capacity building experience that will further their PPP planning and implementation objectives.

**WHO SHOULD ATTEND?**
The course is designed for people who are involved in the PPP process and who wish to develop their skills and knowledge in development of the process. This course is appropriate for people from any part of the public sector or private organisations who meet the criteria above.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Understand the different forms of PPP
- Know how and when to use competitive bidding and sole sourcing to add value to projects
- Describe the importance of concepts such as value for money, defining public sector comparator concepts and understand how to use them
- Identify which criteria to use for project screening
- Understand the challenges of project financing and how to overcome them
- Describe how and when to apply the differing forms of procurement
- Know how and when to use competitive bidding and sole sourcing to add value to projects

**KEY COURSE HIGHLIGHTS**
- Global experiences
- Case study analysis
- Objectives and feasibility studies
- Risk management
- Strategic profitability analysis
- Principles of corporate finance
- Capital budgeting, discounted cash-flow valuation, risk analysis and standard techniques of financial analysis
- Strategic profitability analysis

**WHO SHOULD ATTEND?**
Delegates will gain knowledge and skills to:
- Learn about the new developments in PPP
- Describe the importance of concepts such as value for money, defining public sector comparator concepts and understand how to use them
- Identify which criteria to use for project screening
- Understand the challenges of project financing and how to overcome them
- Describe how and when to apply the differing forms of procurement
- Know how and when to use competitive bidding and sole sourcing to add value to projects

**KEY COURSE HIGHLIGHTS**
- Global experiences
- Case study analysis
- Objectives and feasibility studies
- Risk management
- Strategic profitability analysis
- Principles of corporate finance
- Capital budgeting, discounted cash-flow valuation, risk analysis and standard techniques of financial analysis
- Strategic profitability analysis

**WHO SHOULD ATTEND?**
Delegates will gain knowledge and skills to:
- Understand the financial analysis of an organisation and interpret the results in the context of making appropriate decisions
- Demonstrate awareness of the financing choices available to organisations, and how financial structure should be determined
- Assess the financial risks that organisations face, in particular; credit, interest and foreign exchange risk and to be able to adopt risk-hedging strategies that suit the risk profile of the organisation concerned
- Know how and when to use competitive bidding and sole sourcing to add value to projects

**KEY COURSE HIGHLIGHTS**
- Strategic and business planning for corporate finance
- Interpretation of accounts and international accounting standards
- Principles of corporate finance
- Capital budgeting, discounted cash-flow valuation, risk analysis and standard techniques of financial analysis
- Strategic profitability analysis

**WHO SHOULD ATTEND?**
This course is for all managers at all levels who face financial decisions covering cash and revenue implications, and impose controls, such as budget setting, or make a contribution to the wider planning process. It is designed for those who are about to be promoted into those positions or who wish to develop or refresh their financial skills. This is relevant at all levels in an organisation.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Translate plans into budgets
- Understand confidently financial accounts and reports
- Provide recommendations to support strategic initiatives such as productivity increases, risk mitigation, and the optimisation of profitability
- Analyse and report on the financial implications of various operational decisions and recommend a course of action
- Create and drive business intelligence and planning improvements within an organisation
- Identify business performance reporting challenges and priorities
- Develop and monitor specific performance indicators, and report on trends and identifying causes of unexpected variance
- Prepare and present reports to senior management with confidence
- Conduct financial modelling, analysis and valuations exercises to support new product development and other ad hoc initiatives

**KEY COURSE HIGHLIGHTS**
- The balanced scorecard and strategy
- Strategic cost management
- Using financial statements to analyse performance
- Better able to translate plans into budgets for implementation
- Have a greater knowledge of interpretation of financial management information
- Recognise and understand profit and loss accounts, balance sheets and cash flows
- Recognise the power of comparisons and ratio analysis to improve performance

**KEY COURSE HIGHLIGHTS**
- Translate resource plans into financial budgets
- Build and maintain a robust budgetary process
- Interpret financial management information
- Control and cut cash flow
- Drive through sustainable improvements
- Capital budgeting and investment appraisal

**WHO SHOULD ATTEND?**
This course is for all managers at all levels who face financial decisions covering cash and revenue implications, and impose controls, such as budget setting, or make a contribution to the wider planning process. It is designed for those who are about to be promoted into those positions or who wish to develop or refresh their financial skills. This is relevant at all levels in an organisation.

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**KEY COURSE HIGHLIGHTS**
- The balanced scorecard and strategy
- Strategic cost management
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- Have a greater knowledge of interpretation of financial management information
- Recognise and understand profit and loss accounts, balance sheets and cash flows
- Recognise the power of comparisons and ratio analysis to improve performance

**KEY COURSE HIGHLIGHTS**
- Translate resource plans into financial budgets
- Build and maintain a robust budgetary process
- Interpret financial management information
- Control and cut cash flow
- Drive through sustainable improvements
- Capital budgeting and investment appraisal
**Project Finance in PPP and PFI’s**

**CODE** FP07  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  
- Houston 11/05/2020  
- London 03/08/2020  
- Dubai 16/11/2020

**COURSE OVERVIEW**  
PPP / PFI has become a well-established concept and is adopted in many territories around the world. One of the primary advantages of project financing is that it provides for off-balance-sheet financing of the project, which will not affect the credit of the shareholders or the government contracting authority. It shifts some of the project risk to the lenders in exchange for which the lenders obtain a higher margin than for normal corporate lending. This GTC course will focus on the key concepts of project finance and the issues surrounding whole life costing and achieving value for money. Delegates will gain leading-edge best practices and how they can be applied.

This course is registered with the Project Management Institute (PMI®) R.E.P. Programme. As an R.E.P., GTC has been approved by PMI to issue applicable Professional Development Units (PDUs) for its Training courses. PMI allows credential holders to apply PDUs to the maintenance of their credentials. One (1) PDU is equivalent to one (1) contact hour of Training. The PDUs to be earned are agreed during the course design phase and are included on your individual course attendance certificates.

**WHO SHOULD ATTEND?**  
PPP Unit officials and advisers, Managers and those with financial responsibilities, Project and contracts personnel in both public and private sectors, Professionals acting upon the financial decisions of others, Government officials, ministries, public sector agencies, Project financiers, developers, sponsors, consultants.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Recognise the structure of the PPP/PFI process and objectives of project finance models  
- Define whole life costing and value for money  
- Understand the key concepts of PFI financing  
- Distinguish the advantages and disadvantages of project finance  
- Differentiate between the various financing structures  
- Explain investment appraisal techniques (e.g. IRR, NPV)

**KEY COURSE HIGHLIGHTS**  
- The key financial sensitivities in a project finance, financial ratios and financial covenants  
- Risk identification and general terms in a project finance transaction  
- Project finance fundamentals and the mechanics of project finance models  
- Valuation of project finance and key issues in developing project financed transactions  
- Technical mechanics of project finance and termination compensation  
- Conduct financial, economic, and technical feasibility studies

**Public Finance Management**

**CODE** FP08  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  
- London 24/08/2020  
- Dubai 30/11/2020

**COURSE OVERVIEW**  
This course focuses on analysing public financial management, reviewing systems of finance administration within the public sector and highlighting the need and possibility for reform. This will help with streamlining public expenditure, planning and budgeting.

**WHO SHOULD ATTEND?**  
The course is ideal for all managers and senior officers in the public sector who handle the task of managing public funds and have responsibility for administering financial structures within their respective departments. The course will also suit private sector directors, managers, consultants and budget analysts in public finance positions.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Demonstrate a better understanding of public fiscal administration  
- Acquire improved capacity to reconcile financial plans and target achievement  
- Implement financial management reform and improve on existing structures  
- Demonstrate expertise and capacity building in the public service  
- Recognise the changing face of financial controls for the medium-term financial strategy that is implemented

**KEY COURSE HIGHLIGHTS**  
- Financial management  
- Best practice in central government  
- Local authority management practices  
- Impact of leading practice in para-statal organisations  
- Public economics and finance: role of the government
Management Courses

Human Resources Management

Management Courses

- Behavioural Management and Emotional Intelligence
- Consultation and Negotiation skills for Senior Executives
- Developing High Performance HR Business Partner and Consulting Skills
- Efficient Training Needs Analysis: Corporate HR Development
- Encouraging Staff Performance and Building Reward Systems
- Human Resource as Business Partner
- Human Resource Management and Career Development
- Human Resource Management and Innovation - A Disruptive Approach
- Knowledge Management and Managing Organisational Learning
- Talent Management and Succession Planning
- Leading Strategic HR Transformation

COURSE OVERVIEW

Behavioural Management and Emotional Intelligence

This course benefits those who need to read, understand and analyse financial statements of corporate businesses on a regular basis. New or recent recruits to the financial services industry, particularly within banking, stock broking, equity sales and research, corporate finance, business valuation and fund management, will find the knowledge acquired invaluable.

WHO SHOULD ATTEND?

This course is aimed at middle to senior managers who have the responsibility to tackling financial problems and making financial decisions that affect their respective department or organisation. This course is also ideal for managers who want to refresh and further develop their knowledge of financial planning and practice. The course aims to provide a thorough insight into the meaning and analysis of the financial statements of corporate. A basic knowledge of accounts formats and jargon is assumed.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Understand accounting fundamentals
- Assess the effects of business activity on the balance sheet
- Understand the terminology relating to company accounts
- Understand the key ratios for measuring profitability, liquidity and stability
- Read, analyse and interpret a set of accounts
- Recognise the benefits and limitations of ratio analysis
- Complete the bookkeeping phase up to trial balance, including adjustments

KEY COURSE HIGHLIGHTS

- Identify trend and carry out comparisons
- Format of published financial statements and contents of published annual reports
- Recap on the primary financial statements and fundamental accounting concepts
- Overcome fear of looking at accounts
- Double entry accounting
- Liability and capital structure

COURSE OVERVIEW

Consultation and Negotiation Skills for Senior Executives

As a senior executive your skills in consultation and negotiation are extremely important in creating a business environment fit for the challenges of managing and leading today. This course will enhance and develop your existing consultation and negotiation skills in a comprehensive range of situations. It will improve self-confidence and understanding of how behaviour impacts on the quality of interactions and communication when negotiating with stakeholders. The workshop will incorporate a comprehensive range of learning methodologies. The focus will be on personal effectiveness when negotiating and consulting.

WHO SHOULD ATTEND?

The workshop is specifically designed for senior executives who have a requirement to improve their consultation and negotiation skills and have received limited training in the key supporting subject areas of consultation and negotiation.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Identify and recognise behaviours which are critical to a mutually acceptable solution to all stakeholders
- Recognise and manage potential conflict situations and devise strategies for managing successful outcomes
- Manage the emotions of self and others to achieve win-win outcomes
- Use appropriate communication approaches when negotiating in a variety of situations and circumstances

KEY COURSE HIGHLIGHTS

- Identifying the key skills and challenges when consulting and negotiating today
- Working towards effective communication and understanding
- Establishing the classic behavioural types and devising a coping strategy
- Managing disagreement and working with the four key classifications and types
- Understanding how we classify what is negotiable and what is not – negotiable
- Working collectively towards conversations for possibility and avoiding conversations for no possibility

COURSE OVERVIEW

Human Resource Management and Innovation - A Disruptive Approach

This course is designed for senior executives who need to manage and lead emerging economies effectively. The course will provide a range of practical tools and techniques to help senior executives lead innovative and creative change initiatives. Participants will learn how to develop a business environment that is fit for the challenges of managing and leading today. This course aims to provide a comprehensive range of learning methodologies. The focus will be on personal effectiveness and developing leadership skills.

WHO SHOULD ATTEND?

The course is specifically designed for senior executives who need to develop their leadership skills and manage change initiatives effectively. Participants will gain a comprehensive understanding of the key areas of human resource management and innovation.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Understand the importance of thorough planning and preparation when designing your negotiation strategies and positioning tactics
- Identify the most appropriate strategy when consulting and negotiating in a range of issues and behavioural classifications
- Understand the terminology relating to company accounts
- Assess the effects of business activity on the balance sheet
- Recognise the benefits and limitations of ratio analysis
- Complete the bookkeeping phase up to trial balance, including adjustments

KEY COURSE HIGHLIGHTS

- Identify trend and carry out comparisons
- Format of published financial statements and contents of published annual reports
- Recap on the primary financial statements and fundamental accounting concepts
- Overcome fear of looking at accounts
- Double entry accounting
- Liability and capital structure
Human Resource Management and Career Development

**COURSE OVERVIEW**
This course focuses on the essential knowledge, skills and understanding consistent with the effective management and continuous learning and development of people in the organisation.

**KEY COURSE HIGHLIGHTS**
- Effectively manage employee relation skills, knowledge and understanding of human resource management and personnel specifications to help with recruitment, retention, motivation and incentives.
- Understand the key techniques for building relationships as a HR business partner.
- Understand the importance of team building and team dynamics.
- Develop ways to begin human resource transformation.
- Develop and implement career development and talent management strategies.
- Develop an objective performance system.
- Understand the whole performance management cycle.
- Develop plans to improve organisation performance through training and development strategies and plans.
- Understand the importance of team building and team dynamics.
- Establish and operate strategic reward systems.
- Implement performance appraisals, individual targets and reviewing competencies.
- Develop an objective performance system.
- Enhance personal appraisal interviewing for getting the best out of staff.
- Identify recommendations and action plans to improve their own organisational performance management system.
- Understand the key factors for building an effective team within the organisation.
- Develop an objective performance system.
- Understand the whole performance management cycle.
- Design, implement, evaluate and monitor performance management systems.
- Ensure that systems reflect the organisational work culture and align with its vision, mission and set objectives.
- Combine performance and strategic rewards to develop performance.
- Implementing appraisals, individual targets and reviewing competencies.
- Develop an objective performance system.
- Understand the whole performance management cycle.
- Design, implement, evaluate and monitor performance management systems.
- Ensure that systems reflect the organisational work culture and align with its vision, mission and set objectives.
- Combine performance and strategic rewards to develop performance.
- Implementing appraisals, individual targets and reviewing competencies.
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- Ensure that systems reflect the organisational work culture and align with its vision, mission and set objectives.
- Combine performance and strategic rewards to develop performance.
- Implementing appraisals, individual targets and reviewing competencies.
Knowledge Management and Managing Organisational Learning

COURSE OVERVIEW
This course equips delegates to manage and prepare the organisation’s development as a learning entity through the introduction and practice of knowledge management.

WHO SHOULD ATTEND?
This course benefits all human resource and personnel managers, as well as managers in other areas who wish to understand the value and impact of managing knowledge and developing a learning organisation.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand and explain the theory and practice of knowledge management
- Identify, map and support best practices towards developing an organisation into a learning organisation
- Drive and manage knowledge management practice through communication, good practice and rewards
- Implement a knowledge management policy on return to work
- Be an example of an effective knowledge management worker

Leading Strategic HR Transformation

COURSE OVERVIEW
This course equips delegates to manage and prepare the organisation’s development as a learning entity through the introduction and practice of knowledge management.

WHO SHOULD ATTEND?
All HR Staff and HR Practitioners
HR Managers
Any business leader wishing to transform their HR Function HR Business Partners

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Define ‘talent’ and differentiate talent management from succession planning
- Describe key factors and techniques in identifying potential high performers
- Identify appropriate recruitment and development methods for your organisation’s talent management and succession planning initiatives
- Develop talent maps, career paths and remuneration strategies
- Manage your own and other key stakeholders’ expectations and aspirations for the succession pool
- Evaluate the success of succession planning

Talent Management and Succession Planning

COURSE OVERVIEW
An in-depth exploration of the challenges and complexities attached to talent management and succession planning. This training course will also assist you in gaining the skills and principles required to draft and implement a successful talent management and succession planning policy. For an effective talent management and retention strategy to work, an organisation must take a planned, deliberate and holistic approach to selection, development, and retention of its workforce.

WHO SHOULD ATTEND?
The course is aimed at mid-level managers who manage first-line managers. It will also help managers to build strategies for developing talent in their teams, units or departments as well as identifying high potential individuals and creating succession plans for key and critical roles within the team.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Use the motivational tools for employee management and recognise the challenges of talent management
Balanced Business Scorecard

COURSE OVERVIEW
This course aims to expose delegates to the general and intricate techniques in facilitating a balanced scorecard system. It will assist you and your organisation by providing practical actions you can take away and implement and enable you to choose the most appropriate generation or type of balanced scorecard to meet the organisational objectives.

WHO SHOULD ATTEND?
Executive, senior managers and HR professionals who wish to lead and drive their department or organisation and have a desire to improve both individual performance and those of peers and work colleagues.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
› Recognise concepts of the Balanced Scorecard and how it can be used to improve organisational performance
› Develop strategy profiles, strategy maps, and initiatives for improving strategy and processes
› Make your strategy easier to manage
› Explain how to translate strategy into operational objectives
› Analyse the Balanced Scorecard process

KEY COURSE HIGHLIGHTS
› Aligning resources, behaviours and actions
› What the Balanced Scorecard is (and what it is not)
› Defining why you should use a Balanced Scorecard
› Divisional, functional and personal scorecards
› Manage for results with a Balanced Scorecard framework

CODE LM01
DURATION 1 Week / 2 Weeks
LOCATION  DATES
London 09/03/2020
Houston 06/07/2020
Dubai 07/09/2020
London 09/11/2020

Developing Senior Management Capacity

COURSE OVERVIEW
This course provides delegates with a comprehensive range of strategic management skills. It is aimed at supporting the incorporation of organisational and management theory. The focus is on a pragmatic approach to daily challenges of senior management and the implications of these challenges on organisational and national economies.

WHO SHOULD ATTEND?
This course is specifically designed for senior managers who need to develop their strategic management skills and knowledge. It also provides an essential development opportunity for managers who have aspirations of progressing into strategic management roles.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
› Confirm the role of the strategic manager in organisations
› Understand the distinctions between management and leadership
› Produce strategic plans to support organisational vision and mission
› Confirm the key elements supporting and enabling effective teamwork
› Produce strategic objectives to enable continuous improvements in human resource transformation

KEY COURSE HIGHLIGHTS
› The role of the strategic manager and leader
› The application of strategy – challenges and enablers
› The leadership of change and transformation
› Using a variety of strategic planning tools and techniques
› Supporting continuous professional development – how to do it, and measuring the benefits long-term

CODE LM02
DURATION 1 Week / 2 Weeks
LOCATION  DATES
Houston 09/03/2020
London 22/06/2020
London 24/08/2020
Miami 05/10/2020
Dubai 30/11/2020

Leadership and Management Courses

31  Balanced Business Scorecard
31  Developing Senior Management Capacity
32  Developing Strategic Operational Excellence
32  Effective Performance Management
33  High Impact Strategic Leadership Programme for Senior Executives
33  Leadership and Strategy for Senior Managers - Management in Action
34  Leadership, Critical Thinking and Innovation: Best Practices
35  Leading and Managing High Performing Teams
35  Negotiation and Conflict Management
35  Principles of Leadership Excellence
36  Strategic Operations Management
36  Team Building and Coaching Skills for Managers
37  Transformational Leadership and Institutional Analysis
37  Value-Based Leadership
Developing Strategic Operational Excellence

COURSE OVERVIEW
Operational Excellence is a strategy of driving costs out of the entire business system through an integrated process of continuous improvement. This course covers the dynamics of achieving success through operational excellence by making sure the following is freshly implemented: Strategic Alignment; Process Excellence; and Collaboration.

WHO SHOULD ATTEND?
This course is designed to enhance the leadership capacity of those aspiring to develop their strategic leadership skills. It is suitable for department heads, operation managers, procurement and supply chain managers and senior managers who work cross-functionally.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Manage a strategic relationship
- Achieve operational excellence
- Understand the importance of operational excellence
- Develop an operational excellence action plan
- Efficiently utilize resources by employing effective planning and controlling activities
- Translate organisation goals into operational performance objectives
- Recognise the significance of operations and how it adds value
- Understand and emphasise the importance of change
- Solve the problems in relation to managing operations
- Develop joint working approaches for strategic relationships to collaborate on key initiatives

High Impact Strategic Leadership Programme for Senior Executives

COURSE OVERVIEW
This course is designed to help you understand the challenges and opportunities that define the moment, what needs to be done, and how to mobilise people and resources with purpose and urgency. In today’s rapidly changing landscape, strategic leadership is needed to make a difference. Strategic leadership refers to a manager’s potential to express a strategic vision for the organisation, or a part of the organisation, and to motivate and persuade others to acquire that vision by aligning internal resources to achieve the ambitions, as well as aligning internal and external stakeholders.

WHO SHOULD ATTEND?
This course is designed to enhance the leadership capacity of those aspiring to develop their strategic leadership skills. It is suitable for department heads and senior managers who work cross-functionally.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Utilise practical strategic planning to become an effective organisational leader
- Define your true leadership style
- Distinguish your core values, beliefs and strengths
- Differentiate between mediocrity and strategic leadership
- Express your passion and integrity
- Translate your methods to inspire others
- Produce a plan for strategy implementation, review and evaluation

Cost Management in Action

COURSE OVERVIEW
This specific GTC course has been designed around today’s issues in the workplace and performance, whereby you will understand the importance of inspiring others to reach their full potential by enabling them to act differently and encouraging them to be more ambitious in their chosen profession. This Performance Management training course will show you how to integrate Key Success Factors and Key Performance Indicators into a performance management system applied by a highly skilled managerial and supervisory team.

WHO SHOULD ATTEND?
This course offers practical performance management training, aimed at HR managers and executives. Top management and line managers who wish to understand performance management in a strategic sense that enables the goals of individuals and teams to be aligned to the strategic goals of the organisation and perform at the highest level.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Enhance skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
- Practice effective strategies to manage challenging behaviours
- Establish a culture in which individuals and groups take responsibility
- Develop procedures for addressing the performance gap
- Create a motivational climate
- Build trust, motivation and commitment
- Demonstrate techniques to coach, mentor and motivate
- Understand what it takes to set clear and concise goals and objective
- Apply the processes and skills used in setting goals, providing feedback, conducting performance reviews, assessing performance, coaching and dealing with under-performers.

KEY COURSE HIGHLIGHTS
- The principles of performance management
- Setting performance measures
- Managing the ‘unmanageable’
- Managing poor performance
- Strategic and integrated performance management
- Objectively assessing and rating performance
- Barriers to making Performance
- Management work
- Moving beyond mediocrity
- Recognising top talent
- Dealing with underperformers
- Setting and achieving team goals
- Change management
- The power of effective communication
- Action planning and delegation

Tertiary Education Trust Fund (TETFund)
Leadership, Critical Thinking and Innovation - Best Practices

**Course Overview**
This course is designed to help you understand the challenges and opportunities that define the moment, what needs to be done, and how to mobilise people and resources with purpose and urgency.

**Who Should Attend?**
This course is designed to enhance the leadership capacity of those aspiring to develop their leadership and critical thinking skills.

**Course Outcomes**
Delegates will gain knowledge and skills to:
- Improve strategic thinking and implementation
- Understand what innovation is and is not
- Identify the innovation culture within your own organisation
- Know your personal leadership strengths and limitations
- Implement strategy and deal with ambiguity and multiple stakeholders
- Ensure that your organisation is staying ahead of the competition in an evolving market
- Engage and inspire others to accomplish your strategy

**Key Course Highlights**
- Generating creativity in leadership
- Implementing creative leadership
- Creative flexibility to manage effectively
- Innovative leadership for excellent performance
- Developing creative potential in teams
- Critical thinking: what it is and why it matters
- The Critical Thinking Process
- The creative mind: whole brain thinking
- Encouraging a creative climate at work
- Strategies for creative problem solving
- Building a creative team that thinks critically
- Innovative Teamwork

**Course Details**
- **Code**: LM07
- **Duration**: 1 Week / 2 Weeks
- **Location**: London
  - 09/03/2020
  - 04/05/2020
  - 29/06/2020
  - 03/08/2020
- **Dates**: London
  - 17/08/2020
  - 21/09/2020
- **Dates**: Paris
  - 13/07/2020
  - 19/10/2020

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**Leading and Managing High Performing Teams**

**Course Overview**
This course will identify the key elements which support and enable high performance leadership and management. Delegates will establish just how management can promote and support a culture of achievement through appropriate people management. Essential skills of the high performance leader will be examined.

**Who Should Attend?**
This course is suitable for managers with responsibilities of managing results through teamwork. It is also very useful for people who have aspirations of moving into management and supervision role.

**Course Outcomes**
Delegates will gain knowledge and skills to:
- Differentiate between leadership and management
- Work with the challenges of motivating diverse team members
- Identify the challenges of leadership in today’s business environment
- Secure sustainable commitment from others
- Develop the key skills of goal and objective setting
- Use key motivational tools and techniques in management

**Key Course Highlights**
- Sustainability through innovation
- Team Dynamics
- Challenges and barriers to effective team work
- Empowering teams
- Team leadership – experience and impact

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**Principles of Leadership Excellence**

**Course Overview**
This course explores the nature of excellence in leadership. The focus is on learning from a series of emerging models that focus increasingly on the need for engaging, ethical leaders who can lead by walking around and demonstrate excellence in organizational culture and leadership performance. Excellence in leadership often leads to more success in achieving corporate goals. The course also offers delegates to experiment with innovative ways to empower and enthuse their team and influence their organisational climate and culture positively.

**Who Should Attend?**
This course is suitable for: Leaders, Team leaders, Supervisors, Managers and Senior managers seeking to reflect on and further develop their own leadership style.

**Course Outcomes**
Delegates will gain knowledge and skills to:
- Deal with team conflicts effectively, and use them to improve team performance
- Enhance strategic position of organisation
- Pro-actively initiate strategic innovation and change
- Build and lead successful teams
- Understand organisational culture and how it affects leadership effectiveness
- Foster employee commitment
- Develop personal profiling know your own leadership strengths and areas to develop
- Use the power of role modeling and “Managing by Walking Around” techniques

**Key Course Highlights**
- Feedbacks
- Team dynamics
- Managing performance
- Leadership strategies
- Trust and influence

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**Negotiation and Conflict Management**

**Course Overview**
This course has been designed to examine the main issues of conflict and how they affect performance. Being comfortable in dealing with conflict will increase the productivity/creativity of the team and lead to higher productivity and team morale. It focuses on clear and understandable negotiation “win-win” strategies that can be used to manage people, various stakeholders, diverse teams and projects.

**Who Should Attend?**
This course is appropriate for lawyers, government officials, executives, and professionals across diverse functions and industries. Negotiation and conflict management are the cornerstones of leadership therefore, it is also suitable for all professionals who are either new to a strategic role or aspiring to a position involving strategic management.

**Course Outcomes**
Delegates will gain knowledge and skills to:
- Analyse a conflict situation and to select the appropriate dispute resolution strategy
- Negotiate effectively
- Understand the importance of distributive and non-distributive negotiation
- Conduct or participate appropriately in a mediation process
- Participate effectively in the meetings, in a range of roles
- Respond ethically and to operate with integrity
- Demonstrate cultural and aesthetic sensitivity
- Define and understand the processes for managing conflict

**Key Course Highlights**
- The increasing importance of negotiation and conflict management
- Negotiation and conflict management analysis
- Conflict styles and negotiation strategies and situations
- Behavioural economics in negotiation and conflict management: Heuristics and Biases
- Effective communication, information collection and questioning
- Negotiation and conflict management theories, strategies and style
- Negotiation and persuasion: the pillars of influence
Strategic Operations Management

**COURSE OVERVIEW**
The goal of every business is to provide the best goods or services they possibly can and a company’s product or service is its lifeblood, and that’s what operations provides. Operations Management is a fundamental part of any organization as it plays a vital role in the success of the business. It serves as the engine room of the organization, planning and driving manufacturing or services. Today’s biggest challenges in operations are all related to keeping up with the pace of innovation, and to compete in an ever-changing market whereby operations managers must maximize efficiency, productivity, and profit, which have always been vital to a company’s success.

In short, Operations Management is the science and art of management of People, Product and Service. This bespoke GTC course will see delegates learn the most effective methods and use of strategic thinking and collaboration to, not just survive, but to prevail and grow in this dynamic and ever-changing business world in which we operate.

**WHO SHOULD ATTEND?**
Operations directors and managers
Heads of departments
Senior operations executives, officers and staff
Those who wish to learn how to plan and control the delivery of the operations process.

Team Building and Coaching Skills for Managers

**COURSE OVERVIEW**
The course focuses on the need for team building. Of all group-development activities, team building skills are among the most critical in any organisation - and for good reasons too. Various studies have shown how development significantly improves organisational performance. Furthermore, team empowerment not only improves the organisation process but also enhances customer satisfaction.

**WHO SHOULD ATTEND?**
Newly promoted supervisors, Team Leaders, Managers, HR Professionals, Change Managers and Departmental Heads.

Value-Based Leadership

**COURSE OVERVIEW**
This course provides delegates with the skills to create and sustain a high-performance culture. The course is designed to enable delegates to understand the importance of corporate governance, ethical standards and the requirements that places on leaders.

**WHO SHOULD ATTEND?**
This course is designed for senior managers and executives from public and private sector organisations, as well as those who wish to develop their leadership and ethics skills.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Identify key stages of the leadership journey
- Establish and apply leadership behavioural potentials to a leadership journey
- Develop an ethical and value-based behavioural framework — defining the key enablers
- Establish critical event survival strategies and evaluation criteria to support continuous improvement
- Produce an action plan to create and sustain a positive, ethical and value-based legacy
- Understand organisational culture and how it affects leadership effectiveness
- Foster employee commitment
- Develop personal profiling: know your own values and values
- Use the power of role modelling and “Managing by Walking Around” techniques

**KEY COURSE HIGHLIGHTS**
- Leadership development
- The evolution of thinking about effective leadership
- Authentic leadership
- Emotional Intelligence
- Change management
- Empowering and motivating teams
- Communicating elegantly and effectively
- Building a motivated and inspired team of people

Transformational Leadership and Institutional Analysis – The Ultimate Leadership Bootcamp

**COURSE OVERVIEW**
This course is based on using practical experience to create visionary learning organisations and facilitate major transformational processes in organisations. It distinguishes between the skills of management and leadership, focusing on fundamental transformation from the inside out. Gone are the old days and ways, when people were promoted to leadership roles without understanding the real impact they could make on productivity and morale within their organisations. In today’s very busy and complex world there is a real requirement for individuals to manage and lead differently. Leadership today is not just about the role — it’s about being authentic and also realistic.

**WHO SHOULD ATTEND?**
Leadership development is for everyone and specifically for those that want to make a difference in their chosen profession. This course is particularly suited for supervisors, team leaders, managers, HR professionals, change managers, departmental heads.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Lead with greater insight, better communication, and stronger resolve in the face of competition and constant change
- Create visionary learning organisations and facilitate major transformational processes in organisations
- Understand how to measure process efficiency and effectiveness
- Evaluate team building effectiveness
- Define the core elements to team building
- Foster employee commitment
- Improve employee confidence to take on challenging work assignments
- Develop personal profiling: know your own values and values
- Use the power of role modelling and “Managing by Walking Around” techniques
- Establish and apply leadership behavioural potentials to a leadership journey
- Develop an ethical and value-based behavioural framework — defining the key enablers
- Establish critical event survival strategies and evaluation criteria to support continuous improvement
- Understand organisational culture and how it affects leadership effectiveness
- Foster employee commitment
- Develop personal profiling: know your own values and values
- Use the power of role modelling and “Managing by Walking Around” techniques
- Communicating elegantly and effectively
- Building a motivated and inspired team of people

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Develop leadership behaviour in the workplace
- Establish and apply leadership behavioural potentials to a leadership journey
- Develop an ethical and value-based behavioural framework — defining the key enablers
- Establish critical event survival strategies and evaluation criteria to support continuous improvement
- Prove an action plan to create and sustain a positive, ethical and value-based legacy
- Understand organisational culture and how it affects leadership effectiveness
- Foster employee commitment
- Develop personal profiling: know your own values and values
- Use the power of role modelling and “Managing by Walking Around” techniques
- Building a motivated and inspired team of people
Management Courses

### Corporate Public Relations Strategies

**COURSE OVERVIEW**
This Corporate Public Relations Strategies course has been specifically designed for team leaders, communications or supervisors who wish to develop the core skills, knowledge and behaviours required in achieving corporate excellence and sustainable growth as regards reputation and relationship management with key stakeholders. The course contains up-to-the-minute and international award-winning case studies.

**WHO SHOULD ATTEND?**
This course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adjusted for 1to1 sessions or taught on site to PR departments during their working day.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Understand the importance of following Corporate Codes of Conduct
- Develop and implement an effective internal communication strategy and manage a portfolio of internal or external comms channels
- Increase effectiveness of communications within the organisation
- Communicate to create organisation advantage and manage change

**KEY COURSE HIGHLIGHTS**
- Taught by an international Accredited and Chartered PR Specialist
- Workshop to interrogate strategy options and core theories
- Highly interactive for adult learners
- Up-to-the-minute finalist case studies
- Behaviour change due to knowledge transmission
- Delegates leave with a workable Corporate Plan of Action

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### Crisis, Reputation and Issues Management

**COURSE OVERVIEW**
This course enables your crisis teams to compete a plan of action before a crisis happens. It gives the perfect roadmap to manage VIP stakeholders so that the company can speedily and effectively maintain or restore reputation and business continuity. In a global social media and news environment, caution is necessary to avoid becoming a negative case study.

**COURSE OUTCOMES**
Delegates leave with a workable Corporate Plan of Action:
- Understand the importance of following Corporate Codes of Conduct
- Develop and implement an effective internal communication strategy and manage a portfolio of internal or external comms channels
- Increase effectiveness of communications within the organisation
- Communicate to create organisation advantage and manage change

**KEY COURSE HIGHLIGHTS**
- Taught by an international Accredited and Chartered PR Specialist
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Digital Mass Media Cultures

COURSE OVERVIEW
Digital Mass Media Cultures ensures that teams can manage digital cultural changes and possibilities while maintaining alignment with organizational culture. This blending of different cultures in a mass media world is complex and challenging. How can teams be comfortable or confident with the wide range of options and decisions, so risk is high? It is clear that emerging digital trends and new cultures need to be fully understood, adapted as necessary and managed for business continuity and growth.

WHO SHOULD ATTEND?
Leaders and teams who are involved with Communications, Digital Mass Media Cultures and who need to understand emerging trends and the resultant impact on an organisation and its culture will benefit from this masterclass. All public relations leaders and communications teams should attend this interesting course that helps make sense of what is happening and how to manage change. If your role is to engage with multiple stakeholders and to position your communications accurately, then this is a vital course for your organisation.

The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adapted for 1 to 1 sessions or taught on site to PR departments, Management Communications Departments during their working day.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Encourage a critical and analytical understanding of key concepts in media and cultural studies and multimedia communication
- Provide the context for new technologies in communication design
- Examine critical and analytical understanding of current issues in media and cultural studies
- Understand theoretical and practical understanding of media and cultural studies
- Engage with research methodologies and issues in media, cultural studies and digital media
- Understand theoretical and practical engagement with emergent research in the fields of new media cultures and new literacies

KEY COURSE HIGHLIGHTS
- Gain understanding of why communicators need to change their way of working because of data rich environments
- Discuss how creativity and instinct can still have a place in the increasingly data-driven world
- How to combine all the elements of a modern digital ego for any organisation
- Building the team for maximum results
- Reporting to management so that they understand the new models
- Digital Mass Media Cultures, how it changes everything and how to prepare for the future

Effective Public Affairs Management

COURSE OVERVIEW
Public Affairs is about more than just lobbying politicians. At its heart is the ability to understand politics, decision-making, government infrastructure and policy making. Corporates need to know what makes the media tick and how this impacts on politicians. Public Affairs is about understanding the society in which the corporation operates. It is about influencing laws and governments in favour of the corporation’s sustainability and to ensure a real understanding of its needs and the needs of the key stakeholders.

WHO SHOULD ATTEND?
Anyone and everyone in a company team who interacts or is affected by politicians, politicians, legal issues and who needs to engage with legislators, MPs and other government bodies should attend this course. The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adjusted for 10 to 15 sessions or taught on site to Public Relations or Public Affairs Departments during their working day.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Explore the definition of Public Affairs and best practice modern case studies
- Understand the fundamentals of Public Affairs in a modern context
- Deliver an effective Public Affairs strategy programme
- Discuss options and utilise mainstream, mobile and social media available for wide coverage and support from the public
- Apply use of the internet world to Public Affairs
- Learn how to measure effectiveness in Public Affairs

KEY COURSE HIGHLIGHTS
- Understand the importance of achieving success through the use of Public Affairs
- Learn about the tricky aspects of public affairs and how to manage them perfectly
- Examine the communication options and deploy and what will work best with politicians, civil servants and/or legislators
- Discuss the principles of protocol and how they key stakeholders
- Enjoy debating in teams exactly how to overcome opposition to your requests

Effective Media Relations Management

COURSE OVERVIEW
Effective Media Relations and Media Management is an ever-changing landscape. What worked yesterday no longer works today because trends change to meet the challenges of a new world and fast emerging technologies. To remain at the top, a corporation must adopt and fully understand the media agenda. It is essential to develop a greater understanding of the key attributes that will bring the media to a greater understanding and support for the corporation and its actions. Effective Media Relations Management is vital because corporate bodies are vulnerable. To exist, under scrutiny in a challenging media world, the spotlight and under the control of newsmakers who can make or break potential events that you have to be flexible and ready with a range of effective techniques.

WHO SHOULD ATTEND?
Anyone and everyone in a corporate team who handles media and communications must be on this course. All links to the media must be knowledgeable and competent. The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a specific sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adjusted for 10 to 15 sessions or taught on site to PR departments during their working day.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Explore the definitions of Effective Media Relations Management
- Design an effective media strategy programme for all occasions
- Understand the fundamentals of journalism in a modern context
- Discover options and utilise mainstream, mobile and social media outreach for wide reach and coverage
- Learn how to measure effectiveness in media relations and news coverage
- Examine best case studies and award winning media relations practice

KEY COURSE HIGHLIGHTS
- Learn how it really works behind the scenes on an international scale
- Examine secret techniques that will attract the media and give them what they want
- Become confident in dealing with all media queries using the right option
- Explore how to evaluate the media outputs and bring about improvement
- Discover the use of storytelling in winning that positive front page
- Develop a sustainable Corporate Effective Media Relations Plan in one day

Digital Public Relations for Millennials

COURSE OVERVIEW
Digital Public Relations for Millennials is a new and ever-changing landscape. What worked yesterday no longer works today because trends change to meet the challenges of a new world and fast emerging technologies. To remain at the top, a corporation must adopt and fully understand the media agenda. It is essential to develop a greater understanding of the key attributes that will bring the media to a greater understanding and support for the corporation and its actions. Effective Media Relations Management is vital because corporate bodies are vulnerable. To exist, under scrutiny in a challenging media world, the spotlight and under the control of newsmakers who can make or break potential events that you have to be flexible and ready with a range of effective techniques.

WHO SHOULD ATTEND?
Leaders and teams who are involved with Communications, Digital Public Relations for Millennials and who need to understand emerging trends and the resultant impact on an organisation and its culture will benefit from this masterclass. All public relations leaders and communications teams should attend this interesting course that helps make sense of what is happening and how to manage change. If your role is to engage with multiple stakeholders and to position your communications accurately, then this is a vital course for your organisation.

The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adapted for 1 to 1 sessions or taught on site to Public Relations, Media Relations Management or Communications Departments during their working day.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Examine the importance of tracking and analytics to provide the context for new technologies in communication design
- Discuss how to put the plan together for team management and simplicity
- Learn about the tricky aspects of public affairs and how to manage them perfectly
- Examine theories that guide digital trends and how it really works behind the scenes on an international scale
- Discover effective lobbying case studies and award winning campaigns that gave effective results for corporations

KEY COURSE HIGHLIGHTS
- Gain understanding of why communicators need to change their way of working because of data rich environments
- Discuss how creativity and instinct can still have a place in the increasingly data-driven world
- How to combine all the elements of a modern digital ego for any organisation
- Building the team for maximum results
- Reporting to management so that they understand the new models
- Digital Mass Media Cultures, how it changes everything and how to prepare for the future

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Examine the use of key principles that guide public affairs
- Discover simple and effective measurement and evaluation techniques
- Discuss how to put the plan together for team management and simplify
- Examine the importance of tracking and analytics to save the corporation and its actions
- Develop a sustainable Corporate Effective Media Relations Plan in one day

LOCATION DATES
- CODE MP03
- DURATION 1 Week / 2 Weeks
- LOCATION Dubai
- DATES 15/06/2020 to 28/06/2020

LOCATION DATES
- CODE MP04
- DURATION 1 Week / 2 Weeks
- LOCATION Dubai
- DATES 20/07/2020 to 07/09/2020

LOCATION DATES
- CODE MP05
- DURATION 1 Week / 2 Weeks
- LOCATION Dubai
- DATES 14/09/2020 to 26/10/2020

LOCATION DATES
- CODE MP06
- DURATION 1 Week / 2 Weeks
- LOCATION Dubai
- DATES 27/04/2020 to 29/06/2020

LOCATION DATES
- CODE MP07
- DURATION 1 Week / 2 Weeks
- LOCATION Dubai
- DATES 30/03/2020 to 02/06/2020
Impact of Technology and Social Change in Public Relations

COURSE OVERVIEW
There has been an undeniable evolution in this sector that technology and social change has brought into organisations. Very few really understand the impact and the underlying principles that can leave organisations extremely vulnerable. From service and product delivery to each and every internal and external message transmitted, organisations are now open to both risk and advantage because of technology. This masterclass will give you the necessary background and serve as a outlook for the present and future informed decision making.

WHO SHOULD ATTEND?
Management, leaders, public relations and communications teams dealing with the impact of technology and social change in communications/public relations must attend. Emerging trends and the factors driving social and business transformation are essential to know and understand. This is an intensive course that helps make sense of new and unavoidable changes and how they can be managed with simplicity and structure to build a good legacy. If your role is to engage with multiple stakeholders, internal or external, and to position your communications accurately, then this is an essential course of learning for you.

The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adjusted for 101 sessions or taught on site to Management, Public Relations, Media Management or Communications Departments during their working day.

COURSE OUTCOMES
- Delegates will gain knowledge and skills to:
  - Discuss four new factors driving social and business transformation and what can and should be done about them
  - Learn about the hidden impact of technology and social changes on corporations
  - Prepare and plan for the new emerging trends to come
  - Consider the role of storytelling and design the plan
  - Planning a pipeline of news to feed technology and stakeholder audience needs

KEY COURSE HIGHLIGHTS
- Growing a team that can manage ethics and the impact of technology and social change for the organisation
- Advice and inform management so that policy if lacking can be set
- Ensuring that all communications outputs stand the test of time and international scrutiny
- Best practice case studies and award winning examples of integration with the impact of technology and ideal adoption of social change
- Enable teams to make clear and fast decision making on all communications strategies
- Measure, report results and impact of communications for management and key stakeholders

Modern Public Relations and Mass Media Masterclass

COURSE OVERVIEW
A Masterclass of all aspects of Public Relations, Mass Media, Public Affairs, Digital Engagement, Presentation and Communications. Delegates will learn how International Public Relations and related disciplines are evolving and how to keep up-to-date with new and emerging trends to come.

WHO SHOULD ATTEND?
Management and all teams dealing with all aspects of Public Relations, Media and Communications, whether internal or external. This course is flexible in length depending on the delegate profile and takes only a maximum of 20 per course. It can be adapted for foundational, intermediate or senior professionals. If a sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course can be adjusted for 101 sessions or taught on site to PR departments during their working day.

COURSE OUTCOMES
- Delegates will gain knowledge and skills to:
  - Provide the perfect roadmap to manage VIP stakeholders so that the company can speedily and effectively maintain or restore reputation and business continuity.
  - Ensure understanding of global social media and news environments, to avoid becoming a negative case study.
  - Focus on the essential skills and knowledge necessary to lead a crisis management and disaster recovery plan.
  - Identify critically important issues that can grow into a crisis, and how that in turn impacts reputation and shareholder confidence. How fast or slow to act can make a difference.
  - Enable teams to learn how to competently manage people and resources before, during and after a crisis.
  - Learn about new measurement and evaluation technology and structures.
  - Combat ethics and fake media or misinformation with new Codes of Conduct.
  - Ensure that vulnerable organisations, teams and management are kept safe from the media.
  - Understand why being the spotlight also brings unwelcome scrutiny and what you can do about that.
  - Handle newcomers with flexible competencies; ready with a range of effective techniques for any situation.
  - Enable a team to fully understand and feed the media agenda

KEY COURSE HIGHLIGHTS
- Corporate Public Relations Strategies
- Crisis, Reputation and Issues Management
- Effective Public Affairs Management
- Effective Digital Public Affairs Management
- Digital Public Relations for Millennials – How PR is Evolving
- Public Relations and Communications in a Digital World
- Digital Mass Media Cultures
- Impact of Technology and Social Change in Public Relations
- Top 10 Presentation Skills and Techniques

Public Relations and Communications in a Digital World

COURSE OVERVIEW
Public Relations and Communication in a digital world has brought a new set of challenges for teams who want to know the art and science of analysing trends and predicting the consequences in a fast moving digital world. If you are a leader, or if you counsel leaders on implementing planned public relations and communication programmes of action, then you must attend this course because it will keep communications frameworks up-to-date, inform and guide leaders and modernise the organisations plans. Learn new methods to generate engagement and sustainability while maintaining public interest.

WHO SHOULD ATTEND?
Anyone and everyone in a company team who interacts with public relations, communications and digital audiences should attend this significant course. If your role is to engage profitably and to achieve great results for the corporation in terms of direct brand building and return on investment, then this is a vital course for you. The course is flexible in length depending on the delegate profile. It can be adapted for foundational, intermediate or senior professionals. If a particular sector focus is required, the trainer will adjust the content and case studies to suit the sector. This course is able to be adjusted for 1 to 1 sessions or taught on site to Public Relations or Communications Departments during their working day.

COURSE OUTCOMES
- Delegates will gain knowledge and skills to:
  - Create different communication channels that match organisational goals
  - Prepare visual and video inputs for audience interest and engagement
  - Develop databases for organisational and wider client management communications
  - Ensure congruence of messages to different publics
  - Use a variety of smart analysis tools to save time and gain fast advantage
  - Explore and learn from the best case studies in the world and debate what could have been done better

KEY COURSE HIGHLIGHTS
- Management of teams so that communications are congruent across the organisation
- Teams skills building so that strategic communications goals are aligned
- Confidence about which technique to use when, and how to generate digital impact that can be easily measured
- Practical tips and Q&A sessions with a trainer consultant who has wide experience
- Understanding of the full role, nature and responsibilities across the organisational communications matrix
- Insightful analysis of case studies and award winners to bring about advantageous behaviour change internally and externally

COURSE CODE
CIPR
DURATION
1 Week / 2 Weeks
LOCATION
Dubai
DATES
02/10/2020
Procurement and Supply Chain Management

» Advanced Tendering Procedures and Bid Evaluation
» Effective Purchasing, Tendering and Supplier Selection
» Mastering Procurement Contracts and Performance
» Principles and Best Practice for Supply Chain Management
» Procurement Best Practices
» Procurement in Public Private Partnerships
» Procurement Management of Equipment and Works for World Bank Aided Projects
» Strategic and Global Sourcing

Advanced Tendering Procedures and Bid Evaluation

- **Code**: PS01
- **Duration**: 1 Week / 2 Weeks
- **Location**
  - **London**: 04/05/2020
  - **Dubai**: 03/08/2020
  - **Amsterdam**: 07/09/2020
  - **Houston**: 05/10/2020

**COURSE OVERVIEW**
This course aims to provide delegates with the knowledge, concepts, and skills needed to perform all tendering tasks. The course covers each step of the tendering process, as well as the different techniques and approaches used in evaluating the bids.

**WHO SHOULD ATTEND?**
This course is suitable for contract professionals, contract analysts, purchasing professionals, etc.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- > Learn the best practices in tender procedures
- > Understand the additional requirements for documentation, such as the specification or scope of work
- > Apply technical and commercial evaluation methodologies
- > Create an appropriate evaluation methodology to judge bids and tenders
- > Apply competitive procurement procedures
- > Manage risks through better analysis and procurement choices
- > Properly manage the contract award stage
- > Communicate to create organisation advantage and manage change

**KEY COURSE HIGHLIGHTS**
- Tender procedures
- Tender documents
- Supplier management

Effective Purchasing, Tendering and Supplier Selection

- **Code**: PS02
- **Duration**: 1 Week / 2 Weeks
- **Location**
  - **London**: 20/04/2020
  - **Dubai**: 14/09/2020
  - **Paris**: 01/12/2020

**COURSE OVERVIEW**
This training course is aimed at strengthening delegates understanding of the role played by suppliers in delivering satisfaction to customers through an effective supply chain. Evaluation of the performance of both potential and current suppliers will be taught.

**WHO SHOULD ATTEND?**
This course is suitable for contract professionals, contract analysts, purchasing professionals, etc.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- > Apply various approaches, tools and strategies used in negotiations
- > Understand the basics of purchasing and the purchasing environment
- > Understand the key elements of a well-structured tender
- > Improve the performance of established suppliers
- > Understand how to operate with increased confidence when dealing with suppliers
- > Save money through more productive negotiation
- > Use measurement tools in driving supplier improvement

**KEY COURSE HIGHLIGHTS**
- Tendering
- Negotiation
- Measuring performance
- Supplier management
**COURSE OVERVIEW**

It is imperative for procurement to constantly deliver value by delivering products and services that contribute to the well-being of the organisation. This course develops fundamental procurement process knowledge and skills that you can apply immediately in all aspects of effective business and project procurement. The course is aligned to the Project Management Institute’s (PMI) standards.

**WHO SHOULD ATTEND?**

This course will benefit personnel involved in the following activities: procurement, tendering, project management, contract management, performance management, claims management, as well as project, engineering, operational, and maintenance personnel who are involved in the planning and execution of purchases and contracts. All involved in the acquisition of materials, equipment and services, and who are in organisations whose leadership want high levels of competency in those involved in these activities will find this course useful too.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:

- Select the appropriate procurement strategy to deliver value while addressing organisational risks and capabilities
- Reduce in total cost of ownership
- Understand the evolution in procurement
- Improve supplier performance
- Develop a procurement strategy which accepts the need for potential contract change
- Understand the legal principles which underlie the rights and obligations of contracting parties
- Structure effective contracts for professional and construction services. Define robust tendering and evaluation processes
- Ensure contract administration processes are comprehensive and effective
- Apply effective performance management techniques to contract delivery

**KEY COURSE HIGHLIGHTS**

- Mastering procurement
- Procurement issues – a world-wide perspective
- Structured approach to strategic procurement
- Dealing with operational procurement decisions
- Procurement lifecycle
- Identify needs and analyse the market
- Specify requirements
- Tendering
- An introduction to contract law
- Contract administration
- Performance management
- Contractual issues and disputes
- Contract close-out

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**COURSE OVERVIEW**

This course is designed to enhance the strategic practices of supply chain management. The course aims to project the ethos that best practice is essential in the makeup of a business. The course will explain the importance of setting the highest possible standards and the importance to continuous monitoring of the efforts of your competitors to stay healthy and improve competitiveness. The course will teach various techniques in implementing those teachings and will introduce new IT practices to streamline operations.

**WHO SHOULD ATTEND?**

This course will help both new recruits to the Supply Chain Sector, and those looking to refresh their skills.

**COURSE OVERVIEW**

It is crucial that professionals, particularly buyers, have the essential skills and tools to understand and contribute to the procurement process. This course is designed precisely to equip delegates with best practices to ensure that they keep up with trends regarding the shift from operational buying to strategic procurement. Though procurement has always been crucial to an organisation’s success, it is only in recent years that businesses have really come to terms with the added value it can create.

**WHO SHOULD ATTEND?**

This course is suitable for a number of professional figures, including: procurement directors, executive directors, functional directors, supplier managers, buyers / senior buyers, operations managers, finance managers, project managers, general managers.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:

- Strategically measure procurement performance
- Select the best suppliers by using cross-functional commodity teams, scorecards, and total cost of ownership analysis
- Improve vendor performance through a supplier performance management programme
- Optimise supplier relationships
- Leverage technology such as eProcurement and internet reverse auctions
- Conduct benchmarking
- Develop sound procurement strategies and tactical alternatives
- Understand the process of building effective tenders/RFPs
- Develop methods for the application of procurement policies and strategies

**KEY COURSE HIGHLIGHTS**

- Defining procurement excellence
- Understand the role of procurement
- A strategic approach to procurement
- Current procurement best practices used for purchasing both goods and services
- Evolution, objectives and responsibilities of procurement management
- Build an effective procurement function
- Cost control and reduction
- Electronic procurement and strategic cost management
- Ethics and green procurement
- Supplier evaluation and selection
- Supplier performance management
- Selecting appropriate service levels
Procurement in Public Private Partnerships

**CODE** PS06  
**DURATION** 1 Week / 2 Weeks  
**LOCATION** Dubai, London, Houston  
**DATES** 02/03/2020, 10/08/2020, 12/10/2020, 23/11/2020

**WHO SHOULD ATTEND?**  
This training is designed for middle to senior level management staff of Ministries, Departments, and Agencies (MDAs) of government with direct or indirect role in the PPP process. Project developers, sponsors and consultants. Private sector actors with interest in PPP development, procurement, and management will equally benefit from the course.

**COURSE OUTCOMES**  
- Delegates will gain knowledge and skills to:  
  - Understand the key principles of PPP and the implications of PPP for sound public financial management  
  - Apply best practice in procurement, promoting transparency, fairness and “bankability.”  
  - Understand the main principles and techniques for robust PPP contract design  
  - Develop a realistic procurement strategy and plan for a given PPP project

- Appreciate the perspectives of the private sector – tenderers and financiers – in achieving a successful outcome to the procurement process
- Explain the importance of value for money and affordability in the evaluation of bids and the award of a PPP contract
- Appreciate the benefits of competitive negotiation and the skills required to effectively negotiate a PPP contract
- Describe the key differences between a PPP procurement and conventional public procurement
- Analyze and evaluate project proposals to decide whether they are suitable for PPP
- Understand the main components of a sound PPP contract management framework
- Monitor PPP partner technical and financial performance and manage issues and disputes which arise during the life of the contract
- Appreciate the importance of monitoring and managing public sector risk over the operational life of a PPP project

**KEY COURSE HIGHLIGHTS**  
- The basis for the PPP procurement option
- PPP Project planning and value for money assessment
- Causes for PPP project failure
- The benefits of a strong PPP unit
- Managing critical events in PPP
- Procurement strategies and process
- Contracting issues and management framework
- Bid criteria, evaluation and award
- Payment and performance mechanisms
- Negotiation skills and partner relationship management
- Monitoring performance
- Dispute resolution

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Strategic and Global Sourcing

**CODE** PS08  
**DURATION** 1 Week / 2 Weeks  
**LOCATION** Dubai, London, Houston  
**DATES** 22/06/2020, 31/08/2020, 12/10/2020, 23/11/2020

**WHO SHOULD ATTEND?**  
This course is designed for procurement professionals who need to understand the strategic sourcing process in order to participate on a strategic sourcing acquisition team. It is suitable to a wide range of professionals but will greatly benefit procurement officers, contracting officers, supply chain professionals and programme managers. Those who are involved in the planning, evaluation, preparation and management of purchasing, tenders, contracts that cover the acquisition of materials, equipment, and services will find it course useful too.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Develop a strategic sourcing strategy that achieves tangible results
- Implement the strategic sourcing strategy to maximize total cost savings
- Plan for and carry out successful supplier selection processes

- Evaluate supplier proposals in a structured and transparent way
- Develop critical supply strategies
- Define the benefits from developing strategies through enhanced understanding of the suppliers’ viewpoint
- Capture all the internal and external information on requirements, categories and suppliers
- Establish processes to manage performance of the strategic sourcing contract
- Apply best practices and lessons learned in strategic sourcing efforts

- **KEY COURSE HIGHLIGHTS**  
  - Sourcing strategy development
  - Analysing and mitigating risks
  - Strategic analysis and generating options
  - Understanding business requirements
  - Supplier and supply market research
  - Total cost of ownership/cost models
  - Strategic analysis and generating options
  - Analysing and mitigating risks
  - Sourcing strategy development

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Procurement Management of Equipment and Works for World Bank Aided Projects

**CODE** PS07  
**DURATION** 1 Week / 2 Weeks  
**LOCATION** Dubai, London, Houston, Amsterdam  
**DATES** 24/02/2020, 02/03/2020, 03/06/2020, 10/08/2020, 12/10/2020, 07/12/2020

**WHO SHOULD ATTEND?**  
This course provides delegates with the knowledge of how to effectively apply the Procurement Tools and techniques in managing suppliers efficiently. Delegates will be aimed at reducing organisational costs whilst simultaneously improving service levels. This course also explores the key provisions of the World Bank procurement regulations and documents for the procurement of goods and works.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand the purchasing process and cycle of procurement
- Manage suppliers categorically and continuously monitoring their performance
- Learn the strategic procurement in the context of World Bank financed projects
- Apply the procurement procedures for The World Bank aided projects
- Identify project risk and uncertainties
- Use advanced procurement tools and techniques
- Apply sound procurement planning strategies
- Use best practice in planning and making a bid
- Provide modern and efficient procurement approaches and methods

- **KEY COURSE HIGHLIGHTS**  
  - Procurement Framework
  - Risk management plan
  - Supply market and value chain

- **COURSE OVERVIEW**  
This course focuses on optimising the “Supply” in Supply Chain Management. Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of your entire organisation. In this essential course, you will learn how to develop and implement a global sourcing and procurement strategy that aligns with your overall competitive strategy.
Management Courses

Project Management

- Effective Management of Contracts
- Effective Management of Project Leadership
- Effective Project Preparation Process: A Key Factor to a Successful Public Private Partnership Infrastructure Development
- Fundamentals of Project Management
- Leading a Project Team
- Mastering the Art of Project Management
- Monitoring and Evaluation of Donor Funded Projects
- Negotiating and Managing PPP Contracts
- Project and Contract Management
- Project Compliance and Risk Management
- Strategic Project Management

Effective Management of Contracts

**COURSE OVERVIEW**

The management of contracts is a crucial function in any organisation and if not given adequate attention could mark the downfall of a project and cause serious complications to an organisation’s well-being. The course will focus on the skills and understanding needed to function successfully in any contract arrangement.

**WHO SHOULD ATTEND?**

This course is ideal for senior officers and middle managers likely to move into senior positions and will be responsible for management of contracts either fixed-term or of infinite. Also suitable for procurement and PPP projects.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Master the more complex issues behind contract formation, execution, funding and contract performance
- Tackle management problems associated with various types of contracts

**Key Course Highlights**

- Develop and set the standards to improve on professionalism and service delivery through the execution of contracts
- Address terms and conditions within contracts and corporate relationships (public or private)
- Enhance the capacity of administrative structures that oversee selection of suppliers, including continuous monitoring, evaluation and performance of the contracts

Effective Management of Projects

**COURSE OVERVIEW**

This course equips delegates with an understanding of how to manage a project in the most effective manner and can mean the difference between success or failure. The fundamentals of effectively managing a project from start to finish require a team of individuals with different talents and skills. Those people are responsible for planning and executing the project objectives and that takes more than just labour and materials. Each project follows a project life cycle and every project has certain phases of development. Planning is key to project management success. Choosing to rush through or ignore the project planning process can be a formula for failure. A clear understanding of these phases allows managers and executives to maintain control of the project more efficiently.

**WHO SHOULD ATTEND?**

This course is for heads of departments, project and operations directors, practitioners and team members. This course also benefits those who wish to take a holistic, integrated approach to managing projects, addressing both technical and management challenges.

Those who wish to broaden their focus beyond the traditional project management activities of planning and scheduling, project control, and termination, to a more general, inclusive, and hence, more valuable perspective of the project management process.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Understand the importance of project leadership and strategic alignment
- Take the practical steps to establish a clear method for tracking and controlling a project
- Identify and engage with key project stakeholders and end users
- Control and monitor the efficient use of resources
- Identify risks and develop risk management strategies
- Manage the elements in project closure – the phase in which the project is concluded and resources (both monetary and human) are reassigned
- Clearly communicate methods that lead to trustworthiness, transparency, focus and stability, objectivity and fairness, confidentiality, energy and motivation, consistency and flexibility, accessibility, clarity, and respect

**Key Course Highlights**

- The core principles of project management
- Dynamic project management - from concept to reality
- Developing a clear project scope and objectives
- Project leadership throughout the project life cycle
- Project risk management
- Stakeholder management
- The critical elements of planning a successful project
- The absolute importance of proactive controls and monitoring activities
- Resource management throughout the project lifecycle
- Critical aspects of project success or failure
- Project closeout and handing over a successful project
Effective Project Preparation Process - A Key Factor to a Successful Public Private Partnership Infrastructure Development

**COURSE OVERVIEW**

The main feature of a Public Private Partnership project preparation process includes: project planning, project coordination and project monitoring. Management of PPP project preparation process according to WEF (2013) is so complex because it involves large teams and multiple stakeholders such as ministries, regulatory organs and regulators, engineering firms, banks as well as multiple interfaces between different project functional feasibility studies. In this GTC training course you will learn how to deal with various stakeholders, understand roles and responsibilities, address the range of issues and assess, evaluate and mitigate the risks involved in any PPP project.

**WHO SHOULD ATTEND?**

This course is suitable to a wide range of professionals from policy makers to technical and financial consultants and will greatly benefit those professionals who have some experience with infrastructure projects and wish to improve their knowledge and decision-making capacity to enact policies related to PPPs. It will also be of great benefit for professionals in sectors that include: energy and electricity, water and waste water, transportation (roads, airports, ports, and rail), telecommunications, education, health, and municipal services.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Recognise the various PPP schemes
- Define and set the framework for PPPs
- Understand the impact and contractual issues
- Determine project identification
- Analyse the feasibility study required
- Manage stakeholder expectations
- Determine project identification, screening and selection
- Know the roles and responsibilities of the stakeholders in PPP projects
- Address the range of issues in identifying, financing and procurement
- Analyse best practices in conducting financial, economic, and technical feasibility studies
- Evaluate risk identification, mitigation and allocation among parties involved in a PPP project

**Key Course Highlights**

- The fundamental concepts of the PPP scheme
- Project preparation process and management
- The four levels of preparation and implementation
- Analyse the important factors for the project preparation process
- Understand the key phases of the PPP project timeline
- Understand the critical decision criteria to select public or private provision
- Understand the importance of financial and economic analyses
- Project design, technical aspects, components, cost estimation and financing
- The role and responsibilities of the PPP project team
- Formulate clear and concise management plans
- Understand and manage the strategic objectives of stakeholders
- Conducting risk assessments and mitigation strategies

**Leading a Project Team**

**COURSE OVERVIEW**

This course will provide delegates with the ability to lead a project team. This will involve everything from developing project objectives and defining the scope of the project to practising how to lead a project team.

**WHO SHOULD ATTEND?**

This course is for dedicated project managers, project consultants, finance consultants and any manager or professional responsible for managing project staff or assisting in the management of projects.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Define competent project management – skills, knowledge and understanding
- Build an effective project team
- Create a logical project management framework

**COURSE OVERVIEW**

This course focuses on mastering the project management skills needed to create project success. It focuses on the skills needed by modern PMOs and Project Managers to successfully manage and control projects. Many companies hire project managers to oversee and implement initiatives set forth by the organisations. Project managers are adept at ensuring that projects are successfully completed in a timely manner. By attending this course, delegates will understand the power of using key project management processes to define, plan and manage a project, and will appreciate the steps necessary to implement an effective project management system.

**WHO SHOULD ATTEND?**

This course is ideal for dedicated project managers, project consultants, finance consultants and any manager or professional with the responsibility of staff management.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Develop and use Schedules, Gantt charts, Earned Value and other project documentation as communication tools
- Recognise the difference between delivering value and just being ‘on schedule’
- Understand what a successful project plan should contain
- Confidently use best-practice project monitoring and evaluation criteria
- Manage resources and budgets effectively
- Manage internal and external influences that affect team performance

**Key Course Highlights**

- Identifying and defining the role of project manager
- Working with project team members – roles and responsibilities
- Techniques to manage different behaviours and attitudes
- Monitoring performance and providing feedback
- Learning from best-practices to support continuous improvement
- Clarifying roles and responsibilities using a RACI matrix
- Collaborating on project objectives

**Fundamentals of Project Management**

**COURSE OVERVIEW**

This course provides a solid introduction to fundamentals of modern project management best practices, focusing on the application of non-bureaucratic methods that aid planning and control. Whether you are a project manager, an aspiring project manager or you are involved in a project, this course will take you through the project lifecycle and the essential key phases so that you can deliver a successful project.

**WHO SHOULD ATTEND?**

This course is intended for project professionals, team leaders and team members who are engaged in project work from simple to complex. Because of the universality of the principles and techniques covered, the seminar will also be of value to anyone managing or involved in projects regardless of their professional background or industry they operate within.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Define responsibilities and stakeholder management
- Master skills in managing project activities
- Develop a more effective approach to interacting with project stakeholders
- Build effective plans
- Manage and control the projects better
- Increase project managers' personal effectiveness
- Master project management soft skills
- Align the project and corporate goals
- Understand and resolve conflicts
- Develop robust project teams
- Phase out plan and activities
- Control the scope, time and budget

**Key Course Highlights**

- Project Management - principles and definitions
- Key principles for PM success - getting the maximum results
- The duties of the Project Manager and roles and responsibilities
- Stakeholder analysis – dealing with contractors and end users
- Planning and defining the Project Work
- Working to the project goals and objectives
- Managing the Work Plan, managing risk and managing project completion
- Techniques to identify risk
- Learning negotiation tactics
- Learning skills necessary for mastering the art of project management
- Better production of project outcomes

**Mastering the Art of Project Management**

**COURSE OVERVIEW**

This course focuses on mastering the project management skills needed to create project success. It focuses on the skills needed by modern PMOs and Project Managers to successfully manage and control projects. Many companies hire project managers to oversee and implement initiatives set forth by the organisations. Project managers are adept at ensuring that projects are successfully completed in a timely manner. By attending this course, delegates will understand the power of using key project management processes to define, plan and manage a project, and will appreciate the steps necessary to implement an effective project management system.

**WHO SHOULD ATTEND?**

This course is ideal for dedicated project managers, project consultants, finance consultants and any manager or professional with the responsibility of staff management.

**COURSE OUTCOMES**

Delegates will gain knowledge and skills to:
- Develop and use Schedules, Gantt charts, Earned Value and other project documentation as communication tools
- Recognise the difference between delivering value and just being ‘on schedule’
- Understand what a successful project plan should contain
- Confidently use best-practice project monitoring and evaluation criteria
- Manage resources and budgets effectively
- Manage internal and external influences that affect team performance

**Key Course Highlights**

- Identifying and defining the role of project manager
- Working with project team members – roles and responsibilities
- Techniques to manage different behaviours and attitudes
- Monitoring performance and providing feedback
- Learning from best-practices to support continuous improvement
- Clarifying roles and responsibilities using a RACI matrix
- Collaborating on project objectives

**Use proven techniques to lead and motivate your team**

- Develop a culture of successful project management
- Understand and document the project Scope
- Develop the project schedule
- Demonstrate new ways to identify a project’s key stakeholders
- Identify the stakeholder’s real needs and requirements
- Define project success in the 21st Century

**Key Course Highlights**

- Traditional vs. Creative Project Management
- Six principles for mastering the art of project management
- Risks in project management
- Building the project management team
- Developing your project plan using a robust planning process
- Decision making for success
- Change management
- Risk treatment and monitoring
- The vital skills needed to manage a project successfully
- The critical importance of proactive stakeholder management
- A stakeholder centric approach to developing an effective project charter
- The correlation between an organisation’s risk tolerance and project success
Monitoring and Evaluation of Donor Funded Projects

CODE: PM07
DURATION: 1 Week / 2 Weeks
LOCATION: Amsterdam, Paris, London, Dubai
DATES: 01/06/2020 to 09/11/2020

COURSE OVERVIEW

This course introduces key principles and practices in the management, monitoring and evaluation of international development projects, and equips participants with project management, monitoring and evaluation skills. The training blends planning and management principles with skill development related to data collection and analysis. Delegates will be involved in elaborating specific exercises and tools in small working groups and that way developing knowledge and skills for direct application in their projects and programmes.

WHO SHOULD ATTEND?

This training is intended for project management officials, government officials, department heads and programme managers, policy makers and programme implementers; development practitioners and activists, NGO and CSO members, university researchers among others.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Understand the concepts of monitoring and evaluation
- Designing M&E systems and frameworks
- Understand the framework
- Prepare and implement the monitoring and evaluation
- Determine relevant indicators and data necessary for evaluation
- Define realistic, expected results based on appropriate analysis
- Monitor progress towards results and resources consumed with the use of appropriate indicators

KEY COURSE HIGHLIGHTS

- Basic concepts in monitoring and evaluation
- Results-based monitoring and evaluation
- Readiness assessment and outcomes to monitor and evaluate
- Project planning and effective decision making
- Scope management
- Developing a stakeholder management and communication strategy
- Managing resistance and conflict
- Effectively leading a monitoring and evaluation project
- Cost-benefit analysis
- Determining critical success factors and key performance indicators
- Learning from project monitoring and evaluation

Negotiating and Managing PPP Contracts

CODE: PM08
DURATION: 1 Week / 2 Weeks
LOCATION: London, Abu Dhabi
DATES: 16/03/2020 to 28/05/2020

COURSE OVERVIEW

One of the most critical development aspects of securing and implementing successful and sustainable Public Private Partnership programmes is the effective negotiation of the PPP contract. This involves not only development of the contract, but also competent project management and negotiation. This course will enable delegates to negotiate effectively within the PPP process and develop the key skills and behaviours consistent with project and contract management.

WHO SHOULD ATTEND?

The course is designed for people who have or are planning to have responsibilities for PPP contract negotiation and management. It would be desirable for participants to be experienced in project and contract management and have previous experience in contract negotiation. This course is appropriate for people from any part of the public sector or private organisations who meet the criteria above.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Identify and understand the role, responsibilities and competences of the effective contract negotiator
- Prepare and administer both the project plan and the contract
- Implement an effective contract renegotiation process
- Recognise and implement the key elements of managing the contract
- Identify and overcome key barriers to effective management
- Recognise how and when risk-management is to be applied and what contingency planning should be applied
- Develop and implement action planning and apply key measures of performance
- Understand the unique challenges of PPP contract management and the application effective tools and techniques

KEY COURSE HIGHLIGHTS

- Effective contract negotiation and monitoring skills
- Establishing a contract compliance action plan for implementation
- Systematic approaches to key stages of the negotiation process
- Effective measurement and benchmarking of key stages of the project process to enable effective management
- Critical success factors for effective contract performance
- Building a contract management and procurement process
- Developing PPP projects and contract management programs
- Identifying and applying contract risk management
- Recognise and implement the key elements of managing the contract
- Identify and overcome key barriers to effective management
- Recognise how and when risk-management is to be applied and what contingency planning should be applied
- Develop and implement action planning and apply key measures of performance
- Understand the unique challenges of PPP contract management and the application effective tools and techniques

Project and Contract Management

CODE: PM09
DURATION: 1 Week / 2 Weeks
LOCATION: Dubai, Paris, London
DATES: 27/04/2020 to 16/11/2020

COURSE OVERVIEW

Project managers, contract managers and other professionals involved in the world of contracts must be able to work effectively together with customers, contractors and subcontractors in order to accomplish key organisational objectives. This course provides an overview of all phases of projects and contracting, from requirements development to closeout and will show how incentives can be used to improve contract results.

WHO SHOULD ATTEND?

This course benefits project and contracts management professionals; tendering, purchasing, contract administration professionals and personnel; engineering, operational, finance, and maintenance professionals. Managers responsible for supporting contract management staff (operations, projects and procurement) will find this course useful too.

COURSE OUTCOMES

Delegates will gain knowledge and skills to:
- Define the role of the project manager
- List the key initiating activities that help determine whether to start and/or continue with a project
- Create a detailed plan for the project which will include scope, schedule and cost baselines as well as the management strategies for the project
- Identify contract components and understand the process from start to finish
- Select the right contract type for the project
- Prepare and administer both the project plan and the contract
- Critically select and negotiate the contractor
- Identify and analyse project and contract risks
- Select and lead the project and contract teams
- Set and measure project and contractor performance goals
- Choose the offer that will result in the best value for the buyer
- Negotiate favourable terms and make revisions to the contract
- Apply rules of contract interpretation in project disputes
- Administer contracts appropriately and know when and how to terminate before or upon completion
- Explore the various pricing models used in preparing proposals

KEY COURSE HIGHLIGHTS

- Project management framework
- Process groups
- Knowledge areas
- Managing project and contract risks
- Project financial evaluation
- Building the project management team
- Developing a project plan
- Good contracting and procurement practices
- Contract types and payments
- Negotiation
- The contract management process
- Critical success factors for effective contract delivery
- Managing relationships in contracts
- Managing contract performance
Project Compliance and Risk Management

**COURSE OVERVIEW**
Understanding risk management in project management is a key skill required of all project managers. In this project risk management training course you will learn how to identify, measure and analyse risks in projects of all sizes and scopes, and how to ensure the success of your projects from beginning to the end by quantifying and creating a project risk management plan. The aim of this course is to enable the delegates to plan, manage and control project risks. It is an introduction to project risk management that enables a team to identify, classify and manage risk systematically for the duration of a project, taking full account of corporate aims in order to control the probability and mitigate the impact of an adverse risk event.

**WHO SHOULD ATTEND?**
This course has been designed for project risk managers, risk owners, project managers, members of the project office, project sponsors, functional managers, senior management and individuals interested in project risk management.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Provide an overview of project risk management why project risk management, the process involved and definitions of project risk
- Identify human aspects of risk management - risk attitude and heuristics
- Identify risk: describe risks using structured risk descriptions, identification techniques, risk register
- Manage the process: keep the process alive and improve risk management

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Strategic Project Management

**COURSE OVERVIEW**
Projects by their very nature involve strategic thinking and planning. This course will support and enable delegates to develop effective strategic management of projects skills. It will take a logical and systematic approach to projects and identify the key stages of the project cycle with the skills required at each stage. This course will equip you with the expertise to critically analyse and prepare effective strategies that have the potential to add significant value to an organisation, helping them achieve their strategic aims through a programme management approach.

**WHO SHOULD ATTEND?**
This course has been specifically designed for project managers who are experienced in managing projects, as well as strategy implementers, strategy makers and those who wish to enhance the success of the projects they are involved in.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Understand the relationship between strategy and achievability
- Apply a systematic and strategic approach to the management of a project
- Ensure project credibility by aligning your project with your organisation’s goals, objectives and strategies

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**KEY COURSE HIGHLIGHTS**
- Create and implement an appropriate strategy for your project
- Communicate your strategy to the project team, the customer, and other project stakeholders
- Manage stakeholder expectations to maintain project alignment - tips, tools, and techniques
- Establishing a project structure and process to ensure strategic success
Management Courses

Public Governance, Compliance and Transparency

Averting Financial and Economic Fraud

- CODE: PG01
- DURATION: 1 Week / 2 Weeks
- LOCATION: London
- DATES: 20/04/2020
- DURATION: 14/06/2020

WHO SHOULD ATTEND?
Senior decision-makers of all public and private sector managers especially accountants, auditors, financial investigators and members of law enforcement agencies and those involved in compliance, due diligence and prevention activity.

COURSE OVERVIEW
This course addresses the global problems of economic crime, money laundering and transnational fraud. It covers methods that tackle local manageable problems and also allows delegates to develop their skills to confront the elusive criminal who manipulates cyberspace or who pulls levers from an ever-shifting overseas base.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Identify and report any suspicious activity
- Understand the complex world of money laundering
- Recognise the impact of money laundering on the world economy
- Understand the significant implications of adopting IFRS standards for financial reporting
- Identify Organisational/Departmental core outputs by analysing and monitoring the process through performance indicators
- Understand organisational fraud risk and how to monitor and manage it
- Identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis
- Appreciate case management and accountability of investigative actions
- Explain the benefits of information sharing within investigation constraints
- Recognise economic crime
- Eliminate fraudulent financial attacks

KEY COURSE HIGHLIGHTS
- Develop transparency initiatives in your organisation and raise awareness of its benefits
- Combat fraud effectively by having the skills to review and update methods of investigating and reducing the effects of fraud and corruption
- Understand the complex world of money laundering
- Recognise the impact of money laundering on the world economy
- Understand the significant implications of adopting IFRS standards for financial reporting
- Identify Organisational/Departmental core outputs by analysing and monitoring the process through performance indicators
- Understand organisational fraud risk and how to monitor and manage it
- Identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis
- Appreciate case management and accountability of investigative actions
- Explain the benefits of information sharing within investigation constraints
- Recognise economic crime
- Eliminate fraudulent financial attacks

Anti – Fraud & Transparency Policy Making

- CODE: PG02
- DURATION: 1 Week / 2 Weeks
- LOCATION: London
- DATES: 06/07/2020
- DURATION: 12/10/2020

WHO SHOULD ATTEND?
Financial investigators and members of law enforcement agencies and those involved in compliance, due diligence and prevention activity.

COURSE OVERVIEW
Because transparency is a necessary factor to promote and continuity in any organisation, this course will be of benefit to professionals in a variety of capacities. This includes managers who oversee the administrative processes in their organisations, project managers, officers responsible for the management of contracts and procurement, policy-makers and advisors.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Identify and establish standards of management practice that will curb the event of fraud and corruption
- Monitor internal procedures
- Identify relevant evidence and understand issues
- Identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis

KEY COURSE HIGHLIGHTS
- Develop transparency initiatives in your organisation and raise awareness of its benefits
- Combat fraud effectively by having the skills to review and update methods of investigating and reducing the effects of fraud and corruption
- Understand the complex world of money laundering
- Recognise the impact of money laundering on the world economy
- Understand the significant implications of adopting IFRS standards for financial reporting
- Identify Organisational/Departmental core outputs by analysing and monitoring the process through performance indicators
- Understand organisational fraud risk and how to monitor and manage it
- Identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis
- Appreciate case management and accountability of investigative actions
- Explain the benefits of information sharing within investigation constraints
- Recognise economic crime
- Eliminate fraudulent financial attacks

Creating & Managing a Compliance Team

- CODE: PG03
- DURATION: 1 Week / 2 Weeks
- LOCATION: Dubai
- DATES: 10/02/2020
- DURATION: 08/06/2020
- LOCATION: Houston
- DATES: 16/11/2020

WHO SHOULD ATTEND?
Senior decision-makers of all public and private sector managers especially accountants, auditors, financial investigators, members of law enforcement agencies and those involved in compliance, due diligence and prevention activity.

COURSE OVERVIEW
This course identifies the principles essential to ensuring effective compliance within an organisation. It provides delegates with the hands-on, practical knowledge essential to introduce and implement a suitably trained compliance team. Core topics, such as fraud prevention and response planning, are scoped and developed within practical workplace scenarios to test the delegate’s practical approach to problem solving and removal of possible fraud.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis
- Risk-assess core areas
- Understand the skills of interviewing and planning, as well as financial compliance
- Identify relevant evidence and understand issues of documentation and case management
- Outline and evaluate the policies and procedures in an organisation
- Prepare Response Plans to identify suitable plans and actions to counter fraud and the likely outcomes of fraud

KEY COURSE HIGHLIGHTS
- Establish the principles and procedures necessary to carry out the compliance function
- Acquire the basic requirements and skills necessary to carry out the compliance role and identify strengths and weaknesses within it
- Understand the skills of interviewing and planning, as well as financial compliance
- Identify suitable plans and actions to counter fraud
- Alternative approaches to compliance
- Risk assessments
### E-Government Strategy and Implementation

**CODE** PG04  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  DATES  
London 06/04/2020  
London 08/06/2020

**WHO SHOULD ATTEND?**  
This course is ideal for government officials and representatives developing departmental Internet and government strategy.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Describe e-government

**KEY COURSE HIGHLIGHTS**  
- Understand the concepts of fraud and corruption
- Understand organisational fraud risk and its implementation in public sector
- Risk analysis and fraud related issues
- Develop techniques to help manage the implementation of reform in organisations
- Devise strategies to help manage the implementation of reform in organisations
- Consider budgetary measures which will deliver financial savings for departments
- Reduce the incidence of corruption
- Develop inspiring leadership behaviours

### Evidence Gathering and Interviewing Skills

**CODE** PG05  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  DATES  
Dubai 08/06/2020  
London 10/08/2020

**WHO SHOULD ATTEND?**  
This course is designed at two levels. It is suitable for internal and external auditors, forensic accountants, financial investigators, members of the police service and other law enforcement agencies. It is also suitable for those involved in compliance, due diligence and crime prevention activities.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand legal elements of interviewing

**KEY COURSE HIGHLIGHTS**  
- Understand laws of evidence and legislation and sources of law
- Demonstrate interviewing techniques in order to secure relevant evidence
- Practice non-verbal communication - theory and practice
- Demonstrate techniques that can be used to access and analyse data
- Allocate responsibilities to strategic members of staff for the overall management of interviewing

### Forensic Auditing and Accounting for Business and Government

**CODE** PG06  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  DATES  
London 29/06/2020  
Dubai 23/07/2020

**WHO SHOULD ATTEND?**  
This course is suitable for internal and external auditors, forensic accountants, financial investigators, members of the police service and other law enforcement agencies. It is also ideal for middle and senior managers who are responsible for overseeing the audit process as it relates to the detection and prevention of economic crime.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Describe the audit process
- Assess the effects of business activity on the balance sheet
- Understand generally accepted auditing standards (GAAS), principles and international audit standards
- Identify risk analysis applications and fraud related issues
- Report on and validate audit reports and present information for legal use
- Appreciate the complex world of money laundering and the third EU directive
- Design and develop procedures and controls for the prevention, detection and investigation of fraud and be able to prepare documentary evidence

### Fraud Detection in Government Accounting

**CODE** PG07  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  DATES  
London 29/06/2020  
Dubai 31/08/2020

**WHO SHOULD ATTEND?**  
This course is suitable for senior managers in the public service with a mission to detect and combat fraud, internal auditors and public accountants. It is also ideal for anyone with ownership, or responsibility, for overseeing the audit process as it relates to the detection and prevention of economic crime.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Combat fraud effectively by using updated investigation methods to reduce the effects of fraud and corruption
- Recognise the impact of fraud on the world economy
- Align organisational core business objectives with the European directives concerning money laundering
- Identify organisational/department core outputs by analysing and monitoring the process through performance indicators
- Understand organisational fraud risk and its management

**KEY COURSE HIGHLIGHTS**  
- Apply various techniques for detecting fraud
- Understand the pitfalls and advantages of using computerised systems
- Importance in applying professional standards to current administrative structures and accounting systems
- Accounting and auditing malpractice
- Risk analysis and fraud related issues

### Improving Governance, Performance, and Accountability in Public Sector

**CODE** PG08  
**DURATION** 1 Week / 2 Weeks  
**LOCATION**  DATES  
Dubai 18/05/2020  
London 20/07/2020

**WHO SHOULD ATTEND?**  
This course instructs government organisations at all levels - federal, state or local - in the formidable task of managing important public policy issues and communicating their activities to many different stakeholders. This task creates direct implications for how targets are achieved and what administrative systems are in operation, thus providing an environment where transparency can thwart both fraud, corruption and economic crime can be detected at an early stage.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand organisational, performance and accountability techniques, to facilitate the prevention, detection, and investigation in a computerised environment
- Design and develop procedures and controls for the prevention, detection and investigation of fraud and be able to prepare documentary evidence
- Gather and disclose evidence
- Engage in practical exercises, such as interviewing witnesses
- Gather and disclose evidence
- Provide insight into forensic auditing and investigative techniques to seek out and quantify evidence
- Recognise the impact of fraud on the world economy
- Recognise the impact of fraud on the world economy
- Explore cutting-edge human resource practices
- Appreciate the importance of good record keeping and information management in order to improve efficiency
- Develop and implement a personal action plan

**KEY COURSE HIGHLIGHTS**  
- Develop and implement a personal action plan
- Explore cutting-edge human resource practices
- Appreciate the importance of good record keeping and information management in order to improve efficiency
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- Develop and implement a personal action plan

### Transforming Emerging Economies

**E-Government Strategy and Implementation**  
This course introduces e-government and its application in public sector reform and improved service delivery. It examines the use of government information related to government practice and planning (records and information management), transparency, access to this information and collection of public data. The course also focuses on public sector image building using international standards, including structures required for effective e-government.

**WHO SHOULD ATTEND?**  
This course is for government officials and representatives developing departmental Internet and government strategy.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand e-governmental concepts
- Create a blueprint for e-government
- Develop and implement a system to enable effective policy creation

**KEY COURSE HIGHLIGHTS**  
- The use of e-government in improving public service delivery
- Developing strategies for implementing e-government in local and central authorities
- Offer direction in planning accessible web portals for the dissemination of information to the international community
- Improving standards through e-government
- Managing the process of developing a strong e-government presence and improving public procedures, public service delivery

### Evidence Gathering and Interviewing Skills

**COURSE OVERVIEW**  
This course outlines the requirements for training for a number of qualified key practitioners within government departments in interviewing skills. Not only will this course focus on their highly specialised areas of work, but it will cover specific interviewing skills, supported by knowledge of evidence laws and current legislation.

**WHO SHOULD ATTEND?**  
This course is designed at two levels. It is suitable for internal and external auditors, forensic accountants, financial investigators, members of the police service and other law enforcement agencies. It is also suitable for those involved in compliance, due diligence and crime prevention activities.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand legal elements of interviewing

**KEY COURSE HIGHLIGHTS**  
- Understand laws of evidence and legislation and sources of law
- Demonstrate interviewing techniques in order to secure relevant evidence
- Practice non-verbal communication - theory and practice
- Demonstrate techniques that can be used to access and analyse data
- Allocate responsibilities to strategic members of staff for the overall management of interviewing

### Forensic Auditing and Accounting for Business and Government

**COURSE OVERVIEW**  
This course better equips internal auditors and financial investigators to effectively perform their tasks and set up proactive systems to detect and combat white-collar crime. It provides practical knowledge, as well as current forensic auditing techniques, to facilitate the prevention, detection, investigation, reporting and prosecution of economic crime.

**WHO SHOULD ATTEND?**  
This course is suitable for internal and external auditors, forensic accountants, financial investigators, members of the police service and other law enforcement agencies. It is also ideal for middle and senior managers who are responsible for overseeing the audit process as it relates to the detection and prevention of economic crime.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Describe the audit process
- Assess the effects of business activity on the balance sheet
- Understand generally accepted auditing standards (GAAS), principles and international audit standards

### Fraud Detection in Government Accounting

**COURSE OVERVIEW**  
This course instructs government organisations at all levels - federal, state or local - in the formidable task of managing important public policy issues and communicating their activities to many different stakeholders. This task creates direct implications for how targets are achieved and what administrative systems are in operation, thus providing an environment where transparency can thwart both fraud, corruption and economic crime can be detected at an early stage.

**WHO SHOULD ATTEND?**  
This course is suitable for senior managers in the public service with a mission to detect and combat fraud, internal auditors and public accountants. It is also ideal for anyone with ownership, or responsibility, for overseeing the audit process as it relates to the detection and prevention of economic crime.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Combat fraud effectively by using updated investigation methods to reduce the effects of fraud and corruption
- Recognise the impact of fraud on the world economy
- Align organisational core business objectives with the European directives concerning money laundering
- Identify organisational/department core outputs by analysing and monitoring the process through performance indicators
- Understand organisational fraud risk and its management

**KEY COURSE HIGHLIGHTS**  
- Apply various techniques for detecting fraud
- Understand the pitfalls and advantages of using computerised systems
- Importance in applying professional standards to current administrative structures and accounting systems
- Accounting and auditing malpractice
- Risk analysis and fraud related issues

### Improving Governance, Performance, and Accountability in Public Sector

**COURSE OVERVIEW**  
This course prepares delegates to cultivate modern policies and practices in their department or area of responsibility. Delegates will discuss, analyse and evaluate key elements of modern governance using interactive techniques and case studies from Africa, Asia and Europe. The course provides ideas to stimulate improvement of economy, efficiency and effectiveness in the workplace and examines means of developing staff into high-performing teams.

**WHO SHOULD ATTEND?**  
Good governance is essential to the delivery of efficient, effective modern public and para-statal services. This course will benefit leaders, managers, HR professionals and others who help develop and deliver strategy, policy or administration in public service or para-statal organisations.

**COURSE OUTCOMES**  
Delegates will gain knowledge and skills to:  
- Understand the need for policy reform and its impact on economic development
- Examine effective methods of performance management
- Explore cutting-edge human resource practices
- Appreciate the importance of good record keeping and information management in order to improve efficiency
- Develop and implement a personal action plan

**KEY COURSE HIGHLIGHTS**  
- Examine the socio-economic impact that governance has on civil society
- Develop techniques to help manage the implementation of reform in organisations
- Consider budgetary measures which will deliver financial savings for departments
- Reduce the incidence of corruption
- Develop inspiring leadership behaviours
Policy Analysis, Development and Implementation

**COURSE OVERVIEW**
This course aims to provide delegates with the analytical tools necessary for understanding the nature of policy making. Policy making involves a number of stages including analysis, costing and implementation. Each stage requires different skills, which delegates will explore according to their individual interests.

**WHO SHOULD ATTEND?**
This course benefits delegates in public and private organisations and institutions who are involved, or could become involved, in policy making.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Establish feedback loops for the analysis of policy performance using best-practices in Commonwealth countries
- Set up localised pilot schemes for new policy initiatives
- Establish bids from subordinate administration for central government financial delivery of targeted social, infrastructure or economic programmes
- Implement a process of policy analysis
- Understand the role of research, commissioning research and research-based policy making
- Contribute to the idea of good governance
- Provide measures for greater transparency in policy making
- Exposure to effective analytical tools and efficient monitoring processes
- Examining the control mechanisms necessary for effective management of national policy
- Developing skill sets for policy making at varied levels: global (e.g. UN level) capacity, international aspirations (e.g. AU, Arab League, ASEAN) national aims (sovereign government), devolved powers (local administration)

**KEY COURSE HIGHLIGHTS**
- How to apply various techniques for detecting fraud
- To have a raised awareness of potential fraud and corruption and deliberate manipulation in general and various forms this may take
- Understand the pitfalls and advantages of using computerised systems
- The investigative process, investigative tools, techniques and strategies
- Understanding the complex world of money laundering
- Recognise the fraud impact on the world economy
- Align organisational core business with the European Directives concerning money laundering
- To be able to identify organisational/departmental core outputs by analysing and monitoring the process through performance indicators
- To have an understanding of organisational fraud risk and its management
- To be in a position to identify the scale of organisational/departmental risks through the process of fraud risk analysis

Sound Risk Management – Corporate Governance & Control

**COURSE OVERVIEW**
This course looks at the implications of Fraud and Corruption upon Government, Public and Private Sector Organisations and the individuals within those organisations. There is also a strong emphasis on how to combat fraudulent activity and corrupt practices, with the use of practical workshops to re-enforce identified learning outcomes, as well as covering such topics as risk assessment, prevention and investigatory issues, evidence management and the use of financial investigation.

**WHO SHOULD ATTEND?**
This course is aimed at those decision-makers, managers and all members of public and private sector organisations who require an understanding of corruption and its ramifications in the workplace. The course is also a must for private sector organisations and the individuals and organisations to launder their proceeds of crime both nationally and globally. This module provides an understanding of how criminal proceeds are obtained and disseminated both locally and internationally and how national and international cooperation is necessary to ensure both criminal and preventative measures are adequately implemented to combat the professional money laundering.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Understand money laundering and anti-money laundering initiatives
- Understand the implications on financial accounting of adopting international standards
- Identify the scale of organisational risks
- Examine the impact of regulation on existing processes
- Consider alternative approaches to the application of audit risk
- Risk analysis and fraud related issues
- Forensic auditing and investigation
- Good corporate governance, accountability in line with best practice
- Use of documentary evidence and its management
- Introduce and establish standards of management practice that will assist in curbing the event of fraud and corruption
- Develop transparency initiatives within organisations that highlights the benefits of such initiatives
- Combat fraud effectively by having the skills to review the update methods of investigating and reducing the effects of fraud and corruption
- Understanding the complex world of money laundering
- Recognise the fraud impact on the world economy
- Align organisational core business with the European Directives concerning money laundering
- To be able to identify organisational/departmental core outputs by analysing and monitoring the process through performance indicators
- To have an understanding of organisational fraud risk and its management
- To be in a position to identify the scale of organisational/departmental risks through the process of fraud risk analysis

Strategic Approach to the Identification & Control of Alternative Global Financing

**COURSE OVERVIEW**
In an increasingly complex world there are new far greater opportunities for organised criminal organisations to launder their proceeds of crime both nationally and globally. This module provides an understanding of how criminal proceeds are obtained and disseminated both locally and internationally and how national and international cooperation is necessary to ensure both criminal and preventative measures are adequately implemented to combat the professional money laundering.

**COURSE OUTCOMES**
Delegates will gain knowledge and skills to:
- Understand money laundering and anti-money laundering initiatives
- Understand the implications on financial accounting of adopting international standards
- Identify the scale of organisational risks
- Examine the impact of regulation on existing processes
- Consider alternative approaches to the application of audit risk

**KEY COURSE HIGHLIGHTS**
- To have an understanding of Organisational fraud risk and its management
- To be in a position to identify the scale of Organisational/Departmental risks through the process of fraud risk gap analysis models

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**LOCATION  DATES**

**DURATION**
1 Week / 2 Weeks

**CODE  PG09**

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**LOCATION  DATES**

**DURATION**
1 Week / 2 Weeks

**CODE  PG10**

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**LOCATION  DATES**

**DURATION**
1 Week / 2 Weeks

**CODE  PG11**

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Cyber Security Risk Assessment and Management

COURSE OVERVIEW
Cyber security risks continue to have critical impacts on overall IT risk modeling, assessment and mitigation. This course takes delegates through the practical skills necessary to perform regular risk assessments for their organizations. In this course, delegates will learn about the general information regarding security risk management framework, laws and regulations that impose strict cyber security requirements on all organizations and gain the skills to develop a compliance assessment plan while maintaining a satisfactory security posture.

WHO SHOULD ATTEND?
This course is suitable for IT managers, Risk management professionals, Information security engineers and managers.

COURSE OUTCOMES
At the end of the course participants will have a greater understanding of and developed the following key attributes:

- Establish and maintain certain information security risk criteria
- Information security risk management framework and methodologies
- Identify "risks associated with the loss of confidentiality, integrity and availability for information within the scope of the information security management system" and identify the owners of those risks
- Select and implement security controls that ensure compliance with applicable laws, regulations, policies, and directives
- Assessing Compliance Scope and Depth

KEY COURSE HIGHLIGHTS
- Threat Intelligence-led testing and response framework adopted by leading governments and institutions
- Understand Cyber Kill Chain and design an early warning system to lower discovery time from months to days
- Design and implement a response framework and build an effective cyber response team
- Analyse recent attacks and learn how these attacks avoided detection
- Incident orchestration to significantly reduce time to respond to data breaches
- Assess your organisation’s breach readiness
- Automate critical incident response
- Triage, Detection and Monitoring
- Strategies to counter the Cyber Kill Chain

Cyber Incident Planning and Response

COURSE OVERVIEW
This cyber incidence planning and response course will teach delegates how to effectively respond to Cyber Security incidents and enable delegates to prepare a defined approach when responding to a data breach or attack of an information asset. The course will also help delegates gain a better understanding of incident response and strategic ways to plan and prepare for potential cyber threats.

WHO SHOULD ATTEND?
This course is suitable for IT managers, Risk management professionals, Information security engineers and managers.

COURSE OUTCOMES
At the end of the course participants will have a greater understanding of and developed the following key attributes:

- Understand the importance of an incident response plan
- Threat Intelligence-led testing and response framework adopted by leading governments and institutions
- Understand Cyber Kill Chain and design an early warning system to lower discovery time from months to days
- Design and implement a response framework and build an effective cyber response team
- Analyse recent attacks and learn how these attacks avoided detection
- Incident orchestration to significantly reduce time to respond to data breaches

KEY COURSE HIGHLIGHTS
- Assess your organisations breach readiness
- Automate critical incident response
- Triage, Detection and Monitoring
- Strategies to counter the Cyber Kill Chain

Technical Training for All Technical Job Functions

- Fundamentals of Identity Management
- Key Strategies for Defending the Perimeter from Cyber Attacks
- Practical Penetration Testing - Tools and Techniques

Non Technical Training for Officers, Managers and Senior Executives

- Cyber Incident Planning and Response - A Strategic and Practical Approach
**Fundamentals of Identity management**

**COURSE OVERVIEW**
This strategic security course goes beyond firewalls and ports, delegates are going to learn practical steps and prescriptive guidance on how to strengthen organizations security and access by implementing the latest identity management strategies. This comprehensive training is also going to examine how to implement Single Sign-on (SSO) via a solid foundation based on Federated Identity Management and Industry standard Public Key Infrastructure (PKI).

**WHO SHOULD ATTEND?**
This course is suitable for Information security engineers and managers.

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and developed the following key attributes:
- Eliminating vulnerabilities in identification and authentication processes
- On-premises and cloud-based identity management
- Synchronize identities among disparate authentication stores with Microsoft Identity Manager (MIM)
- Importing identities from Connected Data Source (CDS) into Connector Space CS
- Build a Public Key Infrastructure (PKI) to manage trust between Identity Providers (IdPs) and Relying Parties (RPs)
- Implement identities in a PKI

**KEY COURSE HIGHLIGHTS**
- Managing Identity and the new Control Plane
- Ensuring strong authentication
- Authenticating with a trusted Identity Provider (IdP)
- Strategically managing identity as part of your cybersecurity defence plan

**Key Strategies for defending the perimeter from Cyber Attacks**

**COURSE OVERVIEW**
This course explores key strategies needed by delegates to ensure the confidentiality, integrity, and availability of your organization’s information by protecting your communications and data. As corporations and governments continue to rely on the Internet to enable communications and access to data among employees, vendors and partners, it is of immense importance that they adopt these strategies. This comprehensive course covers the critical network architecture such as firewalls, VPNs, IDS/IDP and DoS mitigation tactics to ensure secure communication and minimize the risks of cyber-attacks against the organizations network.

**WHO SHOULD ATTEND?**
This course has been specifically designed for senior IT System Administrators.

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and developed the following key attributes:
- Ensure data Confidentiality, Integrity and Availability (CIA)
- Detect and respond to network attacks with Intrusion Detection and Prevention (IDP)
- Design, install, and configure secure Virtual Private Networks (VPNs)
- Configure and deploy a secure firewall
- Reduce the impact of denial-of-service (DoS) attacks

**Practical Penetration Testing - Tools and Techniques**

**COURSE OVERVIEW**
Penetration testing assesses security by actively trying to find exploitable vulnerabilities. This course examines different tools, techniques and procedures to effectively implement countermeasures to reduce risk against attack on the organizations network. This course also covers vulnerability scanning and analysis tools allowing delegates to correctly identify, assess and exploit vulnerabilities. Delegates will also be able to test and improve organizations security by compensating the network and using hacking tools to protect against intrusion.

**WHO SHOULD ATTEND?**
This programme has been specifically designed for IT System Administrators and Network Professionals.

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and developed the following key attributes:
- Enumerate information from network hosts, devices and online services
- Deploy ethical hacking to expose weaknesses in your organization
- Conduct penetrating tests on databases and applications
- Conduct attacks and test vulnerabilities
- Defeat stateless firewalls, IDS and antiviruses
- Execute advanced port scanning

**KEY COURSE HIGHLIGHTS**
- Exploit targets to increase security
- Identity Network Vulnerabilities
- Bypass authentication mechanisms
- Recommend defensive countermeasures
Advanced Open Source Intelligence

**CODE** IST01
**DURATION** 1 Week / 2 Weeks
**LOCATION** Dubai
**DATES** 05/10/2020

**New Course**

**COURSE OVERVIEW**
Delegates will be taught how to use interdisciplinary approaches to juxtapose data streams in forming intelligence knowledge. Advanced techniques in using the Internet as a search tool within a legal framework support students in fulfilling intelligence requirements through the use of deep-rooted search strings, triangulation and the assessment of data tools available. A tribunal / courtroom scenario challenges students to engage in critical analysis of on-line activities of organised crime groups, etc. Delegates will be provided with the knowledge and skills to undertake advanced open source intelligence analysis.

**COURSE OUTCOMES**
- Identify the scale of Organisational/Departmental core risks through performance indicators
- Review and update methods of investigating and combatting fraud effectively
- Identify Organisational/Departmental fraud risk and how to monitor and manage it
- Combat fraud effectively by having the skills to review and update methods of investigating and reducing the effects of fraud and corruption
- Understand the complex world of money laundering
- Understand the significant implications of adopting IFRS standards for financial reporting
- Understand organisational fraud risk and how to monitor and manage it
- Identify the scale of Organisational/Departmental core risks through performance indicators

**WHO SHOULD ATTEND?**
This course is aimed at individuals required to undertake Internet based intelligence research.

**KEY COURSE HIGHLIGHTS**
Delegates will be taught how to use on-line advanced open source intelligence techniques. Self-reflection, briefing and debriefing by delegates will provide an opportunity to engage in independent learning. Delegates will be required to engage primarily in on-line learning. They will be required to identify, where tools that are blunt in isolation when used conjointly provide an intelligence picture. The intelligence gained can often be coupled with other knowledge in the corporate system. For example, delegates will be expected to engage in critical analysis of an individual’s ‘lifestyle’, crime trends, nature of on-line activities of organised crime groups, etc. Delegates will be required to develop transparency initiatives in their organisations and raise awareness of its benefits.
Counter Terrorist - Prevention, Enforcement, Protection

COURSE OVERVIEW
The first course enables an understanding of strategic and tactical contexts of countering terrorism. The course will also explore the effective use of financial investigation and will demonstrate strategies for disrupting support for terrorism through counter terrorist financing and anti-money laundering (AML) legislation.

WHO SHOULD ATTEND?
This course is aimed at all ranks and roles of individuals tasked with addressing terrorism.

KEY COURSE HIGHLIGHTS
- Initial response – the first hour
- Containment, control and multi-agency response
- Understanding negotiation and the impact
- Common understanding of stronghold and environment
- Peaceful resolution
- Preparation for a tactical response
- Preparation of plans
- Capacity and capability to manage individual plan assignments
- Evacuation options
- Integrated multi-agency responses
- Interventions – tactical, technical and negotiation
- Managing the media
- Managing specialist responses
- International case studies – analysis of command and response
- Analysis of community, commercial and political influence

Criminal and Terrorist Siege - Developing a Police Response

COURSE OVERVIEW
Sieges inevitably attract national and international media coverage, particularly if the incident occurs in a high profile location. A siege, if protected, can also have considerable financial implications to the business of an area. The resulting ballistic exclusion zone, necessary to maintain public safety, is likely to severely restrict the running of day-to-day public life.

WHO SHOULD ATTEND?
Police officers and security professionals responsible for the command of potential hostage, siege or other incidents that require a negotiated response. It is also useful for security professionals who may be required to manage the first response.

KEY COURSE HIGHLIGHTS
- Threat levels and international and national legal requirements
- Setting a command strategy
- Understanding the command functions
- Linking threat assessment to strategic and tactical response
- Initial response – the first hour
- Containment, control and multi-agency response
- Understanding negotiation and the impact
- Common understanding of stronghold and environment
- Peaceful resolution
- Preparation for a tactical response
- Preparation of plans
- Capacity and capability to manage individual plan assignments
- Evacuation options
- Integrated multi-agency responses
- Interventions – tactical, technical and negotiation
- Managing the media
- Managing specialist responses
- International case studies – analysis of command and response
- Analysis of community, commercial and political influence

Crisis Risk and Incident Management

COURSE OVERVIEW
This course is delivered by qualified experts who have worldwide experience of dealing with a variety of incidents at all levels. Practical exercises and theory cover everything from training and forming your own Incident Management Team to crisis communications and you will learn how to measure and manage the impacts of incidents, whether operational or financial.

WHO SHOULD ATTEND?
All business continuity professionals, incident management team members and those tasked with business continuity training.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand what defines an incident and how this impacts your business
- Learn how an incident can escalate if not managed
- Be able to form and train an Incident Management Team
- Know how to put together an Incident Management Plan
- Be confident managing crisis communications
- Gain professional recognition as an expert in crisis and incident management

Critical Incident Training for Schools, Universities and Corporate Organisations

COURSE OVERVIEW
Occasionally, an unexpected event does occur which can affect a school or university’s reputation, its pupils, staff and parents. For example a coach crash, natural disaster, act of terrorism or crime, an allegation of impropriety or a financial scandal, etc. Even a minor emergency can have a massive impact on the reputation of an institution and potentially threaten its future existence. Maintaining day-to-day operations whilst dealing with the after-effects of an incident can be challenging. Dealing compassionately with concerned parents, students and staff, or an emergency relocation can be just a few of the problems faced – possibly while handling media briefings. All this can prove to be immensely damaging to reputation if handled by untrained staff in the absence of a structured, tested response. Developing the capability in your people to access skills when under pressure is not always easy.

WHO SHOULD ATTEND?
This course is aimed at supporting organisations by equipping individuals with strategic, tactical and operational skills required to operate in the complex environment of managing critical incidents at or involving educational institutions. All sessions will be taught in English.

COURSE OUTCOMES
Delegates will be provided with knowledge and an awareness of strategic, tactical and operational responses to such critical incidents from tutors who advise and train education leaders.
WHO SHOULD ATTEND? This course is aimed at enabling all investigators to have the ability to safely and lawfully gather information and to obtain the wealth of resources available on the internet. The course is high pressure and high stakes, with the candidates being tasked with carrying out an investigation on the internet to obtain key information and test the skills that they learnt throughout the course. The course is tailored to the exact requirements of the organisation to ensure that the content is current, relevant and crucially, engaging to the end users.

We are advocates of delivering a quality of training that enables students to be able to leave the course and apply their newly found skills and knowledge in practical, high pressure operational environments rather than just understanding the theory. We therefore emphasise the need to work with the individuals/organisation prior to the course delivery to ensure that the content of the course is tailored to their exact requirements.

COURSE OUTCOMES Delegates will gain knowledge and skills to:
- Demonstrate the ability to navigate internet resources in order to capture and evaluate relevant data
- Understand and apply the appropriate legislative considerations and best practice for Open Source Investigation

KEY COURSE HIGHLIGHTS Fully tailored to meet the needs of the organisation and relevant to the candidate’s role/function. Provide investigating officers with the skills necessary to obtain, evaluate and use online information.

In addition to the very extensive suite of practical training offered by the providers they are able to deliver the following modules:
- Electronic Warfare (EW) and Communications Intelligence (COMINT)
- The Management of Electronic Warfare (EW) Assets
- Communications Intelligence (COMINT) Fundamentals
- Spectrum Management
- The Fundamentals of Spectrum Management
- Battlefield Spectrum Management (BSM) Fundamentals
- Battlefield Spectrum Management (BSM)
- Electronic Countermeasures (ECM)
- The Radio Controlled IED (RCIED)
- Electronic Countermeasures (ECM) in Bomb Disposal Operations
- Force Protection ECM (CREW)

COURSE OVERVIEW
Electronic Warfare
The providers are able to offer a full-suite of training programmes in the fields of Electronic Warfare (EW) including Communications Intelligence (COMINT), Spectrum Management and managing the equipment and assets used in the defeat of the Radio Controlled Improvised Explosive Device (RCIED) using Electronic Counter Measures (ECM) and Counter RCIED Electronic Warfare (CREW). The providers will tailor programmes to the clients’ requirements and further information can be provided upon request. In addition to the very extensive suite of practical training offered by the providers they are able to deliver the following modules:
- Electronic Warfare (EW) and Communications Intelligence (COMINT)
- The Management of Electronic Warfare (EW) Assets
- Communications Intelligence (COMINT) Fundamentals
- Spectrum Management
- The Fundamentals of Spectrum Management
- Battlefield Spectrum Management (BSM) Fundamentals
- Battlefield Spectrum Management (BSM)
- Electronic Countermeasures (ECM)
- The Radio Controlled IED (RCIED)
- Electronic Countermeasures (ECM) in Bomb Disposal Operations
- Force Protection ECM (CREW)

WHO SHOULD ATTEND? This course is aimed at supporting organisations by equipping individuals with strategic, tactical and operational skills required to operate in the complex environment of managing critical incidents at or involving educational institutions. All sessions will be taught in English.

COURSE OUTCOMES Delegates will be provided with knowledge and an awareness of strategic, tactical and operational responses to such critical incidents from tutors who advise and train education leaders.

COURSE OVERVIEW IED
The providers are able to offer a full-suite of training programmes in Counter Terror Bomb Disposal and Counter Improvised Explosive Devices. The providers will tailor programmes to the clients’ requirements and further information can be provided upon request. In addition to the very extensive suite of practical training offered by the providers they are able to deliver the following modules:
- CBRNE Terrorism
- Improvised Explosive Device Design
- Terrorist Tactics
- CBRNE Weapons
- Counter IED Strategy
- C-IED Search
- IED Defeat
- Post Blast Investigation

KEY COURSE HIGHLIGHTS Delegates undertaking these courses will be provided with the knowledge and techniques to apply a range of practical tools to analyse and then address the terrorist and criminal use of explosives and IEDs.

COURSE OVERVIEW
Intelligence Management
Intelligence is an essential element of the law enforcement response to protecting communities from harm, prioritising operational activity and ensuring the right assets are deployed in the right place and at the right time. Information and intelligence are the backbone of policing and law enforcement and the effective management of this material ensures that sources are protected and acquisition is implemented in full exploitation and dissemination to the operational environment. This course is aimed at a basic level to those engaged as intelligence managers and operatives new in role. The concepts of information and intelligence management using the intelligence cycle and the National Intelligence Model will be explored. Delegates will be provided with opportunities to engage in the completion of intelligence reports and understand the processes required for effective sanitisation and dissemination as well as responsibilities associated with source protection.

KEY COURSE HIGHLIGHTS Delegates will be provided with the knowledge and techniques to apply a range of theoretical and practical approaches and techniques to some of the most challenging issues faced by law enforcement and corporate organisations.

COURSE OVERVIEW
Managing Protest & Disorder
Involvement in the management of protest and disorder is a rapidly developing professional field. It not only affects public sector policing agencies, but also has an impact on security companies, corporations and organisations in the private sector, as well as potential protest groups. Public disorder attracts wide interest from the media, and is often in the public eye. When planned or spontaneous disorder occurs it affects all elements of society.

This course will assist delegates to manage their individual and organisational risk through a programme of study, which will take the delegate through the development of public management responses to threats of terrorism and public protest and disorder. The overall course aim is to facilitate and develop delegate learning, and to work with delegate knowledge of managing public order, protest and disorder.

To support this aim, the broad objectives are to familiarise delegates with the fundamentals of UK public order policing command and response methodology, and to provide the knowledge to manage a broad range of public order threats, both planned and spontaneously emerging. The course content will develop delegates understanding of an evidence based approach to planning and preparing responses to public events, when managing public events public protest and public disorder, achieved through
- Familiarising delegates with command and control response methodology
- Familiarising delegates with the tactics that can be employed to mitigate public management threats
- Analyse the changes to public order policing responses
- Apply a Decision Making Model to the decision making process of Tactical and Strategic Commanders
- Assess how human rights impact on public order planning and delivery
- Identify the role and responsibilities of Strategic, Tactical and Operational Commanders
- Recognise the limitations of specialist equipment deployed in response to public disorder
- Compare and contrast methods of command and control
- Determine the operational needs when preparing and planning responses to public events
- Evaluate the impact of technology on managing protest and disorder

WHO SHOULD ATTEND? Police officers or security staff employed in the management and response to public crowd management, public events, public order and disorder in a leadership capacity or as a senior operational responder.

COURSE OUTCOMES To provide delegates with an integrated understanding to assist in minimising the risk to the public and maximising police officer safety when managing public events public protest and public disorder, achieved through
- Familiarising delegates with command and tactical response methodology
- Familiarising delegates with the tactics that can be employed to mitigate public management threats

KEY COURSE HIGHLIGHTS
- Demonstrate best practice in relation to the recording processes for online investigations
- Obtain key resources of publicly available information
- Observe the tracking data from email communications
- Demonstrate a familiarity with social networking sites
- Understand and demonstrate an ability to extract information from images
- Understand the tools and product available in the marketplace and how they can assist in the role

COURSE OVERVIEW
Internet Investigation
Open Source Investigation Training (OSIT)
- Identify key resources of publicly available information
- Observe the tracking data from email communications
- Demonstrate a familiarity with social networking sites
- Identify key resources of publicly available information
- Obtain and use information on the internet to obtain key information and test the skills that they learnt throughout the course.

The course is tailored to the exact requirements of the organisation to ensure that the content is current, relevant and crucially, engaging to the end users.

We are advocates of delivering a quality of training that enables students to be able to leave the course and apply their newly found skills and knowledge in practical, high pressure operational environments rather than just understanding the theory. We therefore emphasise the need to work with the individuals/organisation prior to the course delivery to ensure that the content of the course is tailored to their exact requirements.

COURSE OUTCOMES Delegates will gain knowledge and skills to:
- Demonstrate the ability to navigate internet resources in order to capture and evaluate relevant data
- Understand and apply the appropriate legislative considerations and best practice for Open Source Investigation

KEY COURSE HIGHLIGHTS
- Analyse the changes to public order policing responses
- Apply a Decision Making Model to the decision making process of Tactical and Strategic Commanders
- Assess how human rights impact on public order planning and delivery
- Identify the role and responsibilities of Strategic, Tactical and Operational Commanders
- Recognise the limitations of specialist equipment deployed in response to public disorder
- Compare and contrast methods of command and control
- Determine the operational needs when preparing and planning responses to public events
- Evaluate the impact of technology on managing protest and disorder

WHO SHOULD ATTEND? Police officers or security staff employed in the management and response to public crowd
**The Management and Command of Serious Rail Emergencies**

**COURSE OVERVIEW**

The 5-day course, which can be run at either intermediate or higher levels (roughly equivalent to Strategic and Tactical tiers), introduces inter-agency delegates to methods of handling passenger transport emergencies from both operator and responder perspectives, and includes detailed examination of the increasingly critical importance surrounding ‘decision making’. The course employs a range of teaching formats and draws upon the latest research on the management of these incidents. Extensive use is made of case studies with an emphasis on learning the lessons of operators and responders throughout the world. During the course delegates will be encouraged to take an active part in structured discussions and exercises and to develop a professional action plan to consolidate their learning and to transfer this to their workplace. The course content will focus on railway, light railway and metro systems but will also draw on experience in other land transport modes and lessons from other sectors.

**WHO SHOULD ATTEND?**

Anyone who has responsibilities associated with the management and/or command of a serious rail passenger emergency incident, including front-line responders and senior personnel from railway operators, ‘blue-light’ services, local authority governmental bodies and regulatory authorities.

**KEY COURSE HIGHLIGHTS**

- The Command Structures required managing serious incidents.
- The differences being Strategic, Tactical and Operational levels of command.
- The consequences of serious incidents for individuals, for organisations and for society.
- The lessons of previous incidents.
- Issues of cause and types of investigation.
- The importance of the media in the aftermath of serious incidents – including the growing importance of social media.
- The role of organisational leaders in this type of crisis including questions of leadership style and decision-making.
- Recovery and the return to normality.

**Urban Search and Rescue (USAR): First Responder**

**COURSE OVERVIEW**

First responders are most effective in areas where they are the only available immediate resource to respond to vulnerable populations in disaster prone countries. Their role is to:

- Assess the nature and scale of the incident
- Provide initial rescue from collapsed buildings
- Provide information to local decision makers
- Request appropriate support resources to successfully complete rescue.

The USAR first responder package consists of 4 elements:

1. Specification of equipment such as basic tools, clothing and protective equipment. The equipment is stored in a standard steel ISO container and allows the first responders easy access to equipment.
2. Standard operating procedures which can be adapted to local needs
3. Training programme which provides First Responders with the theoretical knowledge and practical skills to be able to respond to an emergency
4. Access to the INSARAG First Responders Global Network online.

All our trainers are USAR specialists with an unparalleled level of operational expertise gained over many years in many different environments. They are highly experienced and used to working with teams from all over the world. The course consists of both theoretical and practical modules and is delivered over 5 days. The course is designed for local responders that will be involved in assisting vulnerable populations in an emergency. Typically, these first responders are members of the local emergency services, for example local police, medical staff or fire fighters or part of local government organisations who are responsible for emergency management or response and members of volunteer, charity or community groups.

**WHO SHOULD ATTEND?**

This course is aimed at supporting organisations by equipping individuals with strategic, tactical and operational skills required to respond to critical incidents. All sessions will be taught in English.

**COURSE OUTCOMES**

Individuals undertaking these short courses will be provided with knowledge and an awareness of strategic, tactical and operational USAR responses to critical incidents.
### Management Courses Calendar 20/20

#### January

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<th>Course</th>
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<td>Effective Performance Management</td>
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<td>Efficient Training Needs Analysis - Corporate HR Development</td>
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<td>Houston</td>
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<td>Creating &amp; Managing a Compliance Team</td>
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<td>Finance and PPP</td>
<td>Developing PPP Programmes and Initiatives</td>
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<td>HR08</td>
<td>Human Resources Management</td>
<td>Knowledge Management and Managing Organisational Learning</td>
<td>Los Angeles</td>
<td>23/10/2020</td>
<td>1 Week</td>
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<td>PS06</td>
<td>Procurement and Supply Chain Management</td>
<td>Procurement in Public-Private Partnerships</td>
<td>Dubai</td>
<td>23/10/2020</td>
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<td>PS08</td>
<td>Procurement and Supply Chain Management</td>
<td>Strategic and Global Sourcing</td>
<td>Dubai</td>
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<td>PG06</td>
<td>Public Governance, Compliance and Transparency</td>
<td>Forensic Auditing and Accounting for Business and Government</td>
<td>Dubai</td>
<td>23/11/2020</td>
<td>1 Week</td>
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<td>Cyber Security</td>
<td>Practical Penetration Testing - Tools and Techniques</td>
<td>Dubai</td>
<td>30/11/2020</td>
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<td>Finance and PPP</td>
<td>Public Finance Management</td>
<td>Dubai</td>
<td>30/11/2020</td>
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<td>Human Resources Management</td>
<td>Encouraging Staff Performance and Building Reward Systems</td>
<td>Dubai</td>
<td>30/11/2020</td>
<td>1 Week</td>
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<td>LM02</td>
<td>Leadership and Management</td>
<td>Developing Senior Management Capacity</td>
<td>Dubai</td>
<td>30/11/2020</td>
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<td>LM08</td>
<td>Leadership and Management</td>
<td>Leading and Managing High Performing Teams</td>
<td>Dubai</td>
<td>30/11/2020</td>
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<td>PS03</td>
<td>Procurement and Supply Chain Management</td>
<td>Mastering Procurement Contract and Performance</td>
<td>Paris</td>
<td>30/11/2020</td>
<td>1 Week</td>
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**December**

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<td>Finance and PPP</td>
<td>Developing PPP Programmes and Initiatives</td>
<td>Houston</td>
<td>07/12/2020</td>
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<td>Marketing, Public Relations and Media</td>
<td>Digital Public Relations for Millennials</td>
<td>London</td>
<td>07/12/2020</td>
<td>1 Week</td>
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<td>PS02</td>
<td>Procurement and Supply Chain Management</td>
<td>Effective Purchasing, Tendering and Supplier Selection</td>
<td>Paris</td>
<td>07/12/2020</td>
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<td>PS07</td>
<td>Procurement and Supply Chain Management</td>
<td>Procurement Management of Equipment and Works for World Bank Aided Projects</td>
<td>Amsterdam</td>
<td>07/12/2020</td>
<td>1 Week</td>
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<td>LM02</td>
<td>Leadership and Management</td>
<td>Team Building &amp; Coaching Skills for Managers</td>
<td>Paris</td>
<td>07/12/2020</td>
<td>1 Week</td>
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<td>LM03</td>
<td>Leadership and Management</td>
<td>Transformational Leadership and Institutional Analysis - the Ultimate Leadership Bootcamp</td>
<td>Houston</td>
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<td>Leadership and Management</td>
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<td>PM05</td>
<td>Project Management</td>
<td>Leading a Project Team</td>
<td>London</td>
<td>14/12/2020</td>
<td>1 Week</td>
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</table>
The training was excellent! I will definitely come back to GTC!

Manager
Bank of Ghana

Technical Courses

- Power and Electricity
- Renewable and Non-Renewable Energy
- Oil and Gas
Technical Courses

Power and Electricity

91 Financial Modelling for the Power Sector Using Excel

91 Power Plant Operations Management

COURSE OVERVIEW
This course provides delegates solutions for key power plant and process facility management challenges, such as new operations management technologies, lack of cohesion and visibility across plant processes, inconsistent work processes, inability to anticipate and avoid incidents, and difficulty in maintaining alignment between production and customer orders.

WHO SHOULD ATTEND?
Power plant operators and trainees, maintenance personnel responsible for emergency operation, power system dispatchers, project managers and officers.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:

 › Maintain safe and efficient operation of a power plant
 › Understand the interconnection between power plant systems
 › Optimise productivity and quality control
 › Improve power plant operational health, safety and environment

KEY COURSE HIGHLIGHTS
› Power plants operations and processes
 › Power plant performance measurements
 › Challenges of operating a power plant
 › Power plant operations risk-management

RELATED PROGRAMMES
› Plant Commissioning Management
Economics of Renewable Energy

COURSE OVERVIEW
This course is designed to equip industry professionals with the advanced interdisciplinary skills and knowledge required to plan, implement, manage, optimise and evaluate economic viability of renewable energy schemes and projects while taking account of economic, political and societal concerns.

WHO SHOULD ATTEND?
Those planning on a professional or managerial career in the field of operations, logistics or supply chain management, business development, as well as analysts and environment consultants in the energy industry.

PROGRAMME OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
› Understand and evaluate the international carbon market
› Understand fully renewable energy economics
› Know how to implement global sustainability management
› Identify risk factors in renewable power projects
› Understand carbon trading economics
› Analyse the market context, trends and future prospects of different renewable power solutions
› Understand a renewable energy market overview

KEY COURSE HIGHLIGHTS
› Power plants operations and processes
› Power plant performance measurements
› Challenges of operating a power plant
› Power plant operations risk-management

RELATED PROGRAMMES
› Low Carbon Energy Economics
› Carbon Management Economics and Trading

CODE PN01
DURATION 1 Week / 2 Weeks
LOCATION
Dubai 02/03/2020
Houston 06/04/2020
Paris 18/05/2020
London 13/07/2020
Paris 24/08/2020
Houston 28/09/20 20
Dubai 05/10/2020
London 02/11/2020

Energy Efficiency and Sustainability Management

COURSE OVERVIEW
Sustainable energy provides for the energy needs of today without compromising the energy needs of future generations. Aiming to reduce environmental impacts, it will be necessary to combine the following factors: use of existing renewable energy technologies, research and investment in new technologies, improved energy efficiency of existing technologies and reduction of energy demand and wasted energy. This course will help the participants to understand and face the challenges that industries are facing today both locally and globally.

WHO SHOULD ATTEND?
Development Professionals
Climate Change Professionals
Corporate governance board-members

PROGRAMME OUTCOMES
Delegates will gain knowledge and skills to:
› Understand the Sustainability Principles
› Gain knowledge needed to reporting on sustainability
› Learn about Power Generation and Energy Efficiency

KEY COURSE HIGHLIGHTS
› Introduction and Concepts of Sustainability
› Sustainable Development - The Tragedy of the Commons
› Models of Sustainable Development
› Sustainable Energy
› Energy Efficiency
› Global trends and the energy sector’s responsibility
› Electrical power for social and economic development
› Energy Sources
› Sustainability technology, old and new technologies in energy
› Fossil fuels generation
› Renewable Energy
› Electricity Sector Development and Planning
› Environmental standards
› Community relations and social responsibility
› Policy and legislation
› Reporting requirements
› Voluntary reporting requirements
› Case Studies

CODE PN02
DURATION 1 Week / 2 Weeks
LOCATION
Abu Dhabi 24/02/2020
Amsterdam 27/04/2020
Dubai 11/05/2020
London 01/06/2020
Houston 15/06/2020
Abu Dhabi 14/09/2020
Amsterdam 28/09/2020
Dubai 05/10/2020
Houston 30/11/2020
London 07/12/2020

Renewable and Non-Renewable Energy

93 › Economics of Renewable Energy
93 › Energy Efficiency and Sustainability Management
94 › Low Carbon Energy Economics
94 › Managing Green Energy Policies
Low Carbon Energy Economics

COURSE OVERVIEW
This course is designed to equip delegates with the advanced interdisciplinary skills and knowledge required to plan, implement, manage, optimise and evaluate economic viability of renewable energy schemes and projects while taking account of economic, political and societal concerns.

WHO SHOULD ATTEND?
Those planning on a professional or managerial career in the field of operations, logistics or supply chain management, business development, as well as analysts and environment consultants in the energy industry.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Understand an overview of the economics of low carbon energy
- Identify principles and concepts of low carbon energy
- Understand the economics of renewable power projects
- Understand carbon markets analysis, trading and pricing
- Identify and evaluate risk factors in renewable power projects
- Analyse the market context, trends and future prospects of different renewable power solutions

RELATED PROGRAMMES
- Carbon Management Economics and Trading

Managing Green Energy Policies

COURSE OVERVIEW
This course is designed to provide delegates with green energy theories, techniques and methods managing energy and environmental standards.

WHO SHOULD ATTEND?
Oil engineers, business directors, project managers, commissioning engineers, fund managers, HR managers and new management professionals moving into facility operational and management positions.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Understand an introduction to green energy policies
- Identify energy environment management policies and regulations
- Investigate environmental management within organisations
- Understand the relationship between energy systems and sustainable development
- Comprehend environmental pollution control

RELATED PROGRAMMES
- Carbon Management Economics and Trading

Delegates from the Nigerian National Petroleum Corporation (NNPC) on a social visit to the London Eye, London
Oil and Gas

Geoscience

97  A Practical Data Analysis and Reporting Techniques - Info Graphics
97  Advanced Strategies in Oil and Gas Economics and Management
97  Advanced Well Interpretation
98  Applied Biostratigraphy & Sequence Stratigraphy in Oil Exploration Development
98  Applied Sequence Stratigraphy
99  Basic Petrophysical Interpretation Seminar
99  Characterization of Clastic Reservoirs in Cores, Well-logs and Seismic Data
99  Clastic Reservoir Facies
100 Core Description Workshop
100 Description and Interpretation of Siliciclastic Well Core
100 Drafting Power Purchase Agreements (PPAs) and Gas Supply Agreements (GSAs)
101 Exploration and Development of Deepwater Reservoirs

Advanced Strategies in Oil and Gas Economics and Management

CODE  OG02
DURATION  1 Week / 2 Weeks
LOCATION  DATES
Dubai  02/03/2020
Abu Dhabi  04/05/2020
Los Angeles  11/05/2020
London  13/07/2020
Los Angeles  14/09/2020
Abu Dhabi  05/10/2020
London  15/10/2020
Dubai  02/11/2020

COURSE OVERVIEW
This course offers delegates the opportunity to complement technical strategies in oil and gas management know how and economic insight.

WHO SHOULD ATTEND?
Industry professionals who wish to develop and enhance their economics and finance analytical skills for a range of economic and management issues.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Practise a range of the more common analytical techniques and data representation methods
- Learn the theoretical knowledge to be able to judge when an applied technique will likely lead to incorrect conclusions
- Analyse the frequency and time series
- Analyse regression and curve fitting
- Represent data sets graphically and describe data sets using statistics

KEY COURSE HIGHLIGHTS
- Data Mining and representation
- Frequency Analysis
- Data Mining and representation

Advanced Well Interpretation Seminar

CODE  OG03
DURATION  1 Week / 2 Weeks
LOCATION  DATES
Dubai  17/02/2020
London  08/06/2020
Paris  08/06/2020
London  24/08/2020
Paris  12/10/2020
Dubai  30/11/2020

COURSE OVERVIEW
This interactive, applications-driven course will highlight the techniques and principles of well log interpretation for oil industry professionals who deal with wireline and/or LWD logs in their daily job. The course will explore the tools response explained from their physical principles as well as their relationship with the rock and fluid properties.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petrophysicists, Petroleum Engineers Petroleum Technicians and other professionals who are involved on their daily job with well log interpretation and/or validation and in general, any oil and gas industry professional who is interested in an advanced log interpretation knowledge.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand the physical principles of most existing open and cased hole logging tools
- Know the main applications and limitations of the different tool readings
- Understand the uses of advanced wireline and LWD logging tools in complex lithology interpretation
- Perform a quantitative formation evaluation on a complex lithology

KEY COURSE HIGHLIGHTS
- Discussions on tools, physical principles and applications
- Tool limitations on different borehole environments
- Tips and examples to identify and understand common logging issues
- Explanation of petrophysical concepts and techniques for advanced formation evaluation using wireline and LWD logs
- Application of interpretation methods in several examples and exercises

A Practical Data Analysis and Reporting Techniques - Info Graphics

CODE  OG01
DURATION  1 Week / 2 Weeks
LOCATION  DATES
Dubai  27/01/2020
Houston  16/03/2020
London  06/04/2020
Abu Dhabi  08/08/2020
Houston  24/08/2020
London  07/09/2020
Abu Dhabi  19/10/2020
Dubai  02/11/2020

COURSE OVERVIEW
This comprehensive training course focuses on educating individuals involved with numerical data analysis with the practical capabilities and understanding needed to convert data into credible information via appropriate data analysis and to represent those results in ways that can be readily communicated to people in the organisation. This course is entirely application orientated.

WHO SHOULD ATTEND?
This training course has been designed for those whose jobs involve the data manipulation, data representation, data interpretation, etc.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Practise a range of the more common analytical techniques and data representation methods
- Learn the theoretical knowledge to be able to judge when an applied technique will likely lead to incorrect conclusions
- Analyse the frequency and time series
- Analyse regression and curve fitting
- Represent data sets graphically and describe data sets using statistics

KEY COURSE HIGHLIGHTS
- Data Mining and representation
- Frequency Analysis
- Data Mining and representation
COURSE OVERVIEW
This course will provide professionals with the knowledge of sequence stratigraphy and reservoir engineering along with the appropriate tools for examining existing data and the best practices for obtaining new data. This course will provide understanding of the role of geology in decision-making processes in the exploration and production industry.

WHO SHOULD ATTEND?
This course is suitable for Geological, Geophysical, Petroleum Engineers, Drilling Engineers and other professionals working in exploration and production operations.

OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Identify the pitfalls in the use of biostratigraphical data and therefore optimize its use in sediments of different ages and in different palaeoenvironments.
- Identify key sequence stratigraphic surfaces in core, logs and seismic data.
- Control of relative sea-level stand on the distribution of deepwater sands.
- Differences between sequence stratigraphy in clastics vs carbonates.
- Source, reservoir and seal prediction.
- Better correlation techniques using well logs.
- Perforating sequence analysis on cores in shallow marine sediments.
- Identification of key sequence stratigraphic surfaces and systems tracts in seismic, well-logs, core and outcrop.
- Exercising during the course will teach participants how to chromatocollate wells using wireline logs and core.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petroleum Engineers, and those who wish to develop a better understanding of the factors that control distribution, reservoir connectivity and compartmentalization of hydrocarbon reservoirs.

OUTCOMES
At the end of the course participants will have a greater understanding of and have developed the following key attributes:
- Practice working knowledge of different biostratigraphical techniques.
- Plan the biostratigraphical analyses and programmes for best results at a minimum cost.
- Use the integrated biostratigraphical data to build a high-resolution sequence stratigraphy.
- Learn which microfossils groups to use for which age of sediments and how they are used as palaeoenvironmental indicators.
- Understand the stratigraphical relationships and the relation between biostratigraphy and chronostratigraphy.
- Integrate biostratigraphical data and seismic sequence stratigraphy.

KEY COURSE HIGHLIGHTS
- Exploration Techniques.
- Biostratigraphy.
- Sedimentary Logs.
- Reservoir facies.
- Depositional systems.
- Sandstone and carbonate reservoirs.
- Flood and eustatic changes.

Basic Petrophysical Interpretation Seminar

CODE: OG06
DURATION: 1 Week / 2 Weeks
LOCATION: London
DATES: 25/09/2020

COURSE OVERVIEW
This interactive, applications-driven course will highlight the techniques and workflow necessary to perform evaluation for oil industry professionals dealing with seismic and well logs in their job environment. The course will explore the tools response to different strategies and will help you understand log readings, applications and limitations. It will instruct you with the basic Petrophysical concepts as well as the log interpretation techniques and procedures for the correct evaluation of well logs on clean and shaly sand formations.

This training course will utilize a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. The sessions will include visual, auditory and kinesthetic elements to cover the three different learning modalities. The daily sessions will be highly interactive and participative. This involves regular discussion of applications as well as hands-on exercises that will be solved manually and/or using Microsoft Excel.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Geotechnicians, Petroleum, Reservoir and Drilling Engineers and in general, any other oil and gas industry professional who is involved in logging data interpretation and validation.

COURSE OUTCOMES
- Delegates will gain knowledge and skills to understand the physical principles of open hole logging tools.
- Apply basic quality control techniques to validate log interpretations.
- Know the main applications and limitations of the different readings.
- Perform a quick qualitative interpretation to determine possible interest zones.
- Complete a formation evaluation on a shaly sand environment.

KEY COURSE HIGHLIGHTS
- Discussions on tools physical principles and applications.
- Tool limitations on different borehole environments.
- Tips and examples to identify and understand common logging issues.
- Application of petrophysical concepts and techniques for formation evaluation.
- Application of interpretation methods in several examples and exercises.

Characterization of Clastic Reservoirs in Wells, Logs and Seismic Data

CODE: OG07
DURATION: 1 Week / 2 Weeks
LOCATION: Houston
DATES: 11/05/2020

COURSE OVERVIEW
This comprehensive course will enhance delegates understanding of clastic depositional systems, core plugs, well logs, seismic and production and engineering data. Mapping techniques for not only the field scale but also to increase chance of finding near-field opportunities will also be examined.

WHO SHOULD ATTEND?
This program will benefit Geologists and Geophysicists with basic training in Sequence Stratigraphy and Basic Clastic facies.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Use the mapping techniques for well-logs and seismic with emphasis on identification of EoD's.

KEY COURSE HIGHLIGHTS
- Data Integration.
- Depositional systems.
- Analyse dimensional data for sand bodies in different EoD's.
- Develop mapping workflows emphasizing data integration and man making deliverables in different business stages.
- Identify typical log patterns in different depositional systems.
- Explore sediment transport mechanisms in different EoD's and impact in reservoir rock properties.
- Integrate cores and core plug information in resource analysis, tying to well-log and seismic data.

Clastic Reservoir Facies

CODE: OG08
DURATION: 1 Week / 2 Weeks
LOCATION: Miami
DATES: 27/04/2020

COURSE OVERVIEW
This course focuses on the deposition of clastic reservoir sequences, the use of sequence stratigraphy and integrated stratigraphic analysis to further constrain geological models. Depositional environments and characteristics of unconventional reservoirs will also be discussed.

WHO SHOULD ATTEND?
This programme will benefit exploration and development geologists, geophysicists and other upstream subsurface professionals who are interested in understanding clastic reservoir depositional systems.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Understand the clastic reservoir systems tracts, lowstand delta, deltaic plain/RI, basin floor fans, high stand and transgressive sands.

Clastic Reservoir Facies: Sedimentary Logs

CODE: OG09
DURATION: 1 Week / 2 Weeks
LOCATION: Miami
DATES: 27/04/2020

COURSE OVERVIEW
This course will introduce and develop skills necessary to use sequence stratigraphy and depositional models to understand and optimize clastic reservoirs. It will cover the basics of sequence stratigraphy and its applications to clastic reservoirs.

WHO SHOULD ATTEND?
This course will benefit exploration and development geoscientists who work with clastic reservoirs.

COURSE OUTCOMES
- Analyze carbonate rock facies, sedimentary facies and integration of log data.
- Set the models and principles of seismic and costratigraphy.
- Integrate the stratigraphic information, biostratigraphical, seismic stratigraphical and chemostratigraphical.
- Describe petrophysical characteristics of sandstone reservoirs.
- Use sequence stratigraphy in lacustrine environments.
- Recognise different types of clastic sediments.

KEY COURSE HIGHLIGHTS
- Sedimentary Logs.
- Sequence stratigraphy.
Core Description Workshop

**CODE**  OG09  
**DURATION**  1 Week / 2 Weeks  
**LOCATION**  DATES  
Dubai  09/03/2020  
London  15/06/2020  
Houston  08/07/2020  
London  17/08/2020  
Dubai  19/10/2020  
Houston  30/11/2020  

**COURSE OVERVIEW**
This course covers the principles of sedimentological core logging and description, sequence stratigraphic concepts, biostratigraphic data, material and content relevant to the hydrocarbons.

**WHO SHOULD ATTEND?**
This program is suitable for geoscientists and engineers.

**COURSE OUTCOMES**
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:

- Understand and experience the core logging techniques
- Identify the principles of sedimentological core logging
- Understand how core logging data are integrated with other relevant data

**Description and Interpretation of Siliciclastic Well Core**

**CODE**  OG10  
**DURATION**  1 Week / 2 Weeks  
**LOCATION**  DATES  
Dubai  27/04/2020  
London  04/05/2020  
Houston  22/06/2020  
London  28/09/2020  
Dubai  19/11/2020  
Houston  23/11/2020  

**COURSE OVERVIEW**
This course is conducted at the United States Geological Survey Core Research Center (USGS-CRC) in Lakewood, Colorado, USA – one of the largest laboratories in the world where core is collected and stored. Not only is there a large room where several hundred meters of core can be displayed at a time but there is also a classroom where lectures can be delivered. The course will run for 5 days and participants will get to log at least 300 meters of core on a cm-scale. We believe that one learns by doing and not watching and at the end of the course participants will be confident in their ability to describe and interpret siliciclastic core from common shallow and deep marine environments of deposition.

**WHO SHOULD ATTEND?**
Geologists, Geophysicists, Petrophysicists and Engineers who want to maximize their learning and be able to evaluate core data done by partners in joint ventures.

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and have developed the following key attributes:

- Ability to measure grain-size and sorting
- Identification of common marine trace fossils
- Building sequence stratigraphic framework
- Documenting facies associations
- Interpreting environments of deposition
- Creating electrofacies

**Exploration and Development of Deepwater Reservoirs**

**CODE**  OG12  
**DURATION**  1 Week / 2 Weeks  
**LOCATION**  DATES  
Abu Dhabi  06/04/2020  
Dubai  01/06/2020  
London  08/06/2020  
London  10/08/2020  
Dubai  21/09/2020  
London  09/11/2020  
Dubai  12/10/2020  

**COURSE OVERVIEW**
This is an in-depth course which not only provides the background of process sedimentology required to understand deepwater systems but also teaches recognition of sediment gravity flows on sub-surface datasets. The instructor will present examples of deepwater depositional systems from world-famous outcrops such as the Ross Sandstone, the Ecca Group of South Africa, and the Ainsa system of the Spanish Pyrenees and others. The course slides are nicely illustrated with seismic, well-log, and core data from basins across the globe.

Morning sessions will be devoted to lectures and afternoon sessions will be devoted to exercises where participants will learn the latest techniques in interpreting process sedimentology, and identification of architectural elements such as channels and lobes in core, conventional well-logs, borehole image logs and seismic data. The instructor will bring a teaching collection of seismic lines, well-logs, borehole images, and core images with for participants to work on during exercises. These are from the North Sea, Offshore West and East Africa, Offshore India, the Barents Sea, Offshore Mid-Norway, and the Gulf of Mexico.

**WHO SHOULD ATTEND?**
Geologists, Geophysicists, Petrophysicists, Engineers and Managers who wish to develop a better understanding of the factors that control reservoir distribution, quality, connectivity and compartmentalization in deepwater systems. The course assumes no prior knowledge and will provide participants with a solid foundation that they can translate into their daily tasks during exploration and development.

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and have developed the following key attributes:

- Qualitative understanding of deepwater processes and the deposits they produce
- Identification of sedimentary structures using borehole image logs and interpreting depositional environments in FMI logs
- Seismic expression of lobes, fans, channelized lobes and mass transport complexes
- How to approach deepwater reservoirs from exploration to development, systematic approach in seismic interpretation of deepwater sedimentary successions
- Creating geomodels: creation of fans, deriving seismic data such as channel thickness and width, sinusity, and choosing the best algorithms for modeling deepwater architectural elements
- How to identify deepwater processes by looking at core data

**KEY COURSE HIGHLIGHTS**
- Deepwater Channel storylines, elements, complexes and complex sets
- Deepwater lobe beds, lobe elements, lobes, lobe complexes and fans
- Fluid gravity vs sediment gravity flows, hypopycnites, hyperpycnites, debris, channels (bottom-current deposits), turbidity, hybrid beds, linked deltas, and slurry flows
- Assigning risk to drilling deepwater channels
- Confined or poorly confined and organized vs disorganized channel belts
- Mud-rich, Sand-rich and Mixed-systems

**Drafting Power Purchase Agreements (PPAs) and Gas Supply Agreements (GSAs)**

**CODE**  OG11  
**DURATION**  1 Week / 2 Weeks  
**LOCATION**  DATES  
Dubai  12/10/2020  
Abu Dhabi  06/04/2020  
Dubai  01/06/2020  
London  08/06/2020  
London  10/08/2020  
Dubai  21/09/2020  
London  09/11/2020  
Dubai  12/10/2020  

**COURSE OVERVIEW**
This course can be taken on its own by those with some previous knowledge of the topic or as the second part of a two course programme, the first one an introduction to drafting PPAs and GSAs, and this second course providing practical examples through case studies and negotiation exercises. This interactive course will provide further examples and practice in drafting and negotiating successful PPAs and GSAs from a commercial perspective. It also assesses best practices in financing projects and risk mitigation. An understanding of how to deliver PPAs and GSAs that will last into the long-term between power companies, consumers and government organisations is crucially important. After completing this course, delegates will have gained a fuller understanding of constructing PPAs and GSAs.

**WHO SHOULD ATTEND?**
Company executives, government and parastatal officials involved in preparing, negotiating or implementing Power Purchase Agreements or Gas Supply Agreements, with the regulation or commercial management of energy enterprises, or negotiating contracts of any type in the energy sector.

**COURSE OUTCOMES**
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:

- Understand a legal and regulatory framework
- Explore contract design
- Comprehend the structure of Power Purchase Agreements and Gas Supply Agreements
- Analyse Case Study GSAs and PPAs
- Understand negotiation theory and practice
- Employ negotiating tactics
- Apply to GSAs and PPAs

**RELATED PROGRAMMES**
- Drafting Power Purchase Agreements (PPAs) and Gas Supply Agreements (GSAs)
- Gas Market Regulation and Tariff Design
- Fundamentals of Oil and Gas Management
COURSE OVERVIEW
This course provides delegates fundamentals of oil and gas industry modelling, particularly oil and gas reservoirs for improved return on investment (ROI).

WHO SHOULD ATTEND?
Professionals and individuals involved in project evaluation, feasibility studies or company valuations, including business and finance analysts, accountants, project investment executives and managers, asset managers, and investment and credit analysts.

COURSE OUTCOMES
At the end of the programme participants will have:
- A greater understanding of and have developed a fuller understanding of constructing PPAs and GSAs.
- A greater understanding of and have developed a fuller understanding of creating PPAs and GSAs that will last into the long term between power companies, consumers and government organizations.
- An understanding of how to deliver PPAs and GSAs that will last into the long term between power companies, consumers and government organizations.
- Knowledge of how to handle over the static geomodel to be used for simulation.

KEY COURSE HIGHLIGHTS
- Architecture and trace fossils
- The use of data to build a static reservoir geomodel
- How to build a structural frame for the geomodel
- How to distribute porosity, permeability and saturation with geology in mind
- How to evaluate the uncertainty of the resulting geomodel
- How to effectively hand over the static geomodel to be used for simulation

"Negotiating GSAs and PPAs - Principles and Practice"

CODE OG15
DURATION 1 Week / 2 Weeks
LOCATION DATES
Dubai 10/02/2020
London 11/05/2020
Dubai 14/09/2020
London 19/10/2020
London 16/11/2020

Oil and Gas Modelling - A Practical Approach

CODE OG14
DURATION 1 Week / 2 Weeks
LOCATION DATES
Dubai 11/05/2020
Miami 11/05/2020
London 31/08/2020
Miami 07/09/2020
Dubai 02/10/2020
Miami 07/12/2020

COURSE OVERVIEW
In this course, we would like to take a different approach to all the other industry training on the subject, and present a practical workflow on how to build a geomodel that can be effectively used for reservoir simulation. We emphasise the practical application of the geomodel for business decisions over the complicated geology or latest software advancements.

We go through an entire process of building a geomodel and review multiple case studies for all major depositional environments. A strong emphasis is made on capturing uncertainty at every step of the geomodeling workflow.

There is a healthy split between the presentation and exercise parts of the course and all the information presented is directly applicable to your day-to-day activities as a reservoir modeller.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petrophysicists, and Engineers who wish to develop a better understanding of building a static reservoir model that is used for hydrocarbon volume estimation and reservoir simulation in development planning.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- How to use the data to build a static reservoir geomodel
- How to build a structural frame for the geomodel
- How to distribute porosity, permeability and saturation with geology in mind
- How to evaluate the uncertainty of the resulting geomodel
- How to effectively hand over the static geomodel to be used for simulation

KEY COURSE HIGHLIGHTS
- You are going to build a practical skilset, without being overloaded with theory
- We are going to cover case studies for building geomodels for all major depositional environments
- Multiple exercises for almost every step of the model building workflow
- Emphasis on learning to build a geomodel that reservoir engineers can effectively use for simulation studies
- The course is software independent. The information presented can be applied to any model building software package.
COURSE OVERVIEW
The course will provide a structured approach to defining and analyzing petroleum risks in the upstream business. It will introduce decision-making tools and the supporting software, using case study material taken from oil and gas field examples to ensure direct applicability of the techniques covered.

The initial Petroleum Economics element of the course provides knowledge of the role of petroleum economics in decision making for both exploration and production ventures. It gives participants the skills to perform economic evaluations using a selection of indicators derived from discounted cashflow forecast, to rank projects against alternatives, and investigate economic robustness.

The objectives of the Risk Analysis section are achieved through the use of a case study taken from an offshore oil-field development to identify, express and analyse technical and commercial uncertainties. This element will ensure that participants are fully familiar with techniques such as Monte Carlo simulation, Decision Tree analysis software, and that they have the software skills to support the application of these methods. Participants will be working with Crystal Ball and Decision Tree analysis software.

WHO SHOULD ATTEND?
This event is designed for all staff involved in the E&P business, and includes a strong team building component.

COURSE OUTCOMES
At the end of the programme participants will have a greater understanding of and have developed the following key attributes:
- Petroleum Economics - the basis of project evaluation
- Development Economics
- Exploration Economics
- Incremental Economics
- Risk Analysis
- Combining uncertainties
- Tools for Quantifying Risk
- Technical Uncertainties and their Management
- Commercial Uncertainties and their Management
- Portfolio Management

Seismic Interpretation

COURSE OVERVIEW
In this course, you will learn how to interpret seismic data with geology in mind. Unlike other industry training on the subject, a large part of this course consists of seismic interpretation exercises on paper with very practical presentations guiding you along the way. We believe that seismic interpretation should make geologic sense and designed this course with that concept in mind. Also included are multiple expert techniques that will help you significantly reduce the time you spend on your seismic interpretation project without compromising the results. You will also learn how to recognize petroleum traps on seismic data and create maps that are used to evaluate your petroleum prospects volumes and risks.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petrophysicists, and Engineers who wish to develop a better understanding of seismic data interpretation techniques and interpretation products that we use in exploration and development of petroleum reservoirs.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Understand different types of seismic data and attributes
- Tie wells to seismic and determine the seismic reflectors in map
- Convert seismic data from time to depth
- Interpret horizons and faults
- Make structure and thickness maps
- Make seismic attribute maps and interpret stratigraphic features
- Identify and interpret structural and stratigraphic traps on seismic

KEY COURSE HIGHLIGHTS
- You are going to build a practical skillset, without being overloaded with theory
- Practical exercises for every step in the seismic interpretation workflow
- Emphasis on using geological understanding during the seismic interpretation process.
Seismic Stratigraphy Workshop

COURSE OVERVIEW
This course is geared towards explorationists who want to be involved in seismic interpretation or in identifying trends in seismic data. The course begins with a review of stratigraphic principles to ensure all participants are on the same page. This is followed by an exploration of the different types of sequence stratigraphic terminology, such as parasequences and parasequence sets, and how to use these concepts in the seismic domain. The course then moves on to the practical aspects of sequence stratigraphy, including the identification of seismic markers and the interpretation of seismic data. Throughout the course, participants will work on real-case studies to apply the concepts they have learned.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petrotechnicians, and Engineers who wish to gain an enhanced understanding of diagenetic and lithofacies of non-fracture reservoirs and the impact of diagenetic processes on reservoir performance.

COURSE OUTCOMES
By the end of the course, participants will be able to:
- Recognize and interpret seismic stratigraphic markers
- Analyze and interpret seismic data to identify sequence boundaries
- Understand the relationship between seismic facies and sedimentary processes
- Apply sequence stratigraphic principles to real-world reservoirs

Wireline and LWD Log Quality Control and Interpretation

COURSE OVERVIEW
This course is designed for geoscientists who work in the oil and gas industry and need to enhance their skills in wireline and LWD logging. The course covers the fundamental principles of wireline and LWD logging, including log quality control, petrophysical analysis, and log interpretation. Participants will learn how to perform a basic log interpretation and how to use wireline and LWD logs to identify potential reservoir zones.

WHO SHOULD ATTEND?
Geoscientists, Geophysicists, Geologists, Petroleum Engineers, and Drilling Engineers who wish to enhance their skills in wireline and LWD logging.

COURSE OUTCOMES
By the end of the course, participants will be able to:
- Perform a basic log interpretation
- Understand the physical principles of wireline and LWD logging
- Use wireline and LWD logs to identify potential reservoir zones
- Apply wireline and LWD logs to real-world reservoirs

Shale Carbonate Diagnostics

COURSE OVERVIEW
This course is designed for participants to recognize and be able to interpret carbonate and mudstone/shale rocks and the pathways they transport through during diagenesis. Course participants will learn to (a) recognize the variety of known cements, (b) how to recognize the successions of cements in any given rock unit, (c) evaluate the importance of the cement as a reservoir or non-reservoir, (d) the oil reservoir potential of any given unit, (e) use knowledge of a unit’s diagenesis to build and enhance exploration and production models of conventional and unconventional hydrocarbons.

WHO SHOULD ATTEND?
Geologists, Geophysicists, Petrophysicists, and Engineers who wish to gain an enhanced understanding of diagentic pathways for carbonate and mudstone sedimentary systems, and on how to integrate knowledge from core and thin sections into successful application for exploration and exploitation of mudstone/shale and carbonate reservoirs.

COURSE OUTCOMES
Delegates will gain knowledge and skills to:
- Identify the cements in carbonates and shales in core, outcrop, and thin section
- Understand how to recognize and reconstruct the diagenetic history of a unit
- Use the diagenetic reconstruction to help assess the reservoir potential of a rock unit
- Analyze knowledge of a unit’s internal organization with respect to petroleum productivity
- Use a diagenetic-based workflow to derive and enhance correlation techniques in units formerly exclusively subdivided by depositional processes
- Apply sequence stratigraphic concepts to the diagenetic successions in carbonate and mudstone/shales
- Recognize potential “sweet spots” based on diagenetic considerations in both carbonate as well as mudstone/shale reservoirs
- Apply diagenetic to define fracable versus non-fracture rock successions

Sequence Stratigraphy of Unconventional Resource Plays

COURSE OVERVIEW
This course is designed for geoscientists who work in unconventional resource plays. Systematically the course introduces participants to the sedimentology of unconventional reservoirs and then covers sequence stratigraphic applications. It is assumed that participants already have a working knowledge of sedimentary stratigraphy. We do not recommend this as a first-time introduction to sedimentology, but strongly urge you to visit the Applied Sequence Stratigraphy course first.

WHO SHOULD ATTEND?
This is an upper level, work-intensive course that assumes participants have a background in sequence stratigraphy, sedimentology and diagenetics of tight oil reservoirs. The audience for the course includes geologists, geophysicists, reservoir engineers, as well as geologists and geophysicists with experience in unconventional reservoirs.

COURSE OUTCOMES
At the end of the course participants will have a greater understanding of and have developed the following key attributes:
- Through understanding of Sedimentology and Stratigraphy will be able to apply to Tight Oil Sandstones and Coalbed Methane
- Sequence stratigraphic surfaces and systems will be identified in carbonates
- Introduction to the sedimentology and sequence stratigraphy of “shales”
- Understanding of reciprocal sedimentation in mixed systems
- Ability to explain production differences from wells
- Prediction of sweet spots

KEY COURSE HIGHLIGHTS
- Case studies in tight oil sandstones from the Barnett, Yagip, and Lower Montney.
- Case studies from “shale” carbonate-mudrock formations in the Permian Basin and Williston Basin, including the Bakken and Three Forks play.
- Core workshop (Bakken and Three Forks) at the Denver USGS - if this course is run outside the US then the final day focuses on client projects

Sequence Stratigraphy of Tight Oil Sandstones

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Geophysical Imaging of Carbonate Platforms:
Recognition and Meaning of Reflection Terminations such as-Uplap, Offlap, Toplap, etc.

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## Technical Courses Calendar 20/20

### January

<table>
<thead>
<tr>
<th>Code</th>
<th>Faculty</th>
<th>Course</th>
<th>Location</th>
<th>Start Date</th>
<th>Duration</th>
<th>Pg</th>
</tr>
</thead>
<tbody>
<tr>
<td>OG05</td>
<td>Oil and Gas</td>
<td>A Practical Data Analyses and Reporting Techniques - Info Graphics</td>
<td>Dubai</td>
<td>27/01/2020</td>
<td>1 Week</td>
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### February

<table>
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<tr>
<th>Code</th>
<th>Faculty</th>
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<th>Location</th>
<th>Start Date</th>
<th>Duration</th>
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<tbody>
<tr>
<td>OG11</td>
<td>Oil and Gas</td>
<td>Drafting Power Purchase Agreements (PPAs) and Gas Supply Agreements (GSAs)</td>
<td>Dubai</td>
<td>03/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG15</td>
<td>Oil and Gas</td>
<td>Negotiating GSAs and PPAs - Principles and Practice</td>
<td>Dubai</td>
<td>10/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG23</td>
<td>Oil and Gas</td>
<td>Sequence Stratigraphy of Unconventional Resource Plays</td>
<td>Houston</td>
<td>17/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG26</td>
<td>Oil and Gas</td>
<td>Advanced Well Interpretation Seminar</td>
<td>Dubai</td>
<td>17/02/2020</td>
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<tr>
<td>OG17</td>
<td>Oil and Gas</td>
<td>Oil and Gas Production Management</td>
<td>Dubai</td>
<td>17/02/2020</td>
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<td>OG18</td>
<td>Oil and Gas</td>
<td>Project Cost Estimation and Cost Control</td>
<td>Houston</td>
<td>17/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG24</td>
<td>Oil and Gas</td>
<td>Applied Biostratigraphy &amp; Sequence Stratigraphy in Oil Exploration Development</td>
<td>Houston</td>
<td>24/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG04</td>
<td>Oil and Gas</td>
<td>Characterization of Clastic Reservoirs in Cores, Well-logs and Seismic Data</td>
<td>Houston</td>
<td>24/02/2020</td>
<td>1 Week</td>
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<tr>
<td>OG25</td>
<td>Oil and Gas</td>
<td>Sequence Stratigraphy of Unconventional Resource Plays</td>
<td>Dubai</td>
<td>24/02/2020</td>
<td>1 Week</td>
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<tr>
<td>PN02</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Energy Efficiency and Sustainability Management</td>
<td>Abu Dhabi</td>
<td>24/02/2020</td>
<td>1 Week</td>
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### March

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<tr>
<th>Code</th>
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<tbody>
<tr>
<td>OG27</td>
<td>Oil and Gas</td>
<td>Advanced Strategies in Oil and Gas Economics and Management</td>
<td>Dubai</td>
<td>02/03/2020</td>
<td>1 Week</td>
<td>97</td>
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<tr>
<td>OG13</td>
<td>Oil and Gas</td>
<td>Exploration and Development of Fluvial and Shallow Marine Reservoirs</td>
<td>Dubai</td>
<td>02/03/2020</td>
<td>1 Week</td>
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<tr>
<td>PN01</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Economics of Renewable Energy</td>
<td>Dubai</td>
<td>02/03/2020</td>
<td>1 Week</td>
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<tr>
<td>OG24</td>
<td>Oil and Gas</td>
<td>Shale Carbonate Diagenesis</td>
<td>Dubai</td>
<td>09/03/2020</td>
<td>1 Week</td>
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<td>OG06</td>
<td>Oil and Gas</td>
<td>Basic Petrophysical Interpretation Seminar</td>
<td>Dubai</td>
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<td>OG09</td>
<td>Oil and Gas</td>
<td>Core Description Workshop</td>
<td>Dubai</td>
<td>09/03/2020</td>
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<tr>
<td>OG01</td>
<td>Oil and Gas</td>
<td>A Practical Data Analyses and Reporting Techniques - Info Graphics</td>
<td>Houston</td>
<td>16/03/2020</td>
<td>1 Week</td>
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<tr>
<td>OG16</td>
<td>Oil and Gas</td>
<td>Oil and Gas Modelling - A Practical Approach</td>
<td>Dubai</td>
<td>16/03/2020</td>
<td>1 Week</td>
<td>103</td>
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<tr>
<td>OG25</td>
<td>Oil and Gas</td>
<td>Wireline and LWD Log Quality Control and Its Impact on Well Log Interpretations</td>
<td>Dubai</td>
<td>16/03/2020</td>
<td>1 Week</td>
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### April

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<tr>
<td>OG05</td>
<td>Oil and Gas</td>
<td>A Practical Data Analyses and Reporting Techniques - Info Graphics</td>
<td>Dubai</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG07</td>
<td>Oil and Gas</td>
<td>Characterization of Clastic Reservoirs in Cores, Well-logs and Seismic Data</td>
<td>Dubai</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG02</td>
<td>Oil and Gas</td>
<td>Exploration and Development of Deepwater Reservoirs</td>
<td>Abu Dhabi</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG13</td>
<td>Oil and Gas</td>
<td>Exploration and Development of Fluvial and Shallow Marine Reservoirs</td>
<td>Houston</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG08</td>
<td>Oil and Gas</td>
<td>Petroleum Economics and Risk Analysis</td>
<td>Houston</td>
<td>06/04/2020</td>
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<td>PE02</td>
<td>Power and Electricity</td>
<td>Power Plant Operations Management</td>
<td>Dubai</td>
<td>06/04/2020</td>
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<td>PN13</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Low Carbon Energy Economics</td>
<td>Dubai</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>PN13</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Economics of Renewable Energy</td>
<td>Houston</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG09</td>
<td>Oil and Gas</td>
<td>Applied Biostratigraphy &amp; Sequence Stratigraphy in Oil Exploration Development</td>
<td>Dubai</td>
<td>06/04/2020</td>
<td>1 Week</td>
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<tr>
<td>OG07</td>
<td>Oil and Gas</td>
<td>Oil and Gas Production Management</td>
<td>Amsterdam</td>
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<td>14/09/2020</td>
<td>1 Week</td>
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<tr>
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<td>Renewable and Non-Renewable Energy</td>
<td>Energy Efficiency and Sustainability Management</td>
<td>Abu Dhabi</td>
<td>14/09/2020</td>
<td>2 Weeks</td>
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<tr>
<td>OG05</td>
<td>Oil and Gas</td>
<td>Applied Sequence Stratigraphy</td>
<td>Dubai</td>
<td>21/09/2020</td>
<td>2 Weeks</td>
<td>98</td>
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<tr>
<td>OG22</td>
<td>Oil and Gas</td>
<td>Exploration and Development of Deepwater Reservoirs</td>
<td>Abu Dhabi</td>
<td>21/09/2020</td>
<td>1 Week</td>
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### October

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<tr>
<th>Code</th>
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<th>Location</th>
<th>Start Date</th>
<th>Duration</th>
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<tr>
<td>OG01</td>
<td>Oil and Gas</td>
<td>Advanced Strategies in Oil and Gas Economies and Management</td>
<td>Abu Dhabi</td>
<td>05/10/2020</td>
<td>1 Week</td>
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<td>Houston</td>
<td>05/10/2020</td>
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<td>OG06</td>
<td>Oil and Gas</td>
<td>Basic Petrophysical Interpretation Seminar</td>
<td>Houston</td>
<td>05/10/2020</td>
<td>2 Weeks</td>
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<td>OG08</td>
<td>Oil and Gas</td>
<td>Petroleum Economics and Risk Analysis</td>
<td>London</td>
<td>05/10/2020</td>
<td>2 Weeks</td>
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<td>OG20</td>
<td>Oil and Gas</td>
<td>Reservoir Characterization of Deepwater Systems</td>
<td>Dubai</td>
<td>05/10/2020</td>
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<td>105</td>
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<td>OG21</td>
<td>Oil and Gas</td>
<td>Wine and USD Log Quality Control and its Impact on Well Log Interpretations</td>
<td>Dubai</td>
<td>05/10/2020</td>
<td>2 Weeks</td>
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<td>PN02</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Energy Efficiency and Sustainability Management</td>
<td>Amsterdam</td>
<td>28/09/2020</td>
<td>1 Week</td>
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<td>PN01</td>
<td>Renewable and Non-Renewable Energy</td>
<td>Economics of Renewable Energy</td>
<td>Houston</td>
<td>28/09/2020</td>
<td>1 Week</td>
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**Summary:**

- **August Courses:**
  - Oil and Gas Modelling - A Practical Approach, London (2 Weeks)
  - Oil and Gas Production Management, Amsterdam (1 Week)
  - Financial Modelling for the Power Sector Using Excel, London (1 Week)
  - Power Plant Operations Management, London (1 Week)
  - Low Carbon Energy Economics, London (2 Weeks)
  - Applied Sequence Stratigraphy, Mmar (1 Week)
  - Clastic Reservoirs, Mmar (1 Week)
  - Exploration and Development of Deepwater Reservoirs, London (2 Weeks)
  - Petroleum Economics and Risk Analysis, Houston (2 Weeks)
  - Seismic Interpretation, Paris (1 Week)
  - Core Description Workshop, London (1 Week)
  - Sequence Stratigraphy of Unconventional Resource Plays, London (2 Weeks)
  - A Practical Data Analysis and Reporting Techniques - Info Graphics, Houston (2 Weeks)
  - Advanced Well Interpretation Seminar, Dubai (1 Week)
  - Characterization of Clastic Reservoirs in Core, Well logs and Seismic Data, London (2 Weeks)
  - Economics of Renewable Energy, Paris (1 Week)
  - Geomodelling, London (2 Weeks)
  - Managing Green Energy Policies, Houston (1 Week)

- **September Courses:**
  - A Practical Data Analysis and Reporting Techniques - Info Graphics, London (1 Week)
  - Exploration and Development of Fluidal and Shallow Marine Reservoirs, London (1 Week)
  - Geomodelling, Mmar (1 Week)
  - Resource Characterization of Deepwater Systems, Houston (1 Week)
  - Advanced Strategies in Oil and Gas Economics and Management, Las Vegas (2 Weeks)
  - Drafting Power Purchase Agreements (PPA) and Gas Supply Agreements (GSA), Houston (1 Week)
  - Negotiating GSA and PPA - Principles and Practice, Dubai (1 Week)
  - Seismic Interpretation, London (1 Week)
  - Seismic: Stratigraphy Workshop, Houston (1 Week)
  - Energy Efficiency and Sustainability Management, Abu Dhabi (2 Weeks)
  - Applied Sequence Stratigraphy, Dubai (2 Weeks)
  - Exploration and Development of Deepwater Reservoirs, Abu Dhabi (1 Week)

- **October Courses:**
  - Advanced Strategies in Oil and Gas Economics and Management, Abu Dhabi (1 Week)
  - Applied Sequence Stratigraphy, Houston (2 Weeks)
  - Basic Petrophysical Interpretation Seminar, Houston (2 Weeks)
  - Petroleum Economics and Risk Analysis, London (2 Weeks)
  - Reservoir Characterization of Deepwater Systems, Dubai (2 Weeks)
  - Wine and USD Log Quality Control and its Impact on Well Log Interpretations, Dubai (2 Weeks)
  - Energy Efficiency and Sustainability Management, Amsterdam (1 Week)
  - Managing Green Energy Policies, Dubai (1 Week)
  - Economics of Renewable Energy, Houston (1 Week)
November

<table>
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<tr>
<th>Code</th>
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<td>Description and Interpretation of Siliciclastic Well Core</td>
<td>Dubai</td>
<td>16/10/2020</td>
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<td>OG02</td>
<td>Oil and Gas</td>
<td>Negotiating GSAs and PPAs - Principles and Practice</td>
<td>Houston</td>
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<td>OG03</td>
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<td>Project Cost Estimation and Cost Control</td>
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<td>OG04</td>
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<td>Exploration and Development of Fluvial and Shallow Marine Reservoirs</td>
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<td>Oil and Gas</td>
<td>Sequence Stratigraphy of Unconventional Resource Plays</td>
<td>Dubai</td>
<td>26/10/2020</td>
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December

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<td>Oil and Gas</td>
<td>Applied Sequence Stratigraphy</td>
<td>London</td>
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<td>1 Week</td>
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<td>Clastic Reservoir Facies</td>
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<td>OG07</td>
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<td>OG08</td>
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<td>Petroleum Economics and Risk Analysis</td>
<td>Amsterdam</td>
<td>07/12/2020</td>
<td>1 Week</td>
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<td>OG22</td>
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<td>07/12/2020</td>
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<td>PE01</td>
<td>Power and Electricity</td>
<td>Financial Modelling for the Power Sector Using Excel</td>
<td>Houston</td>
<td>07/12/2020</td>
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<td>Renewable and Non-Renewable Energy</td>
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<td>OG06</td>
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<td>Basic Petrophysical Interpretation</td>
<td>London</td>
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<td>1 Week</td>
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Field Trips & Study Tours

Delegates on a Geoscience Field Seminar in Denver, Colorado, USA, organised by GTC
### Geoscience and Field Trips

#### Field Trips and Study Tours

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Location</th>
<th>Code</th>
<th>Availability</th>
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<tbody>
<tr>
<td><strong>Fluvial, Coastal Plain and Shallow Marine Analogs from the Book Cliffs</strong></td>
<td>Grand Junction, USA</td>
<td>SPA01</td>
<td>May ’til October</td>
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<tr>
<td><strong>Seismic Expression of Carbonate Platforms, El Paso, USA</strong></td>
<td>El Paso, USA</td>
<td>SPA04</td>
<td>May ’til October</td>
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### Course Overview

#### Fluvial, Coastal Plain and Shallow Marine Analogs from the Book Cliffs

**Based on popular demand from industry professionals who wish to get a general overview of the most common reservoir types that occur in coastal plain and shallow marine settings, we have collected a series of spectacular outcrops for you to visit.**

The field-trip is structured such that we will begin on the coastal plain where you will get to see high-sinuosity channels and point bars. We then take you to the sequence boundary that separates the terrestrial coastal plain from the shorefaces below. After spending time on shorefaces and wave dominated deltas we will move on to tidally and even fluvially dominated deltas. The last part of the trip focuses on progradational systems such as estuaries, associated tidal bars, inlets, and barrier islands.

Participants will spend time collecting data and plotting Gamma Ray logs through these reservoir types such that they can identify similar environments of deposition in their own log data.

**Who Should Attend?**

The course is designed for geoscientists and reservoir engineers who primarily focus on fluvial and shallow marine successions, especially those involved in building or updating geomodels.

Whether your task involves a simple well-correlation across tidal systems, or the input of fluvial channel dimensions into a geomodel this course will benefit you in several ways.

#### Seismic Expression of Carbonate Platforms

**The Permian Basin has world-class carbonate outcrops, but so does Mallorca in Spain, the Zagros mountains in Iran, the Italian Dolomites, Canadian Rockies and the Le Poppa Basin in Mexico. So what makes the Permian Basin unique? It is not only the scale and lateral continuity but the well-preserved carbonate build-ups, some of which have 3D exposure.**

So instead of your typical highstand stacked carbonate cycles you actually get to see structureless biostromes, bioturbations, seismic-scale clinoforms and stita onlapping onto carbonate build-ups.

This is the reason why we choose the Permian basin to demonstrate the outcrop expression of common seismic facies. Whether you are working isolated platforms in the Southeast and Central Azar, the Middle East or the Barents Sea the field trip will serve you well.

For our Norwegian friends working on Sponge Mounds of the Tempelfjorden group we have a special treat for you – beautifully preserved sponge mounds where you can visually inspect the difference in reservoir quality between mound core vs flank facies.

If you would prefer a 5-day classroom course in core vs flank facies.

For our Norwegian friends working on Sponge Mounds of the Tempelfjorden group we have a special treat for you – beautifully preserved sponge mounds where you can visually inspect the difference in reservoir quality between mound core vs flank facies.

If you would prefer a 5-day classroom course in core vs flank facies...
Stratigraphic Traps in Deltaic Systems, Grand Junction, USA

**CODE SPA02**

- AVAILABLE: May 'til October
- LOCATION: El Pass, USA

**COURSE OVERVIEW**

Deltaic Successions produce hydrocarbon reservoirs worldwide from reservoirs in west Africa (Niger Delta), the North Sea (Brent, Brage, Oseberg), the Barents Sea (Enrun FM), Alaska North Slope (Prudhoe Bay Field), Onshore India (Barmer Basin), Lower Indus Basin (Sindber and Lower Basin Sands), Venezuela (Budare Field, Lagunillas Field) and many more. A series of world-class outcrops have been picked from the Colorado Rockies and Book Cliffs of Utah. Participants will be able to see:
- 1 Distributary channels (single, multistorey and multilateral)
- 2. Terminal mouth bar sandstones
- 3. Delta plain palaeosols
- 4. Trough cross section of deltaic over fluvial strata
- 5. Compensation and sea-level changes of deltaic lobes
- 6. Fan delta
- 7. Growth Faults

Many of the outcrops selected for this course are 'fossil-scale' and participants will spend time correlating outcrop photopanels with seismic facies from industry data.

**WHO SHOULD ATTEND?**

- The course is designed for geoscientists and reservoir engineers who primarily focus on deltaic successions in an exploration or development capacity.

**COURSE OUTCOMES**

- At the end of the course participants will have a greater understanding of and have developed the following key attributes:
  - Identify deltaic facies in core, and high N.G. seismic facies
  - Predict variations in N.G along depositional strike and dip
  - Determine which sand and gravel bodies make the best reservoir and whether they are connected or compartmentalised
  - Permeability relationships in different lithofacies
  - Understand risk associated with stratigraphic traps in deltaic systems
  - Gauge reservoir quality of prodeltaic muds as an unconventional resource play

**KEY COURSE HIGHLIGHTS**

- World-famous outcrops of the Ferron Sandstone
- Seismic-scale exposures
- Clearly visible deltaic clinoforms
- Inclined valleys preserved on top of deltas
- Behind outcrop core data
- Borehole image logs associated with outcrops

Sequence Stratigraphy of Mobile Substrate Basins, Grand Junction, USA

**CODE SPA05**

- AVAILABLE: May 'til October
- LOCATION: El Pass, USA

**COURSE OVERVIEW**

This field trip focuses on the precipitation and movement of salt and its influence on deposition of reservoir sands. It is no coincidence that the world’s largest oil and gas fields are associated with salt. During this field trip we will discuss why that is the case.

- There are very few places where one can actually see not only the salt body itself but the deformation of strata around it. This includes the famed salt glaciers of Iran, La Papa Basin Mexico and the Paradox Basin in the US. As tricky as it is to get to the outcrops in Iran and because of the safety concerns surrounding La Papa Basin in Mexico, the Paradox Basin seems like a great place to visit.

Not only will participants get to hike into some of the most spectacular salt-related structures in Arches and Canyonlands National Park, the highlight of the trip is an hour-long flight in a chartered airplane that allows one to truly appreciate the scale and grandeur of salt tectonics.

- All of the field trips lead us to one that is most fascinating about because the sequence stratigraphy of mixed evaporite-carbonate-siliciclastic successions is my doctoral specialty and the field area is where I will lead you and the core we will look at were all part of my dissertation work.

**WHO SHOULD ATTEND?**

- This course is meant for all who are working on mobile substrate basins in an exploration or development capacity. This is especially relevant if interested in structural plays in the Gulf of Mexico, offshore Brazil and West Africa.

**COURSE OUTCOMES**

- Greater understanding of and have developed the following key attributes:
  - Seismic interpretation of salt and shale structures
  - Understanding of hydrocarbon entrapment in mobile substrate
  - Reservoir distribution along diapirs and minibasins
  - Sealing capacity of evaporites
  - Effects of hypersaline conditions on source rocks
  - Drilling targets in mobile substrate basins

**KEY COURSE HIGHLIGHTS**

- Salt-related faults, joints and relay ramps
- Chartered flight over salt-related structures
- Sequence stratigraphy of mixed evaporite-carbonate-siliciclastic successions
- Core workshop on deepwater sandstones and evaporites
- Driving into salt diapirs
- Minibasins and deepwater sandstones in outcrop

Sequence Stratigraphy Field Trip, Denver, USA

**CODE SPA03**

- AVAILABLE: May 'til October
- LOCATION: El Pass, USA

**COURSE OVERVIEW**

This field course is designed for geoscientists and reservoir engineers. A lecture and field component introduces participants to some spectacular outcrops in Wyoming and Colorado. The primary objective is for participants to be able to identify key sequence stratigraphic surfaces in outcrop and tie these with observations in sub-surface data sets such as seismic and well logs. By the end of the course you should be able to create more realistic geological cross sections and have a greater degree of confidence when interpreting depositional environments in seismic data.

- Most sequence stratigraphy trips are run in the Book Cliffs along the Colorado-Utah border, however our trip is run on outcrops that are well studied yet rarely frequented by others. The reason for choosing these is the prime location of the Book Cliffs where one is almost always standing at the base of a cliff where all the key sequence stratigraphic surfaces are well developed on top of the cliff, the outcrops in northern Colorado and Wyoming are tilted between 30-90 degrees. That allows participants to walk and intersect key surfaces and also walk along them laterally.

The Book Cliffs have no carbonates and our sequence stratigraphy trip covers both carbonates and clastics, which is why northern Colorado provides an excellent selection.

**WHO SHOULD ATTEND?**

- Geologists, Geophysicists, Petrophysicists, and Engineers who wish to develop a better understanding of the factors that control distribution, reservoir connectivity and compartmentalisation of hydrocarbon reservoirs

**COURSE OUTCOMES**

- Greater understanding of and have developed the following key attributes:
  - Identification if key sequence stratigraphic surfaces in core, logs and seismic
  - Delineating systems tracts
  - Controls of relative sea-level stand on the distribution of diapirs systems
  - Differences between sequence stratigraphy in clastics vs carbonates
  - Source, reservoir and seal prediction
  - Better correlation techniques using well logs

**KEY COURSE HIGHLIGHTS**

- Seismic-scale clinoforms
- Key sequence stratigraphic surfaces in mixed sandstone-carbonate reservoirs
- Core workshop on sequences from the Book Cliffs
- Inclined valleys
- Correlation in diachronous successions

Modern Clastic Depositional Environments, Karachi, Pakistan

**CODE SPA06**

- AVAILABLE: May 'til October
- LOCATION: El Pass, USA

**COURSE OVERVIEW**

- How many of you have stood in front of an outcrop or core and heard two people argue about the interpretation?
- Facts is no matter how good you get, many still call geology an ‘interpretive science’ where your argument can be just as valid as someone’s else’s. Wouldn’t it be nice to take a field trip where everything you see is the absolute truth, where no interpretation is required?

This is why we offer a field course devoted to modern clastic depositional environments. When you are standing next to a distributary channel and can see an undisturbed flow from land towards see there is no ambiguity.

- The modern coastline of Karachi is ideal because not only are there two mixed-process environments with very different grain sizes, one of the world’s largest deltas, the Indus provides a perfect natural laboratory to study facies associations. What you will never forget is the scale and geometries of sand bodies in such marginal marine depositional systems.

**WHO SHOULD ATTEND?**

- This is a ‘Foundation’ level course that we recommend for all experience level geologists, geophysicists, petrophysicists, engineers and managers. The course starts and ends in Karachi, Pakistan and introduces participants to the processes that control reservoir deposition, preservation, distribution and architecture in shallow marine settings.
Field Trips and Study Tours

Power and Electricity

Study Tours of Hydro and Power Dams

**COURSE OVERVIEW**
GTC organizes scheduled technical tours of power dams over 200 MW on technical processes, land management, electricity generation and conservation, hydro operations, natural resource management, and operational infrastructure. The events which are in high demand are delivered in locations in America, England, and Turkey.

**WHO SHOULD ATTEND?**
Power and hydro professionals (Engineers, Mechanics, Electricians, Fish Biologists, Wildlife Specialists, Power Management Analysts).

**COURSE OUTCOMES**
At the end of the course participants will have a greater understanding of and have developed the following key attributes:

**United States of America:**
- Tacoma Power (Washington)
- Chelan County PUD (Washington)
- Douglas County PUD (Washington)
- Grant County PUD (Washington)

**Turkey:**
- Alibey Dam
- Buyukekmece Dam
- Darlij Dam
- Elmali 2 dam
- Sazlidere Dam
- Terkos Dam

**United Kingdom:**
- Crauchan Power Station
- Lagan Dam
- Glendoe Dam
- Pitiochry Dam and Fish Pass

**CODE** SPA07

**AVAILABLE** May ’til October

**LOCATION**
USA, Turkey, UK
Welcome to GTC Energy

I learned a lot from your course and you have been very helpful. The instructor critique of each project was very helpful as well. Great course and instructor was very knowledgeable and helpful.

Procedures Specialist
Kuwait Oil Company

Thanks to the incredible breadth of our partner network, GTC Energy has unique access to industry experience and knowledge on both an international and localised level, enabling the effective commissioning, operation and maintenance of energy production facilities.

GTC Energy provides comprehensive, integrated solutions for the energy industry in emerging economies. With access to wide-ranging intellectual and pragmatic expertise, GTC Energy provides customised, cutting-edge technical training, consultancy and operational support. You’ll find us working at the heart of the energy industry in territories as diverse as Ghana, America, Nigeria, UAE, Thailand, and United Kingdom.
Oil and Gas Geological Consultancy Solutions

We offer Geological consulting services in the Oil and Gas industry; our portfolio of services include Core Description and Geological Field Seminars.

Our core description service is second to none. Not only will it save you time, it will also save you money. Why? No longer will you have to ship your core to Europe or the Middle East for analysis; our in-house experts come to you!

Advantages of using our core description services:
- Expertise in both conventional and unconventional cores
- Comprehensive core report
- Digital archive of extracted core-data in editable format
- Accurate ‘core shift’ for well logs through appropriate calibration
- Integrated reservoir characterisation for lithofacies and depofacies
- Cost effective, on-time delivery of world-class products.

Services

- Sedimentology
  This will show grain size, sedimentary structures and trace fossil suites. Besides a graphic representation, you will receive a description, process interpretation and environment of deposition.

- Sequence Stratigraphy (Cycles)
  If you have biostratigraphic data we can mark sequence boundaries and maximum flooding surfaces directly on the core. Alternatively, we can also mark key sequence stratigraphic surfaces in core and add systems tracts. Conversely, if you have regional stratigraphic markers/tops (from well logs or seismic data) we can upload those to our core description panel for comparison.

- Bioturbation Index
  A bioturbation index shows the intensity of sediment churning and the preservation of original sedimentary fabric. Bioturbation can both enhance and degrade reservoir quality and we recommend a column that shows the BI so that you can determine the effect of bioturbation on the porosity and permeability of your reservoirs.

- Porosity-Permeability & Saturation Data
  We may incorporate available porosity-permeability and saturation data (pks) in order to graphically demonstrate the relationship between rock type/lithofacies/depofacies and reservoir quality.

- Fractures
  We can document fracture type (extension vs. shear), aperture size, mineral fill, porosity within fractures, density, intensity, orientation and determine the stress field in your area of interest. After providing a description of fractures we can provide a diagnosis whether fractures might influence production from your wells. If this is the case, we then recommend a detailed fracture study. Our specialisation is restricted to sedimentology and stratigraphy. However, we can align you with the right contacts for detailed fracture studies to increase production from your fractured reservoirs.

You’ll be surprised to learn that our costs are significantly lower than most similar businesses in the US and Western Europe, including the likes of Core Laboratories, Terra Tek, Fugro Robertson and Ichron. But, our quality of work is far superior because of our integrated approach.

GTC Energy go beyond the routine core descriptions by solving critical problems such as understanding depositional environments, sandbody geometry, reservoir heterogeneities and interconnectivity. We’re so confident in our expertise that we will even waive our fee if you’re not 100% satisfied.
Welcome to GTC Consulting

The service given was over and above my expectations. You cannot improve on the good standard.

Administrative Officer
Federal Ministry of Finance (Nigeria)

GTC Consulting has been collaborating with organisations to achieve sustainable, transformational change for more than 10 years. Our experience — in Africa, Asia, Europe and the Middle East — is unrivalled. We offer a unique combination of expertise, intellectual rigour and local understanding to help you find the solution that will work for you in the following service areas:

- Project Management Support and Consultancy
- Government Advisory and Management Advisory Services
- Business Introductory Service

GTC Consulting

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TRANSFORMING EMERGING ECONOMIES
Project Management Support and Consultancy

Our client had spent eight years and approximately $60 million dollars in executing the micro, small and medium enterprises project in Nigeria. The project was World Bank funded and three pilot states were strategically selected as beneficiary states. The project had come to an end and an audit was required to measure the impact of the project.

GTC Consulting won the bid to carry out an operational audit on the project in 2011.

Methodology:

The four components of the project were also audited, specifically the access to finance for MSMEs and the business development service. The economy, efficiency and effectiveness of the project management unit and the executing agency were evaluated and scrutinised by our team of practitioners. The audit exercises were made up of a team of auditors who worked directly with the client and the project management unit on their premises, gathering records, evidence and information.

Location: Abuja, Nigeria
Field research across all 37 states.

Results:

The operational audit was successful. GTC was able to make valuable recommendations confirming the impact of the MSME project and validating the extension of the project into phase 2.

Governance Advisory and Management Advisory Services

These are many and varied, but include making the business case for PPP projects and improving their legal and institutional frameworks at a federal, state and local government level. Our comprehensive support service for governments include policy advisory and development support, looking at the mechanisms for improving the delivery of government programmes, due diligence questions and communications strategies.

Government Advisory and Management Advisory Services

The government of the Maldives wanted to develop the Prisons Parole Act to be administrated in the Maldives. They faced challenges in sourcing experts in the field with appropriate experience to draft the Prisons Parole Act, taking into account the existing legislation in the Maldives.

Methodology:

Literature review, investigations and interviews. A team of six experts from GTC – two lawyers and four constitutional review experts – were delighted to draft the Prisons Parole Act for the Maldives government. GTC then emerged as the successful bidder in a highly competitive process.

Location: Maldives
Results:

GTC developed the draft for the Prisons Parole Act for the Maldives government within a six-month period, which was eventually signed into law by the Maldives government.
GTC has a proven methodology to help you generate sustainable development from your resources – human, technical and intellectual.

1. Solving problems requires valid information
   Information might be explicit – stored and recorded, and it might be tacit – carried around inside people’s heads. We’ll work with you to unlock the information that holds the key to a project’s success.

2. Good decisions demand free and open choice
   Making decisions is easy. Making decisions that somebody else will support is not so easy. We’ll help you design and advocate the solution that will work best for you and your organisation.

3. Effective implementation requires commitment
   People commit to whatever they believe will benefit them. Instruct people, and they may comply – for a while. But, to achieve sustainable transformation, you’ll need to engage their heads and hearts. We’ll help you inspire lasting commitment in the people who will make change happen.

Our Key Assets

GTC Consulting provides professionalism, in-depth knowledge and attention to detail – key attributes that have highlighted the GTC brand and underpinned our values for over a decade. We don’t import solutions. We discover them, together. We’ll listen to you. We’ll design and deliver projects with you. We’ll walk the extra mile with you, recognising the challenges that you face, cutting through the red tape and celebrating your achievements with you.

What’s our philosophy?
Simple: We believe that collaboration is the key to success.

We work to our strengths.
Four assets have helped us grow over the past decade. They can help you too.

Local Knowledge
We always start by asking the people who know.
We work where we understand the local situation: your culture, your values and the challenges you face.

Expertise
There’s nothing as useful as knowledge wisely applied.
Our consultants have intellectual and practical knowledge validated by extensive research and commercial experience.

Innovation
Sometimes you have to look where you least expect to find it.
Nobody has a monopoly on wisdom or creativity. In a modern world, solutions are no longer the preserve of a single community or industry. We’re always on the lookout for the truly innovative solution: it might be anywhere.

Global Experience
In a networked world, we combine international and local experience.
We work globally, continuously refining our knowledge as we can work with senior public and private executives in a wide range of market environments.
Booking Terms and Conditions

All course fees must be paid in full no later than 14 days prior to the start of the course (or immediately for late bookings). Payments must be made in US Dollars. Local currency can be accepted provided we have an existing account arrangement in the local currency. The rate of conversion to be obtained from your local bank at the time of payment.

Your course is NOT confirmed until payment has been received. GTC will not be responsible for any financial shortfall if fees are changed from another foreign currency.

Payment details

GTC will require payments in US Dollars before the course commences.

By Electronic Transfer BACS (money transfer):

Bank details for US Dollars Account
Account Name: GTC Training Consulting Group Limited
Bank: Lloyds Bank
IBAN: GB10LOYD306541907166
SWIFT: LOYDGB21682
Account Number: 11907166
Sort Code: 30-65-41
Bank Address: 39 Threadneedle Street, The City, London EC2R BAU
Currency: US Dollars (USD)

Bank details for Pound Sterling Account
Account Name: GTC Training Consulting Group Limited
Bank: Lloyds Bank
IBAN: GB24LOYD30654140054568
SWIFT: LOYDGB21682
Account Number: 40054568
Sort Code: 30-65-41
Bank Address: 39 Threadneedle Street, The City, London EC2R BAU
Currency: Pound Sterling (GBP)

By Bankers Draft

Drawn in US Dollars, made payable to GTC Training Consulting Group and posted to:
GTC Training Consulting Group
Riverbank House, 4th Floor, 1 Putney Bridge Approach, London SW6 3BQ

Transferring courses

Attendance on a course can be postponed once bookings have already been made. However, intention to postpone must be sent in writing (via email) 14 days prior to the start of the course concerned. Written notification is required to transfer a booking to another course. This can be applied without charge if the course fees for both courses are identical. Only one transfer can be made. Should you transfer a booking to an alternative date/location/course and then fail to attend or cancel, the full fees are due and no refund can be made.

Cancelling courses / Late attendance

A written notification of cancellation should be sent at least 14 days prior to the start of the course, should circumstances prevent the delegate from attending the course concerned.

Please Note: our cancellation fees.

14 days written notice – No cancellation fee (unless the course has been previously changed) Less than 14 days written notice – The full fee is due, GTC reserves the right to cancel or amend a course without penalty or compensation, providing that they provide you with 14 days’ notice.

Where possible GTC will endeavour to provide you with either an alternative course/date/location and will provide this course at the same fee as originally paid regardless of the published prices. Should the alternatives not be satisfactory, you will be entitled to a full refund.

GTC will not be responsible for any losses incurred such as flights, accommodation etc. in the event of a course being cancelled.

Other terms

GTC reserves the right to remove any delegate from their course should their behaviour be deemed inappropriate by GTC Training Consulting or its partners. This will result in no refund of course fees or other expenditure incurred.