

# Introduction



Labaman Consult Limited (LCL) is the leading consultancy training provider, offering over 100 short courses in Advanced Management, Oil & Gas, Soft Skills, Operations Management, Finance, Human Resources, Public Relations, Sales and Secretarial Skills.

The training is delivered by professional and highly qualified consultants, all of whom have extensive experience in their respective areas of expertise.

- Public Sector
- Banking and Financial Services
- Telecommunications
- Power and Utilities
- Port and Transport Authorities
- Manufacturing



At LCL we emphasise the practical aspect of the learning experience. At least 50% of each session is spent showing delegates how to apply theoretical management concepts to real-life business scenarios. This way we can ensure that participants know how to utilise the tools and techniques learnt, within their respective work situations. Attendees also benefit from the diversity of our clientele. This gives rise to the opportunity to learn from the experience of other individuals from differing backgrounds and from varying global regions.

We strive for perfection, and consequently receive immense positive feedback from course participants. Every suggestion is taken into consideration. The service offered is continually customised to meet the clients' specific requirements. Care is taken to ensure no delegate is overlooked. A dedicated customer service team is constantly at hand to offer the assistance necessary to ensure the attendees are comfortable and able to concentrate on their training.

We value our clients' business and will go out of our way to make every training session a success.

LCL also specialises in tailor-made and in-house training courses.

# Customised Programmes



LCL has consolidated its relationships with numerous key clients by assisting them in delivering in-house and tailor-made training courses. Such customised training solutions not only serve a cost benefit to the respective client, but also provide the added advantage of adapting the course to address their specific requirements.

The vast amount of expertise possessed by LCL's training consultants puts us in an ideal position to develop almost any course in the fields of business and management. In order to ensure that the client derives maximum benefit from such training, our experts work closely with the organisation to design a comprehensive package. Such packages include the pre- and post-assessment of the capabilities, and more importantly the skills gaps of the attendees, to guarantee the appropriate training solutions are devised.

Listed below are some examples of in-house and tailor-made training courses that have been delivered by LCL for its clients over the world:

A large, bold, white "LCL" logo centered on a dark grey rectangular background.

**Duration: 3 days**  
**Course fee: £1,950, N100,000**

**Dates:**  
**6<sup>th</sup> – 8<sup>th</sup> February 2019 ( Nigeria)**  
**8<sup>th</sup> – 10<sup>th</sup> May 2019**  
**12<sup>th</sup> – 14<sup>th</sup> June 2019 ( Dubai)**  
**10<sup>th</sup> – 12<sup>th</sup> July 2019 (Ghana)**  
**7<sup>th</sup> – 9<sup>th</sup> August 2019**  
**6<sup>th</sup> – 8<sup>th</sup> November 2019**



## Formulating Corporate Strategy

### Who should attend?

- Chairmen
- Managing Directors
- Chief Executive Officers
- Directors
- Company Secretaries
- Presidential advisers
- Ministerial advisers

### Learning Objectives

- To create strategies which enable an organisation to achieve its vision, goals and objectives
- To develop supporting systems and structures to underpin and ensure the success of all strategies
- To have relevant measures of progress to enable action to be taken to overcome any challenges to the implementation of the strategies

### Course Content

- Formulating Strategy to Achieve Vision
- Agree vision, mission, culture and values of organisation
- Decide where the organisation wants to be, and by when
- Selecting best strategic options to get there
- Measurement and Reporting
- Setting long-term goals and manageable short-term targets
- Building contingencies into the strategy
- Measuring at clearly-defined milestones
- Reporting and incorporating feed-back
- Structures, Processes and Procedures
- Budget creation monitoring and control
- Costing techniques and margin management
- Resource allocation and balancing priorities
- Creating systems to monitor effectiveness of implementation

## Strategic Planning

- Board advisers
- Chief Financial Officers
- Board Members
- Heads of Department
- Directors of Human Resources
- Directors of Business Development
- Strategic Advisers

### Learning Objectives

- To create strategies which enable an organisation to achieve its vision, goals and objectives
- To develop supporting systems and structures to underpin and ensure the success of all strategies
- To have relevant measures of progress to enable action to be taken to overcome any challenges to the implementation of the strategies
- To know how to generate commitment from all stakeholders to increase the strength of support for the successful implementation of the strategic plan
- To identify and use key approaches and methods of communication to ensure transparency and openness

### Course Content

- Formulating Strategy to Achieve Vision
- Agree vision, mission, culture and values of organisation
- Selecting best strategic options to get there
- Measurement and Reporting
- Setting long-term goals and manageable short-term targets
- Building contingencies into the strategy
- Systematic Strategic Communication
- Two-way communication for stakeholders to inform and be informed
- Structures, Processes and Procedures
- Budget creation, monitoring and control
- Costing techniques and margin management
- Stakeholder Identification
- Identify who affects or is affected by proposed strategy (stakeholders)
- Encourage stakeholder ownership through involvement in strategy creation

**Duration: 1 week**  
**Course fee: £2,550, N300,000**

**Dates:**

- 13<sup>th</sup> – 17<sup>th</sup> May 2019
- 17<sup>th</sup> – 21<sup>th</sup> June 2019 (Dubai)
- 15<sup>th</sup> – 19<sup>st</sup> July 2019 (London)
- 12<sup>th</sup> – 16<sup>th</sup> August 2019
- 16<sup>th</sup> – 20<sup>st</sup> September 2019 (Dubai)
- 14<sup>th</sup> – 18<sup>th</sup> October 2019 (Ghana)



## Strategic Management

**Who should attend?**

- Directors
- Company Secretaries
- Presidential advisers
- Ministerial advisers
- Chief Financial Officers
- Board Members
- Senior Managers
- Managers
- Heads of Department
- Directors of Human Resources
- Managers of Human Resources
- Directors of Business Development
- Managers of Business Development
- Project Directors
- Project Managers
- Team Leaders

**Learning Objectives**

- To create strategies which enable an organisation to achieve its vision, goals and objectives
- To appreciate how important leadership is in the management and implementation of strategies and to incorporate this knowledge in future strategic planning
- To anticipate and evaluate likely and unlikely risks and incorporate this analysis into strategic management, while enabling a quick and flexible response to internal and external changes
- To identify those factors which contribute to the failure of the majority of all strategies and prevent or overcome them
- To revise, refresh and develop those key strategic management skills which enable strategic plans to be implemented effectively

**Course Content**

**Formulating Strategy to Achieve Vision**

- Agree vision, mission, culture and values of organisation
- Analyse where organisation is now
- Decide where the organisation wants to be, and by when
- Selecting best strategic options to get there

**Leadership and Strategic Decision-Making**

- Importance of leadership in implementing successful strategies
- High-profile leadership which inspires and motivates
- Decisive, speedy and consistent decision-making
- Persistent follow-through on all decisions to produce results

**Risk and Crisis Management**

- Identify all risks, evaluate potential impact and mitigate accordingly
- Incorporate strategic flexibility to respond to internal and external changes and pressures
- Prevent issues becoming risks then turning into crises Create, practise and be prepared to implement crisis plans

**Prevent Failure of Strategies**

- Recruit and retain people with appropriate skills, experience and track record
- Clarify and communicate roles and responsibilities
- Encourage creative problem-solving and constructive conflict resolution Promote unity within teams and harmony between teams

**Skills for Success**

- Communication, including: presentations, meetings, oral, listening, body language and written
- Delegation to increase productivity
- Negotiation and influencing skills for a win-win for all
- Time management for minimum effort to produce maximum results

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N300,000**  
**\$3,500; \$ 5,500**

**Dates:**

**4<sup>th</sup> – 15<sup>th</sup> February 2019**

**6<sup>th</sup> – 17<sup>th</sup> May 2019**

**10<sup>th</sup> – 21<sup>st</sup> June 2019 (London)**

**8<sup>th</sup> – 19<sup>th</sup> July 2019 (Ghana)**

**19<sup>th</sup> – 23<sup>rd</sup> August 2019**

**9<sup>th</sup> – 20<sup>th</sup> September 2019 (Dubai)**

**7<sup>th</sup> – 18<sup>th</sup> October 2019 (South Africa)**

# LCL

## **PUBLIC ADMINISTRATION AND MANAGEMENT COURSE**

**Course Objectives:**

The broad objective of the Course is to enable the Public Servants acquire the requisite administrative skills that will equip them to fraction effectively in the service.

Specifically, the objectives of the course are, among others, to:

- enhance administrative and managerial skills of the participants, thereby improving professionalism;
- update the knowledge and skills of participants on new trends in public administration and management; and
- assist the participants apply the skills and attitude required for effective acquisition, allocation and utilization of public resources for the achievement of public goals.

**Course Content:**

The topics to be covered shall, among others, be:

- Overview of Public Administration
- Overview of Management
- New Trends in Public Sector Management
- Records Management, Information System and Technology
- Performance Contracts and Public Sector Effectiveness
- Communication Skills
- Overview of Human Resource Management
- Effective Service Delivery
- Team Building
- Accountability and Transparency
- Emotional Intelligence for Effective Leadership
- Public Policy Analysis and Implementation

## **PERFORMANCE IMPROVEMENT COURSE**

**Course Objectives:**

The overall objective of the Course is to equip participants with skills, knowledge and techniques for enhance performance in the Public Service.

Specifically, the course will enable participants to:

- (i) appreciate the importance of target setting in work situation;
- (ii) identify the main output controls;
- (iii) apply work measures for improve performance in the Public Service;
- (iv) identify the choices managers make in designing effective performance appraisal and feedback procedures;
- (v) Discuss the challenges of performance contracts for Top Public Servants in Nigeria; and
- (vi) devise appropriate incentives to motivate staff.

**Course Content:**

The topics listed below, amongst others, shall be covered during the Course.

- Principles of Organization and Management;
- Overview of Performance Management;
- Work Measures and Standards;
- MBO and Target Setting;
- Performance Appraisal Systems: Perspective of the Public Service;
- Performance Review and Rating System;
- Job Analyst sand Evaluation;
- New Trends in Performance Management;
- Use of ICT in Performance Management
- Rewarding Performance in the Public Service

**Duration | Week & 2 Weeks**  
**Course Fees: N250,000; N300,000**  
**\$3,500; \$ 5,500**

**Dates:**

**2<sup>nd</sup> – 12<sup>th</sup> May 2019**

**8<sup>th</sup> – 19<sup>th</sup> July 2019 (Ghana)**

**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**

**Any date Available from Client**

# LCL

## ADVANCED PUBLIC ADMINISTRATION AND MANAGEMENT

### Course Objectives

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

- enumerate the current management concepts
- analyze the Importance of strategic thinking in public administration.
- outline tools of result-oriented management.
- discuss the phases in the public policy making cycle.
- evaluate critical issues in policy formulation and implementation.
- appraise the practice in the management of Public Administration.

### Content

- Evolution of Public Administration and Management;
- Current Management Practice;
- Strategic Thinking in Public Administration;
- Policy Making in Organisation;
- Strategic Human Resources Management;
- Decision Making and Problem Solving;
- Government Reforms and Development Agenda;
- Executive Stress Management
- Understanding the Changing Role of Government
- Conflict Sensitive Development,
- Managing Negotiation in Government
- Leadership, Transparency and Accountability
- Budgeting and Budgetary Control in Government
- Project Monitoring and evaluation
- Performance Management and Target Setting
- Managing Performance contracts in the Public Service
- Tender and Contract Procedures
- Public Policy Formulation and Implementation in Nigeria
- The Role of Senior Public Servants in Policy Formulation,

## PUBLIC SECTOR MANAGEMENT

### Course Objectives

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

- Describe the key concepts, theories and terminologies associated with Public Sector Management.
- Discuss the salient issues in the Nigeria Public Service
- Evaluate the operation and effectiveness of Public Service in Nigeria,
- Design a workable framework for Public Sector Management.

### Course Content

- Overview of the Evolution of Public Sector Management;
- Overview of Human Resources management;
- Public Sector Accounting
- Auditing in Government
- Budgeting in Government
- Public – Private Sector Partnership (PPP)
- Public Finance and Financial Management
- Citizen – Centered Service Delivery
- Policy and Governance in the Public Service of Nigeria
- Management Information System
- Labour – Management Information System
- Public Personnel Management
- Public Sector Economics
- Code of Conduct and Ethics in the Public Service
- Leadership and Accountability
- Public Sector Strategy

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**  
**Any date from Client**

**8<sup>th</sup> – 17<sup>th</sup> May 2019**

**10<sup>th</sup> – 21<sup>st</sup> June 2019 (London)**

**8<sup>th</sup> – 19<sup>st</sup> July 2019 (Ghana)**

**7<sup>th</sup> – 19<sup>th</sup> October 2019 (South Africa)**

# LCL

## **ADMINISTRATIVE PRINCIPLE, PROCESSES AND PRACTICES**

### **Workshop Objectives:**

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

- apply administrative technique in the conduct of government business;
- Discuss the code of conduct and ethics in public service;
- Explain the skills required for handling official documents; and
- Conduct government business in the prescribed manner

### **Workshop Content:**

The topics to be delivered include the following:

- The Machinery of Government: (G)
- Servicing of Meetings;
- Official Communication;
- Public Service Reforms;
- Public Service Rules and Financial Regulations
- Code of Conduct and Ethics for Public Servants;
- Drafting, Minuting, Memo and Official Letter Writing;
- Speech and Report Writing;
- Use of ICT in Records Management and Administrative Processes; and
- Handling Official Documents.

## **PUBLIC POLICY ANALYSIS AND MANAGEMENT WORKSHOP**

### **Workshop Objectives:**

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

- identify the various models of policy making;
- discuss the phases of the public policy making cycle;
- explain factors that facilitate policy failures;
- Evaluate critical issues in policy implementation;
- Formulate procedures for public policy validation; and
- Apply appropriate principles for policy mobilization and advocacy.

### **Workshop Content:**

- Overview of Public Policy Analysis
- Public Policy process
- Public Policy Making Models
- Decision Making in the Public Service
- Public Policy Implementation, Monitoring and Evaluation
- Impact of Environment on Policy Making
- Role of Senior Public Servants in Policy Making; and
- Mobilization and Advocacy Principle of Policy Ownership

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N4000,000**  
**\$3,500; \$ 5,500**

**Dates:**

**14<sup>th</sup> – 25<sup>th</sup> January 2019**  
**18<sup>th</sup> – 28<sup>th</sup> April 2019**  
**15<sup>th</sup> – 68<sup>th</sup> July 2019**  
**21<sup>st</sup> Oct – 7<sup>th</sup> Nov 2019**

**LCL**

**WORKSHOP ON ETHICS AND ATTITUDINAL CHANGE**

**Workshop Objectives:**

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

- i. explain the concepts of ethics and attitude;
- ii. relate the knowledge of emotional intelligence to workplace management;
- iii. develop the winning attitude;
- iv. explain how organisations can promote ethical behavior;
- v. state why attitude is very important; and
- vi. identify the process of attitudinal change.

**Workshop Content:**

- Organisational Culture.
- Overview of Work Ethics and Attitude.
- Promoting Ethics and Social Responsibility.
- The Power of Attitude in the Workplace.
- Attitudinal Change Processes.
- Developing a Winning Attitude .
- Emotional intelligence and Human Relations.

**EFFECTIVE SERVICE DELIVERY**

**Workshop Objectives:**

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

- Deliver effective service to clients/customers;
- Establish performance standards;
- develop-a simple customer charter
- Identify enabling and inhibiting factors that affect effective service delivery; and
- Demonstrate skills for enhancing customers satisfaction

**Workshop Content:**

Topics to be delivered include, among others:

- Overview of SERVICOM and Service Delivery;
- Client Charter Formulation and Implementation
- Performance indicators and Performance
- Monitoring Procedures;
- Management of Change;
- Effective Communication Skills;



**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**16<sup>th</sup> – 27<sup>th</sup> January 2019**

**1<sup>st</sup> – 12<sup>th</sup> April 2019**

**1<sup>st</sup> – 12<sup>th</sup> July 2019**

**1<sup>st</sup> – 11<sup>th</sup> October 2019**

# LCL

## PRE-RETIREMENT PLANNING COURSE

**Workshop Objectives:**

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

- Examine the concept and processes of retirement;
- Examine the importance of relationship management and networking
- Prepare personal financial planning
- Apply time management for personal effectiveness,
- Identify post- retirement options and opportunities.

**Workshop Content:**

The topics to be delivered include among others;

- Perspective on Retirement.
- Introduction to Entrepreneurship
- Personal Financial Planning.
- Pension Fund Management and,;
- Basic Record keeping and Accounting.
- Appraisal of Nigeria Business environment,
- Health and Wellness in Retirement
- Business Ideas and Investment Opportunities.

## IMPROVING PERSONAL EFFECTIVENESS FOR PEAK PERFORMANCE

**Workshop Objectives:**

The main objective is to equip participants with relevant skills that would ensure peak performance of tasks and successful living,

Specifically, at the end of the Workshop, participants should be able to:

- establish vision and set goals;
- develop personal effectiveness skills;
- adopt effective inter personal skills for peak performance; and
- apply time and stress management techniques for greater effectiveness;

**Workshop Content:**

The topics to be delivered include, among others;

- Psychology of Personality;
- Overview of Performance Management,
- Planning for Success;
- Time and Stress Management;
- Career Management;
- Effective Communication, and Inter Personal Skills;
- Essentials of Team Work;
- Problem Solving and Decision Making Skills;
- The Power of Attitude;
- Emotional Intelligence; and
- Critical Thinking

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**6<sup>th</sup> – 17<sup>th</sup> March 2019 Lagos)**  
**17<sup>th</sup> – 18<sup>th</sup> August 2019 (Abuja)**  
**10<sup>th</sup> – 21<sup>st</sup> October 2019 (Dubai)**

# LCL

## TARGET SETTING WORKSHOP FOR MANAGERS AND ADMINISTRATORS

**Workshop Objectives:**

At the end Of the Workshop, participants should be able to:

- explain appropriate principles to set target;
- identify output performance standard;
- develop a system of output control for their organization;
- discuss the inhibiting and enabling factors that affects service delivery; and
- define job objectives of their subordinates.

**Workshop Content:**

The topics to be delivered include, among others:

- Organizational Vision, Mission, Objectives and Values;
- Performance
- Management By Objective (MBO);
- Target Setting Processes and Techniques;
- Time Management; and
- Effective Service Delivery,
- Performance Contract;
- Public, Private Partnership (PPP);
- Public Procurement;
- Public Service 'Rales and Financial Regulations;
- Code of Conduct and Ethics for Public Officers;
- Brafting, Minyrtng»M,ein»»Mi Official Letter Writing; and
- Speech and Report Writing.

## SPEECH AND REPORT WRITING WORKSHOP

**Workshop Objectives:**

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

- identify sources of information for speech and report writing;
- demonstrate effective editing and proof- reading techniques;
- explain techniques for effective speech and report writing; and
- write effective speeches and repents

**Workshop Content:**

The topics to be delivered include, among others;

- Speech and Report Writing;
- Persuasion and Influencing Skill,
- Editing and Proof-reading of drafts;
- Speech Making and Presentation Skills.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**20<sup>th</sup> – 24<sup>th</sup> March 2019 (Lagos)**

**10<sup>th</sup> – 21<sup>st</sup> July 2019 (Ghana)**

**20<sup>th</sup> – 24<sup>th</sup> November 2019 (London)**

**Clients Available dates**

# LCL

## **ADMINISTRATIVE COMMUNICATION SKILLS WORKSHOP**

**Workshop Objectives:**

Specifically, at the end of the Workshop, participants should be able to:

- identify communication channels in their organisation;
- highlight the basic principles for handling official documents in the public service;
- apply ICT in official communication; and
- demonstrate appropriate techniques in speech and report writing.

**Workshop Content:**

Some of Ac topics to be covered in the Workshop are:

- Overview of Organisational Communication;
- Servicing Meetings;
- Handling of Official Documents in the Public Service;
- Effective Communication for Service Delivery;
- Administrative Processes;
- The Role of ICT in Managing Bureaucracy; and
- Speech and Report Writing.

## **CREATIVITY AND INNOVATION IN THE PUBLIC SERVICE**

**Workshop Objectives:**

At the end of the Workshop, Participants should be able to:

- (i) explain the concept of creativity and innovation;
- (ii) discuss the principles of managing creativity and innovation;
- (iii) examine the role of organizational culture
- (iv) enhancing creativity and Innovation; and
- (v) apply appropriate techniques to enhance creativity in the workplace.

**Workshop Content:**

- (i) Concept of Creativity and Innovation.
- (ii) Basic Principles of Creative and Critical Thinking.
- (iii) Idea Generation and Types of innovation.
- (iv) Talent Management,
- (v) Barriers of Creativity and Innovation.
- (vi) Change Management in the Public Service,

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**20<sup>th</sup> - 31<sup>st</sup> Mar 2019 (Ghana)**

**19<sup>th</sup> - 31<sup>st</sup> Jun 2019 (London)**

**18<sup>th</sup> - 31<sup>st</sup> September 2019**

**11<sup>th</sup> - 24<sup>th</sup> December 2019**

**Clients Available dates**

# LCL

## WORKSHOP ON IMPROVING REGISTRY ADMINISTRATION IN THE PUBLIC SERVICE

**Workshop Objectives:**

At the end of the Workshop. Participants should be

- examine the role of registries in the public service;
- Analyse the processes in the life cycle of Records; and
- highlight the significant of ICT in the administration of modern registry,

**Workshop Content:**

The topics to be delivered at the Workshop include:

- Overview of Registry Operations in the Public Service
- Issues and Challenges;
- Records Management;
- Security of Records and Information in the Public Service;
- Handling of Official Documents;
- Role of ICT in Registry Administration; and
- New Strategies for Effective Registry Administration.

## TRAIN-THE-TRAINERS

**Course Objectives:**

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

- identify the roles of human resource development and training managers;
- analyze organizational performance;
- identify organisational and individual training needs;
- design appropriate training programmes to meet identified needs;
- implement training programmes;
- evaluate training programmes; and
- present training packages using Power Point

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively;

- Overview of Human Resource Management;
- Psychology of Adult **Learning**;
- Systematic Training Cycle
- The Roles of Human Resource Development/ Training Managers;
- Organisational Analysis;
- Identification of training and development needs;
- Selecting and writing training objectives;
- Training Programme Design and Development implementation;
- Evaluation of training programmes;
- Presentation Skills;
- Training Budget Preparation;
- Training Programme Co-ordination;
- Micro Teaching Techniques;
- Practical use of instructional Aids;
- Training Strategies, Methods and Techniques;
- Ethical Issues in Training; and
- Report Writing,

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**2<sup>nd</sup> – 12<sup>th</sup> May 2019**

**31<sup>st</sup> March – 11<sup>th</sup> August 2019 (London)**

**6<sup>th</sup> – 17<sup>th</sup> November 2019 (Dubai)**

# LCL

## HUMAN RESOURCE MANAGEMENT

**Course Objectives:**

Specifically, at the end of the course, participants should be able to:

- explain the concept of Human Resource Management;
- analyse the processes involved in Recruitment, Selection and Placement;
- explain the techniques of Performance Appraisal;
- outline the importance of Effective Service Delivery;
- acquire skills in the use of ICT; and
- analyse issues in Labour Management Relations.

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Overview of Human Resource Management;
- Human Resource Planning;
- Recruitment, Selection and Placement;
- Performance Appraisal;
- Overview of Training;
- Induction Processes;
- Pension Administration;
- Employee Safety & Health in the Workplace;
- Communication and Interpersonal Skills;
- Overview of Labour Management Relations;
- Ethics and Code of Conduct in the Workplace;
- Effective Customer Service Delivery; and
- Use of ICT in HRM.

## GENERAL MANAGEMENT

**Course Objectives:**

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

- describe the Basic Functions of Management;
- list the Characteristics of an Effective Manager;
- describe the Concept of Result-Oriented Management;
- outline Tools of Result-Oriented Management;
- identify Performance Standards for Self Appraisal; and
- explain how to Translate Objectives into Concrete Action.

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Overview of Management;
- Overview of Human Resources;
- Basic Functions of Management;
- Management Skills;
- Target Setting;
- Performance Appraisal,
- Team Building
- Service Delivers
- Report Writing
- Perspectives in Retirement
- Ethics and code of conduct for public officials

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**8<sup>th</sup> – 19<sup>th</sup> April 2019**

**13<sup>th</sup> – 24<sup>th</sup> May 2019 (London)**

**Clients Available dates**

# LCL

## ADVANCED MANAGEMENT

**Course Objectives:**

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

- differentiate the Various Aspects of Result-oriented management
- explain Policy Formulation in specific areas of Management
- identify Performance Standards for the Manager's Self-appraisal
- analyse Management Concepts, Systems and Approaches for Efficiency and Effectiveness;
- explain the relationship between Management Knowledge and the Solution to Social, Organizational and Political Problems; and
- identify Management Tools for effecting positive Change in their Organizations.

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Human Resource Management;
- Basic Approaches to Modern Management;
- Management Processes in the Public and Private Sectors of the Economy;
- General Economic Trends and Conditions;
- Financial and Information Management;
- Strategic Management;
- Performance Management Analytical Tools;
- Policy Formulation and Analysis;
- Changing Roles of Government;
- Private-Public Sector Partnership (PPP);
- Improving Service Delivery;
- Leadership, Coaching and Mentoring;
- Labour and Industrial Relations;
- Problem Solving and Decision-Making Skills;
- Conflict Sensitive Development;
- Stress Management and Personal Effectiveness; a

## ADVANCED TRAIN-THE-TRAINERS

**Course Objectives:**

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

- explain the role of training in Corporate Governance;
- list the contents of a forward looking and realistic Training policy;
- prepare a Corporate Training Plan Budget and defend same;
- outline steps involved in Case Writing;
- evaluate the usefulness and effectiveness of training proposals;
- describe the skills required in Consulting; and
- demonstrate the use of power point in presentation.

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Overview of Human Resource Management;
- Current Management Concepts;
- Overview of Training;
- Job Analysis as a tool for Training and

**Development:**

- Setting Training Objectives;
- Training Policy Development and Implementation;
- Corporate Training Plan/ Budget Preparation and Defense;
- Corporate Governance and Human Resource Development;
- Training Proposal Preparation and Evaluation;
- Consulting Skills for Trainers;
- Case Study Writing Techniques;
- Career Development;:
- Use of Power Point;
- Managing a Training Outfit / Institution;
- Training Evaluation: and
- Writing a Training Report; and
- Role of Research in Training.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**2<sup>nd</sup> – 12<sup>th</sup> May 2019 (London)**  
**6<sup>th</sup> – 15<sup>th</sup> November 2019 (Dubai)**  
**11<sup>th</sup> – 22<sup>th</sup> October 2019 (South Africa)**

**LCL**

**ADVANCED HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

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

- explain Human Resource Management concepts, politics and framework required to run a Human Resource Management Department;
- identify the role and skills of Human Resource managers as internal consultants to their organizations;
- describe the phases of Human Resource Planning and Programming including Position Management;
- Identify new trends in Human Resource Management practice in Public and Private sector; and
- describe the activities required in establishing effective labour relations;

**Course Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Current Management Concepts;
- Overview of Human Resource Management;
- Overview of Industrial and Labour Relations;
- Human Resource Planning and Administration;
- Leadership and Motivation in Management of Human Resource;
- Job Analysis;
- Appointments, Promotion and Discipline: Implication of Current Practice for Performance;
- Compensation Management;
- Career Management and Succession Planning;
- Government Reforms and Implications for HRM;
- Performance Appraisal Interview and Counselling;
- Mentoring and Career Counselling;
- Knowledge and Talent Management;
- Emotional Intelligence and Leadership;
- Team Building;
- Contributory Pension Scheme - Features. Benefits and Modalities;
- Legal Imperatives in Human Resource Management;
- Application of ICT to HRM; and
- Employee Safety and Health in the Workplace,

**SUPERVISORY MANAGEMENT WORKSHOP FOR HUMAN RESOURCE MANAGERS**

**Workshop Objectives:**

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

- describe the techniques of effective supervision;
- identify ways of managing resources effectively;
- analyze team characteristics; and
- List methods of improving the standard of supervision in their respective workplaces.

**Workshop Contents:**

In order to achieve the course objectives, the following topics will be discussed; extensively:

- Concept of supervisory management;
- Roles of Supervisors in an organization;
- Time Management;
- Customer Service Delivery;
- Public and Interpersonal Relations;
- Problem Solving and Decision-making techniques;
- Effective Communication Skills,
- Effective Delegation;
- Leadership and Team Building; and
- Mentoring and Succession Planning.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**3<sup>rd</sup> – 14<sup>th</sup> June 2019 (London)**

**5<sup>th</sup> – 16<sup>th</sup> August 2019**

**2<sup>th</sup> -13<sup>th</sup> September 2019 (Dubai)**

**Clients Available dates**

# LCL

## GENDER IN MANAGEMENT

**Workshop Objectives:**

Specifically, at the end of the course, participants should be able to:

- Explain different gender concepts and their social constructs;
- List gender issues that are pertinent to the productivity and performance of managers in the workplace.
- describe ways in which women have been made politically and economically invisible; and
- discuss gender mainstreaming and its implications for planning and sustainable development.

**Workshop Contents:**

In order to achieve the course objectives, the following topics will be discussed extensively:

- Gender Issues in Contemporary society;
- Gender and Development: International and National Perspectives;
- Gender Mainstreaming;
- Gender and HIV/AIDS;
- Overview of National Gender Policy;
- Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW);
- Advocacy, Lobbying and Negotiation Skills;
- Time and Stress Management;
- Assertiveness and Other Forms of Behaviour;
- Women and Organisational Politics; and
- Challenges to Upward Mobility of Women,

## EFFECTIVE COMMUNICATION FOR PERSONNEL/HUMAN RESOURCE MANAGERS

**Workshop Objectives:**

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

- Explain the concept of Effective Communications;
- Outline the techniques of managing human and material resources effectively;
- describe methods of organizing, motivating and controlling subordinates for higher productivity; and
- list ways of reducing conflict due to failure in communication.

**Workshop Contents:**

In order to achieve the Workshop objectives and derive the aforementioned benefits, the following topics will be discussed extensively:

- Overview of Human Resource Management;
- Overview of Communication;
- Effective meeting skills;
- Report Writing;
- Minuting, Memo and Letter Writing;
- Effective Communication in Difficult Situations;
- Handling of Official Documents;
- Counseling Skills for the Workplace;
- Use of ICT;
- Influencing and Persuasion Skills;
- Better Public Speaking and Presentation Skills; and
- Report Writing.



**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**2<sup>nd</sup> – 12<sup>th</sup> May 2019**

**10<sup>th</sup> – 21<sup>st</sup> September 2019 (Dubai)**

# LCL

## HUMAN RESOURCE COUNSELLING SKILLS IN THE WORKPLACE

**Workshop Objectives:**

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

- Identify the various techniques of counseling individual works;
- Share experiences, exchange ideas and practically reflect on the problems facing the individual worker;
- appraise the present practice of conducting government business as it relates to workers welfare; and
- devise strategies and systems of assisting individual worker manage and balance work and life.

**Workshop Contents:**

In order to achieve the Workshop objectives and derive the aforementioned benefits, the following topics will be discussed extensively:

- Overview of Personality Psychology;
- Managing Difficult Officers;
- Use of Neuro-Linguistic Programming (NLP) in Counselling;
- Communication Skills;
- Balancing Work and Life;
- Planning for Retirement;
- Contributory Pension Scheme
- Negative Employment Practice;
- Handling of Personnel Documents;
- Appraisal Interview and Counselling; and
- Counselling Skills.

## PERFORMANCE MANAGEMENT WORKSHOP

**Workshop Objectives:**

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

- Identify the main output controls;
- Identify the main behavior control
- List the choices a manager must make in designing effective performance appraisal and feedback procedures
- set strategic targets; and
- device appropriate incentive to motivate staff.

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively:

- Principles of Organisation Management;
- Strategic Management;
- Meaning, Process and Principles of Performance Management;
- Theories of Management and Motivation;
- Scheme of Performance Management;
- Work Measures and Standard;
- MBO and Target Setting;
- Appraisal System;
- Performance Review and Rating System;
- Job Analysis and Evaluation;
- New Trends in Performance Management.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**9<sup>th</sup> - 19<sup>th</sup> May 2019**

**12<sup>th</sup> - 23<sup>rd</sup> June 2019 (London)**

**8<sup>th</sup> - 19<sup>th</sup> July 2019**

# LCL

## WORKSHOP ON MANAGEMENT OF PERSONNEL REGISTRY

**Workshop Objectives:**

- Explain the concept of Human Resource Management;
- Describe the concept of registry
- Define record, file and record management ;
- List the processes in the life cycle of records;
- Outline the current practices in the management of registry functions;
- identify the strategies for managing personnel registry: and
- Identify the basic filing principles.

**Workshop Contents:**

In order to achieve the Workshop objectives, the Following topics will be discussed extensively:

- Overview of Human Resource Management
- Introduction to Personnel Records Management:
- Basic Filing Principles;
- Classification and Indexing;
- Managing people in the Registry;
- Common Registry Practices;
- File Maintenance in the Registry;
- Security of Records Information: and
- New Strategies for Human Resource Registry Management;

## MODERNIZING THE HUMAN RESOURCE FUNCTIONS IN ORGANISATION

**Workshop Objectives:**

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

- List and explain Human Resource Function in their organizations;
- Identify strengths and weaknesses and highlight priorities for attention and change;
- List recommendations to improve the contribution of the human Resource Function;
- Describe conflict management; and
- Identify the factors involved in repositioning the human resource function from the transactional to the transformational

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively;

- Overview of Human Resource Management;
- Repositioning Human Resource Management Functions;
- Relationship Building and Management Style;
- Skills for Modernizing Human Resource Management:
- Consultancy Model in Human Resource Management;
- Performance Management and Improvement;
- Team Building;
- Appraisal Interview and Counselling;
- Conflict Management;
- Mentoring and Coaching Skills.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates**

**3<sup>rd</sup> – 14<sup>th</sup> July 2019 (Ghana)**  
**15<sup>th</sup> – 25<sup>th</sup> August 2019**  
**12<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**

**LCL**

**WORKSHOP ON MANAGEMENT OF SECRETARIAL PERSONNEL**

**TECHNIQUES OF EFFECTIVE TIME AND STRESS MANAGEMENT**

**Workshop Objectives:**

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

- Identify the basic functions of management as they relate to staffing and structuring
- Describe the techniques involved in the practice of good human relations
- List the principles of minutes writing and note taking;
- Examine the process involved in obtaining managing and retiring imprests;
- list the approaches in safeguarding secretariat properties;
- identify the techniques of managing the personnel of the secretariat and indeed, other members of staff of the organization.

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively:

- Overview of Human Resource Management
- File Maintenance in the Registry
- Letter, Memo and Minutes Writing
- Human Relations and Effective Communication
- Managing and Retiring Imprest
- Security Consciousness
- Managing Secretariat Personnel.
- Time Management
- Handling Official Documents
- Introduction to Personnel Records Management

**Workshop Objectives:**

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

- Define stress and its various components;
- List different types of stressors;
- Explain the concept of Time Management; and
- Outline ways of eliminating Time Wasters.

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively:

- Basic Concept of Time Management:
- Setting of goals and priorities;
- Dealing with Stress;
- Effects of Stress on Performance and Productivity;
- Managing Time wasters;
- Making the most use of our Time;
- Balancing Work and Life;
- Developing Action Plan on Time and Stress Management.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates**

**12<sup>th</sup> – 23<sup>rd</sup> June 2019 (London)**  
**10<sup>th</sup> – 21<sup>st</sup> July 2019 (Ghana)**  
**31<sup>st</sup> Oct – 21<sup>st</sup> September 2019 (Dubai)**  
**6<sup>th</sup> – 17<sup>th</sup> November 2019**

**LCL**

**LABOUR MANAGEMENT RELATIONS**

**Workshop Objectives:**

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

- identify and discuss the key actors in Labour Management relations;
- describe the legal framework for Labour-Management relations;
- explain strategies for establishing and maintaining effective Labour-Management relations,;
- highlight and discuss the machinery for grievances and conflict resolutions; and
- analyze and discuss the environment of Labour - Management relations.

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively:

- Current Management Concepts;
- Overview of Human Resource Management;
- Overview of Industrial and Labour Relations;
- Growth and Development of Unions and Unionism in Nigeria;
- The Role of the State, Union's and Employers in Industrial Relations;
- Machineries for Negotiation and Consultation;
- Industrial Relations Systems Rules;
- Collective Bargaining;
- Legal Framework for Labour Management Relations;
- Managing Health and Safety at Work;
- Industrial Disputes and Conflict Resolution;
- Democratization of Industrial Relations Practice: and
- Government Reforms and its Implications for Labour

**TRAINING METHODS AND PRESENTATION SKILLS**

**Workshop Objectives:**

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

- Identify the roles of Human resource Development and Training Managers;
- Identify organizational and individual training needs;
- Design appropriate training programmes to meet identified needs;
- describe steps taken to organize conferences, workshop, seminars etc.,
- identify the appropriate methods for implementing training pro-grammes; and
- present training modules using power point

**Workshop Contents:**

In order to achieve the workshop objectives,, the following topics will be discussed extensively:

- Overview of Training;
- Psychology of Adult Learning;
- Systems Approach to Training
- Programme and Module Design;
- Training Methods and Strategy;
- Innovation in Training Technology
- Evaluation of Training Programmes;
- Presentation and Facilitation Skills;
- Giving and Receiving. Feedback;
- Micro-Teaching;
- Organising conferences, seminars and workshop;
- Creativity and Facilitator Style;
- Use of Power Point;
- Group Dynamics;
- Writing communique.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**2<sup>nd</sup> – 12<sup>th</sup> May 2019**  
**31<sup>st</sup> Mar - 11<sup>th</sup> August 2019**  
**12<sup>th</sup> – 23<sup>rd</sup> September 2019 (Dubai)**

**LCL**

## TARGET SETTING WORKSHOP FOR MANAGERS

**Workshop Objectives:**

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

- design a system of output control for their organization;
- identify output performance standard;
- apply appropriate principles to set stretching targets; and
- explain job objectives of their subordinates.

**Workshop Contents:**

In order to achieve the workshop objectives, the following topics will be discussed extensively:

- Management By Objectives (MBO):
- Principles of Target Setting;
- Work Measurement and Standard;
- Determination of Key Result Areas; and
- Process of Target Setting.
- Setting Performance Standard
- Performance Management
- New art of Management
- Leadership and Motivation

## DIPLOMA IN MANAGEMENT DEVELOPMENT

**Workshop Objectives:**

The main objective of the programme is to improve the managerial competence of the participants in order to enhance their productivity and thereby achieve their organisation's goals and objectives. Specifically, at the end of the Course, participants will be able to:

1. discuss the contemporary issues and practices of modern management;
2. describe the new art of managing people;
3. develop requisite skills and attitudes required for effective acquisition, allocation and utilization of resources for the achievement of set goals; and
4. Formulate strategies to cope with the dynamics and complexity of the work environment.

**Programme Content/Scope:**

The programme will run for two (2) Semesters and covers the following:

- Management Functions, Tools and Techniques;
- Economic and Financial Management;
- Human Resource Management;
- Project Management;
- Information and Communication Technology (ICT);
- Sustainable Development;
- Conduct of Government Business; and
- Individual Development Projects (IDPs),

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

12<sup>th</sup> – 23<sup>rd</sup> June 2019

10<sup>th</sup> – 21<sup>st</sup> July 2019

31<sup>st</sup> – 11<sup>th</sup> August 2019 (South Africa)

# LCL

## PERSONAL EFFECTIVENESS FOR MANAGERS

**Course Objectives:**

The main objective of this course is to enable participants enhance their personal, interpersonal and group effectiveness. Specifically the programme is designed to help the participants:

- appreciate the importance and process of team building
- develop a good insight into the behavioural dynamics of self and others
- sharpen people skills to work well as managers
- develop communication ability through maximizing managerial potentials for improved results.
- build stronger relationships .

**Course Contents:**

The course content covers, the **following** among others;

- An Overview of Personal Effectiveness
- Interpersonal Communication Skills:
- Listening, assertion, conflict - resolution and problem - solving
- Team Building
- Building Relationships
- Effective Managerial Leadership Skills
- Organizational Success through Personal Effectiveness and Team work
- Behavioural Awareness
- Behavioural Changes
- Setting Goals for Self- Improvement
- Building Personal Confidence
- Communication skills
- Report Speech Writing Techniques

## COACHING AND MENTORING LEADERSHIP DEVELOPMENT

**Course Objectives:**

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

- (i) explain the Concept of Coaching and Mentoring
- (ii) identify the different types of Coaching and Mentoring
- (iii) apply the Concept of Coaching and Mentoring in their respective workplaces

**Course Contents:**

The course content covers the following topics;

- Leadership Development Concept
- Concept of Coaching and Mentoring
- Types of Leadership Coaching and Mentoring
- Coaching and Mentoring Tips
- Coaching and Mentoring Techniques
- Beneficiaries of Coaching and Mentoring
- Coaching and Organisational Development
- Coaching for Leadership Development
- Adult Learning and theories of Learning
- Learning Styles
- Models of Coaching and Mentoring
- Roles, Responsibilities and Purposes of Mentoring and Coaching
- Target Setting/MBO
- Observation and Feedback

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**1<sup>st</sup> – 12<sup>th</sup> March 2019**

**3<sup>rd</sup> – 13<sup>th</sup> May 2019**

**14<sup>th</sup> – 24<sup>th</sup> June 2019 (Dubai)**

**16<sup>th</sup> – 25<sup>th</sup> August 2019 (London)**

# LCL

## EFFECTIVE TIME AND STRESS MANAGEMENT FOR EXECUTIVES IN ORGANISATION,

**Workshop Objectives:**

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

- define the concept of time and stress management
- identify time robbers and causes of stress
- organize and prioritize your workload to avoid being stressed
- utilize the time management tool kit to Improve efficiency
- manage your own and others expectations to reduce stress

**Workshop Contents:**

The workshop content covers the following topics;

- Concept of Time and Stress Management
- The time Management matrix and tools
- Effective task planning
- Prioritizing workload
- Time robbers and stress
- Effective delegation techniques
- Types, Causes and preventive measures of stress
- Effect of stress on performance and productivity
- Stress coping skills
- Dealing with Frustration and Anger
- Stress Reducing Exercises

## ACCOUNTABILITY AND TRANSPARENCY FOR EFFECTIVE LEADERSHIP

**Workshop Objectives:**

**The workshop will enable the participants to:**

- explain the Philosophy and Objectives of Anti-corruption Laws;
- identify the Relevant Anti-graft Agencies and their major functions;
- recognize the need for Transparency and Accountability in Conducting Government Business;
- Prudently Manage Funds and other Resources; and
- develop the ability to detect fraudulent activities and take measures to prevent same.

**Workshop Contents:**

The workshop content covers the following, among other topics;

- Institutional foundation of Accountability and Transparency in the Service;
- Legal frame work of Anti-Corruption Agencies;
- Concept and Intent of Anti-Corruption Laws;
- Ethics, Accountability and Transparency;
- Measures and Strategies for Promoting Accountability;
- Institutional Leadership role in Accountability and Transparency;
- Fraud Detection and Prevention;
- Measures for preventing corrupt practices in the Service.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (London)**  
**1<sup>st</sup> – 12<sup>th</sup> August 2019**  
**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**  
**7<sup>th</sup> – 18<sup>th</sup> November 2019**

**LCL**

## STRATEGIC MANAGEMENT

**Workshop Objective:**

The main objective of the workshop is to sensitize participants about importance of strategic management in organization,

- Specifically, the participants should be able to;
- explain the concept of strategic management
- analyze their work environment vis-a-vis the vision, mission and broad objectives of their respective organisations.
- formulate strategies for achieving vision, mission and objectives of their organisations. It set performance indicators for their organisations.

**Workshop Contents:**

The workshop content covers the following, among other topics:

- Overview of Strategic Management
- Corporate Vision, Mission and Objectives
- Strategic Planning, Content, Scope And Prospects
- Environmental Analysis
- Setting Performance Standard
- Performance Management
- Decision Making Process
- Team Building
- SWOT/Pestle Analysis

## EMOTIONAL INTELLIGENCE AND EFFECTIVE LEADERSHIP

**Workshop Objectives:**

The workshop is designed to enable participants

- explain the Concepts of Emotional Intelligence and Effective Leadership;
- discuss the Importance of Emotional Intelligence to Effective Leadership;
- identify the attributes required in developing one's, level of Emotional Intelligence;
- apply Emotional Intelligence in their respective Workplaces.

**Workshop Contents:**

The workshop content covers the following topics;

- Overview of Emotional Intelligence;
- Effective Leadership Skills;
- Effective Communication Skills;
- Understanding Human Psychology in Interpersonal Relations;
- Interpersonal Relationship Skills;
- Domains and Competences of Emotional Intelligence;
- Developing Our Level of Emotional Intelligence;
- Assertiveness Skills;
- Managing work stress



**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**3<sup>rd</sup> – 13<sup>th</sup> May 2019**

**13<sup>th</sup> – 24<sup>th</sup> June 2019 (London)**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (Ghana)**

**1<sup>st</sup> – 12<sup>th</sup> August 2019**

**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**

**10<sup>th</sup> – 21<sup>st</sup> October 2019 (South Africa)**

**7<sup>th</sup> – 18<sup>th</sup> November 2019**

# LCL

## EFFECTIVE LEADERSHIP AND DELEGATION

**Workshop Objectives:**

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

- explain the concept of delegation in leadership
- identify the principles or procedures of effective delegation
- discuss leadership role in delegation in the public service
- develop techniques for effective delegation.

**Workshop Contents:**

The workshop content covers the following, among other topics:

- Concept of Delegation in Leadership
- Principles of Effective Delegation
- Team Building
- Effective Communication Skills
- Coaching and Mentoring
- Leadership and Motivation
- Leadership Role in Delegation
- Accountability in Delegation
- Problems and Constraints in Delegation
- Film Shaw on Delegation

## TEAM BUILDING AND LEADERSHIP SKILLS

**Workshop Objectives:**

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

- explain the concept of teams and their structures;
- identify team roles and team members' functions;
- acquire skills for selecting team members;
- appreciate the major elements in team work,

**Workshop Contents:**

The workshop content covers the following topics:

- Teams and their structures;
- Team leadership quality requirements
- Team Roles and Team members Functions
- Selection procedure of Team members
- Strategies for Maintaining Team Spirit
- Management role in Team Building;
- Team Development Processes
- Team Decision Making
- Interpersonal Relations in Team Work

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**20<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**

**24<sup>th</sup> Oct – 4<sup>th</sup> Nov 2019 (Dubai)**

# LCL

## LEADERSHIP AND INTER-PERSONAL RELATIONSHIPSKILLS

**Workshop Objectives:**

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

- explain the concept of Inter-Personal Relationship;
- acquire the relevant Inter-Personal Skills for Effective Performance;
- understand the role of individual's psychology in Inter-Personal Relations;
- identify the virtues and Attributes for effective Inter-Personal Relationship;
- develop strategies for improving Inter-Personal Relations.

**Workshop Contents:**

The workshop content covers the following topics;

- Concept of Inter-Personal Relationship,
- Leadership and Effective Quality Requirements.
- Personal Effectiveness,
- Effective Communication Skills
- Virtues and Attributes for Effective Inter-Personal Relationships.
- Keys to Developing Emotional Intelligence for Effective Interpersonal Relation
- Subordinates" Role in Inter-Personal Relations.
- Promoting Team Work.

## LEADERSHIP DECISION MAKING AND MPLEMENTATION STRATEGIES

**Workshop Objectives:**

At the end of this workshop, participants should be able to:

- identify steps in the Policy Cycle
- identify and explain the constraints and challenges of policy implementation,
- identify major actors in the policy implementation
- identify and describe major challenges and pitfalls of the policy implementation process

**Workshop Contents:**

The workshop content covers the following topics;

- Decision Making and Implementation process
- Models of Decision Making
- Techniques of Decision Making
- Decision Making and Leadership Skills
- Policy Cycle
- Setting Strategy and Planning
- Public Policy Enforcement
- Impact Assessment
- Inter Institutional Processes
- Effective Communication
- Change Management

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Date**

**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**  
**10<sup>th</sup> – 21<sup>st</sup> October 2019 (South Africa)**  
**7<sup>th</sup> – 18<sup>th</sup> November 2019**

**LCL**

**WORKSHOP ON ALTERNATIVE DISPUTE RESOLUTION**

**Workshop Objectives:**

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

- explain different perspectives of difficult situations
- Recognize common difficult situations in organisations
- identify factors responsible for making officers difficult
- develop the ability to cope or affectively handle difficult situations and officers

**Workshop Contents:**

The workshop content covers the following topics;

- Understanding the Frame work of Public Service Rules
- Perspectives of Difficult Situations
- Management Concept of Difficult Situations
- Common Difficult Situations in Organisation
- Causes of Difficult Situations
- Approaches to Handling Difficult Situations
- Factors Responsible for Making Officers Difficult
- Types of Difficult Officers
- Management Strategies of Handling Difficult Officers
- Counselling and Rehabilitation Techniques

**IMPROVEMENTEFFECTIVE STRATEGIES FOR PERFORMANCE**

**Workshop Objectives:**

The general objective of the workshop is to improve the knowledge and enhance the skills of participants in the realm of performance improvement techniques in a dynamic environment:

- Specifically, at the end of the workshop, participants should be able to;
- identify performance management and improvement issues in organization.
- develop skills for performance improvement
- Explain the effects of poor performance
- discuss the strategies of enhancing effective performance

**Workshop Contents:**

The content of the workshop covers the following topics;

- Performance Management Issues in Organisation
- Management by Objectives. And Target Setting
- Performance Management Indicators
- Team Building and Team "Work Strategies
- Managing Process of Performance improvement
- Work Measure and Standard
- Performance Review Approaches
- Leadership and Motivation

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**3<sup>rd</sup> – 13<sup>th</sup> May 2019**

**13<sup>th</sup> – 24<sup>th</sup> June 2019 (London)**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (Ghana)**

**1<sup>st</sup> – 12<sup>th</sup> August 2019**

**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**

**10<sup>th</sup> – 21<sup>st</sup> October 2019 (South Africa)**

**7<sup>th</sup> – 18<sup>th</sup> November 2019**

# LCL

## FUNDAMENTALS OF OFFICE ADMINISTRATION FOR EFFECTIVE LEADERSHIP IN ORGANISATION

**Workshop Objectives:**

At the end of the workshop, participants\* should be able to:

- expose participants to the basic principles and major functions of Administrative Officers.
- refresh their memories on the niceties of government business.
- discuss the various forms of communications in government business.
- Improve their inter-personal Relation Skills.

**Workshop Contents:**

The workshop content covers the following topics:

- Overview of Office Administration
- Administrative Practices (Minutes/Minuting, Drafts, Briefs, Endorsement, and Official Letter Writing)
- Public Service Rules
- Sources of Information in the Public Service
- Interpersonal Relationship
- Communication skills
- Handling Official Documents
- Serving Meetings
- Filing Procedures
- Report and Speech Writing Techniques

## ALTERNATIVE APPROACHES TO MANAGING WORK SITUATION CONFLICT

**Workshop Objectives:**

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

- explain the concept of conflict management
- identify different types of conflict in organization
- recognize the major causes of conflict
- discuss different approaches and strategies to conflict resolution.

**Workshop Contents:**

The workshop content covers the following, among other topics

- Concept of Conflict Management
- Theories of Conflict
- Typologies of Conflict
- Sources of Conflict
- Conflict Dimensions
- Conflict Promoting Factors
- Effects of Conflict in Work Environment
- Conflict Prevention Techniques
- Leadership Role in Conflict Management and Resolution
- Alternative Approaches and third party Intervention in Conflict Resolution.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Date**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (Ghana)**  
**1<sup>st</sup> – 12<sup>th</sup> August 2019**  
**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Dubai)**  
**10<sup>th</sup> – 21<sup>st</sup> October 2019 (South Africa)**  
**7<sup>th</sup> – 18<sup>th</sup> November 2019**

**LCL**

**PROJECT MANAGEMENT COURSE**

**Course Objectives:**

The broad objective of the course is to provide participants with necessary skills, techniques and tool for effective Project Management.

Specifically, the course will enable participants:

- Identify factors that Impede Implementation of Projects;
- Apply the Analytical Methods and processes required for the Selection, Appraisal, Planning and Execution of Projects;
- Acquire Skills in monitoring Progress made on Projects as well as the Performance of Consultants and Sub-Contractors;
- Acquire Appropriate Skills needed to Maintain Completed Projects; and
- Use Relevant Computer Software in Project Management.

**Course Content:**

- Overview of Project Management;
- Project Formulation and Selection;
- Project Feasibility Studies;
- Project Appraisal Techniques;
- Project Costing and Financing;
- Project Network Analysis;
- Project Staffing and Use of Consultants;
- Monitoring and Evaluation;
- Project Communication and Report Writing
- Contracts and Tendering Procedures;
- Project Maintenance Management; and
- Software Application to Project Management

**PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**

**Course Objectives:**

The overall objective of the course is to provide the participants with skills, techniques and fool to perform effectively in the field of Procurement and Supply Chain Management.

The specific objectives of the course arc to enable participants:

- Identify the role of procurement in the Management of government business;
- Describe the legal framework of Public Procurement. differentiate between Supply and Public Procurement;
- explain the importance of quality in Supply Chain and Procurement; and
- discuss the challenges of the Public Procurement.

**Course Content:**

- Principles and Practices of Procurement Management.
- Professional Ethics and due process in procurement.
- Guidelines on Public Procurement.
- Statutory and Regulatory Framework of Public Procurement.
- Tendering procedures.
- Role of Supplies in Business Strategy
- Quality Control in Procurement
- Materials Planning and Budgeting
- Receipts and inspection of Stores
- Classification and Codification of Stores
- International Purchasing and e-procurement
- Asset Management
- Inventory Management
- Negotiation Skill in Procurement

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**21<sup>st</sup> Mar – 1<sup>st</sup> Apr 2019**

**18<sup>th</sup> – 29<sup>th</sup> Jul 2019 (London)**

**21<sup>st</sup> Nov – 2<sup>nd</sup> Dec 2019**

# LCL

## PUBLIC SECTOR AUDITING COURSE

**Course Content:**

The broad objective of the course is to equip the participants with the necessary knowledge, skills and right attitude required for effective discharge of auditing functions.

Specifically, the course will enable participants:

- Identify the Role of Audit in Management;
- Plan and Execute Effective Audit programmes; coach, Counsel and Supervise Subordinates with greater confidence on Audit Assignments; and
- Prevent Fraud and Safeguard Government Assets,

**Course Content:**

- An overview of Public Sector Financial Management;
- Principles and Concepts of Accounting and Auditing;
- Statutory and Regulatory Framework of Public Sector Auditing;
- Audit Planning, Implementation and Control;
- Auditing and Public Accountability;
- Auditing Techniques;
- Fraud and Forensic Audit;
- Overview of International Public Sector Accounting Standards (IPSAS)
- Organisation of Internal Audit Unit;
- System Audit
- Fiscal Responsibility Act (2007): Role of Auditors
- Financial Regulations and Control;
- Software Application to Auditing; and
- Writing Audit Reports.

## PROGRAMME MONITORING AND EVALUATION COURSE

**Course Objectives:**

The broad objective of the course is to equip managers in both the public and private sector organisations who are involved in the management of development programmes with requisite knowledge, skills and attitudes for effective monitoring and evaluation of programmes and projects.

The specific objectives, are to enable participants:

- Analyse the National Development Objectives and the Programme Approach;
- Identify the Role of Monitoring and Evaluation in the Programme Cycle and how it can contribute to the achievement of National Development Objectives;
- Carry out Progress Review and compile reports for Timely decision-making; and
- Apply Appropriate Instruments and Procedures (Logical Framework etc) at Programme and Project Levels for 'Monitoring and Evaluating the Impact and Sustainability of Development Projects,

**Course Content:**

- Overview of Monitoring and Evaluation (M & H);
- Logical Framework Approach;
- Developing an Overall M & E Strategy Plan:
- The Work Plan and its use for Monitoring;
- Data Collection and Analysis;
- Developing and Using Monitoring Indicators;
- Reporting and Progress Review:
- Using Evaluation Outcomes: lessons Learned;
- Impact and Sustainability Monitoring; and
- Computer Application to Monitoring and Evaluation

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**11<sup>th</sup> – 22<sup>nd</sup> January 2019**

**9<sup>th</sup> – 20<sup>th</sup> May 2019**

**5<sup>th</sup> – 16<sup>th</sup> September 2019**

# LCL

## WORKSHOP ON AUDITING AND INVESTIGATION

**Workshop Objectives:**

The workshop is designed to enable participants:

- Identify the Scope and Legal Framework of Accounting and Auditing;
- Plan and Implement Audit Programmes;
- Prevent Fraud and Safeguard Organization's Assets; and
- Identify and Apply Appropriate Auditing and investigation Techniques.,

**Workshop Content:**

- Scope and Objectives of Auditing;
- Accountability and Financial Reporting;
- Statutory and Regulatory Framework of Auditing and Standards;
- Audit Planning, Implementation and Control;
- Systems Audit;
- Auditing and Investigation Techniques;
- Audit Evidence and Validation;
- Financial Regulations and Control;
- Fraud Prevention. Detection and Control Measures; and
- Audit and Investigatory Report.
- Emerging issues in Auditing and Assurance

## WORKSHOP ON STRATEGIES FOR REVENUE GENERATION

**Workshop Objectives:**

The objective of the workshop is to examine various strategies that could be taken to improve the performance capability of relevant institutions for enhanced revenue generation and cost minimization.

**Workshop Content:**

- Revenue Team and its Vision;
- Roles, Functions and Responsibilities of Revenue Officers.;
- Sources of Revenue;
- Revenue Assessment and Planning;
- User Charges and Pricing;
- Revenue Accounting;
- Motivating Revenue Officers;
- Revenue Forecasting;
- Public Accountability and Transparency; and
- Fraud Prevention and Control Measures.

**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Date**

**3<sup>rd</sup> – 13<sup>th</sup> May 2019**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (Ghana)**

**10<sup>th</sup> – 21<sup>st</sup> October 2019 (South Africa)**

# LCL

## WORKSHOP ON PROCUREMENT AND MATERIALS MANAGEMENT

## WORKSHOP ON FRAUD PREVENTION, DETECTION, AND CONTROL

**Workshop Objectives:**

The objectives of the workshop are to enable participants:

- Highlight important roles of procurement and materials management in public and private sector organization;
- Identify the Range of Professional Skills in Contract Negotiation and Legal Framework in Procurement;
- Familiarise themselves with Latest Developments in Materials Planning and Control; and
- Use Relevant Software in Handling Materials Information System.

**Workshop Content:**

- Materials Sourcing Strategies;
- Specification and Quality Assurance;
- Pricing and Payment Methods;
- Statutory and Regulatory framework of Public Procurement;
- Negotiation Skills in Public Procurement;
- International Procurement;
- Overview of Procurement Act 2007;
- Materials Planning and Budgeting Control;
- Ethics in Public Procurement; and
- Software Application to Materials Management.

**Workshop Objectives:**

The objectives of the workshop are to enable participants:

- Identify different types of Fraud and Corruption in the Public and private Sector Organization;
- Assess the Effects of Fraud and Corruption on their various Organisations;
- Examine New Dimensions to Fraud and Corruption in Organizations;
- Adopt the Strategies for Prevention, Detection and Control of Frauds; and
- Apply the knowledge of Computer in Detecting and Preventing Fraud in Organisations,

**Workshop Content:**

- Transparency and Accountability in the Management of Government Business,
- The Impact of Fraud on Government and Nation's Economy,
- Typology of Frauds and Corruptions;
- The Roles of Fraud Control Agencies,
- Ethical Considerations and Violation;
- Investigating Procedures;
- Fraud Prevention and Detection Techniques;
- Financial Control and Regulations;
- Writing Investigatory Report.



**Duration | Week & 2 Weeks**  
**Course Fees: N300,000; N400,000**  
**\$3,500; \$ 5,500**

**Dates:**

**11<sup>th</sup> – 22<sup>nd</sup> July 2019 (Dubai)**

**1<sup>st</sup> – 12<sup>th</sup> August 2019**

**11<sup>th</sup> – 22<sup>nd</sup> September 2019 (Ghana)**

# LCL

## WORKSHOP ON GOVERNMENT BUDGETING

**Workshop Objectives:**

The- Workshop objectives are to enable participants:

- Identify the Positive Contributions that Good Budgeting Practice can make to the Management of Public Sector Organisations;
- Enable Participants understand the Bases for Fiscal and Monetary Policies and how they affect their Organisations' budgets; and
- Identify Obstacles to Effective Budget Preparation and Implementation in their various Organisations and Devise appropriate strategies to address them.

**Workshop Content:**

- Overview of Public Sector Financial Management
- Planning in Government;
- Economic Policy Management;
- Revenue Forecasting;
- Framework of Government Budgeting and budgetary control;
- Financial Control in Government;
- Budget Preparation under MTEF
- Budget Classification;
- Medium Term Expenditure Framework (MTEF) and Medium Term Sector Strategy (MTSS)
- Budget Monitoring and Evaluation:
- Managing Negotiations in Budget Defense; and
- Software Application to Budgeting

## WORKSHOP ON TENDERING AND CONTRACT MANAGEMENT

**Workshop Objectives:**

The objectives of the Workshop are to enable participants to:

- State the Basis for Procurement Timing and Payment to Suppliers;
- Evaluate bids. Tender Documents and the Mechanism for Price Adjustment for Works Contract; and
- State the Essentials of Tendering Procedures, Filing and Contract Documentation System and the Role of Information Technology in Contract Management.

**Workshop Content:**

- Tender and Tendering Procedures;
- Preparation of Contract Document;
- Evaluation of Bids;
- Law of Contract
- Overview of Public Procurement Act 2007;
- Quality Control Management,
- Monitoring and Evaluation of Contract Performance
- Software Application to Contract Management,
- Contract Costing 'Budgeting;
- Contract Negotiation;
- Payment Methods in Contract; and
- Due Process in Contract Management

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,5000;**  
**N400,000; \$5,500**

**Dates:**

**21<sup>st</sup> Mar – 1<sup>st</sup> Apr 2019**

**20<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**

**19<sup>th</sup> – 30<sup>th</sup> September 2019 (London)**

**12<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## CONFLICT MANAGEMENT AND RESOLUTION COURSE

**Course Objectives:**

At the end of the course, participants will be able to identify the major pattern of conflicts in Nigeria communities and describe the Conflict Management Strategies to prevent their re-occurrence with a view to establishing lasting peace for sustainable development

**Course Contents:**

- Theories of Conflict
- Religious Conflict in Nigeria
- Communal Conflicts, in Nigeria
- Conflict Management and Prevention
- Problems of Multi-Ethnicity in Nigeria
- Peace-Building for sustainable development
- Relationship Between peace and Development
- Conflict Sensitive Development
- Nigerian Multi Ethnic Society: Problems and Strategies of Development
- Gender Issues in Conflict Management,

## WORKSHOP ON ALTERNATIVE DISPUTE RESOLUTION

**Workshop Objectives:**

The main objectives of the workshop are to:

- expose participants to court systems that are now being reformed to fully integrate ADR through the concept of multi-door court room;
- appraise current issues and practices in alternative dispute resolution;
- review the roles litigants in setting disputes;
- expose participants to new concepts of ADR clauses mandating parties to use ADR as first line processes for dispute resolution.

**Workshop Contents:**

- Nature, Sources and Causes of Conflict;
- Role of Language and Culture in Dispute Resolution;
- Domestic Arbitration Practice and Procedure Customary Arbitration;
- ADR Menu International Comparative Study of ADR Structure and Institutions;
- Introduction to Arbitration;
- Mock Arbitration Scenario;
- Negotiation Skills;
- Mediation Skills,
- Arbitration and ADR Structures and Institutions in Africa.

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,5000;**  
**N400,000; \$5,500**

**Dates:**

**18<sup>th</sup> – 22<sup>nd</sup> April 2019**

**18<sup>th</sup> – 22<sup>nd</sup> July 2019 (London)**

**24<sup>th</sup> – 28<sup>th</sup> October 2019**

# LCL

## Master class in Business Administration

### Who should attend?

- Senior managers or those identified via organisational talent management for fast track to a senior role
- Public sector officials who are looking to develop leading-edge business administration skills
- Business owners and entrepreneurs who are looking for a focused course concentrating on key business skills development

### Learning Objectives:

- To provide delegates with an overview of key business functions and their impact
- To provide an in-depth understanding of marketing strategy
- To provide an in-depth understanding of financial accounting
- To enable delegates effectively to read and interpret financial statements
- To provide delegates with a roadmap for operational management and efficiency
- To develop an understanding of organisational behaviour and dynamics

### Course Content:

#### Marketing

- Consumer analysis
- Market analysis
- Marketing mix

#### Accounting

- Accounting concepts
- Financial statements
  - Balance sheets
  - Income statement

#### Finance

- Financial management
- Risk

#### Organisational Behaviour

- Human challenges in the workplace
- Motivation and leadership
- Organisational evolution and change management

#### Operations

- Operations research
- Inventory
- Standards and control

## Master class in Business Administration – Level 2

### Learning Objectives:

- To provide delegates with an overview of key business functions and their impacts
- To provide delegates with an overview of Macro and Micro Economics
- To provide an overview of the usage of statistical analysis
- To provide delegates with a roadmap for operational management and efficiency
- To develop an understanding of organisational behaviour and dynamics
- To enhance delegates' understanding of Corporate Governance best practice and challenges

### Course Content

#### •Economics

- Micro-economics: supply and demand
- Macro-economics: GNP, monetary and fiscal policies

#### •Operations

- Operations research
- Flow diagrams
- Inventory
- Standards and control

#### •Corporate Governance

- Implementation of strategies
- Business ethics: internal and external responsibilities
- Stakeholder analysis

#### •Quantitative Analysis

- Decision theory
- Probability theory
- Statistical and market research
- Regression analysis and forecasting

#### •Strategy

- The Seven 'S' Model
- Competitive strategies: various models
- Implementation

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,5000;**  
**N400,000; \$5,500**

**Dates:**

**4<sup>th</sup> – 8<sup>th</sup> April 2019**  
**4<sup>th</sup> – 8<sup>th</sup> July 2019**  
**3<sup>rd</sup> – 7<sup>th</sup> October 2019**

# LCL

## Corporate Governance

### Learning Objectives

- To familiarise participants with the duties of company directors
- To examine how company boards organise themselves
- To alert attendees to the underlying issues which led to the creation of corporate governance as a discipline
- To highlight the checks and balances that apply to the boards of listed companies
- To study the framework of governance rules that have been created by the UK Corporate Governance Code

### Course Content:

#### What is Corporate Governance?

- Essential structures
- Principal functions and responsibilities of the Board
- Setting the strategic direction
- Establishing corporate values
- Holding the executives to account
- Maintaining corporate reputation

#### Corporate Failure Resulting from Poor Governance

- The ineffective board
- Examples of corporate failure: Maxwell, Polly Peck, Enron
- Analysis of the banking crisis
- Sarbanes-Oxley and other regulatory responses

#### Corporate Social Responsibility (CSR)

- The pressure for corporate behaviour change
- Legal background of CSR Company directors' obligations and CSR Voluntary measures
- Is CSR "Just Public Relations"?

#### Company Directors and Company Boards

- Duties of a director
- Promoting success
- Role of the chairman
- Executive/non-executive directors

#### Protecting Shareholders and Other Stakeholders

- The UK Corporate Governance Code
- How to protect the shareholder?
- Communicating with the shareholder
- Legal framework for corporate governance

## Corporate Governance for Financial Institutions

### Learning Objectives:

- To have a comprehensive overview of international Corporate Governance drivers
- To be able to apply their new knowledge of Corporate Governance to their organisation
- To be able to critically review their organisation's Board structure and compare with best practice
- To make the important link between Governance, Risk Management and Compliance (GRC)
- To learn how to implement strong internal controls and relevant checks and balances
- To assess the essential elements of Corporate Governance Codes and Legislation and evaluate their own organisation against best practice
- To have gained an appreciation of ethics and values in the financial community and the relationship to corporate governance

### Course Content:

#### The World of Corporate Governance Today

- International events leading to governance reform
- Purpose and objectives of governance including agency risk and moral hazard
- US Sarbanes Oxley - act style legislation vs. UK-style voluntary code: focusing where possible on participant's countries
- Standards-driving bodies and evolving principles
- Formative regulatory bodies including OECD, Basel Committee, SECs and CMAs, Central Banks

#### Main Components and Principles

- Eight principles which underpin every system of governance
- OECD Code core concepts and guidance
- Listing requirements and continuous obligations
- Corporate Governance in the financial sector – raising the bar – what is special about banks and bank governance?

#### Corporate Governance, Risk Management and Compliance (GRC) in Financial Institutions

- The growth and linkage of these three topics in finance
- The main components of Enterprise Risk Management (ERM)
- The central role of internal controls and linkage to ERM
- Best practice compensation principles and standards
- Shareholders depositors and other stakeholders need for disclosure and transparency

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,500;**  
**N400,000; \$5,500**

**Dates:**

**29<sup>th</sup> Mar – 1<sup>st</sup> Apr 2019**

**27<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**

**26<sup>th</sup> – 30<sup>th</sup> September 2019**

**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## Internal Controls for Financial Institutions

**Learning Objectives:**

- To describe key risk management and internal control concepts
- To apply the main industry frameworks and standards which influence internal controls
- To assess the effectiveness of the organisation's internal controls
- To guide executives and management in the establishment of an appropriate control environment
- To enhance the effective usage of internal controls

**Course Content:**

**Internal Controls in the Context of Today's Corporate Governance**

- What is Corporate Governance?
- Why is it different for financial institutions?
- Internal controls as a mechanism for controlling risks
- Board and senior management responsibilities for internal controls and the establishment of a control culture effectiveness

**Main Components and Principles of Internal Controls**

- The definition and purpose
- of internal controls
- The five components of the original COSO internal controls framework Integration of the original COSO control framework into COSO Enterprise Risk Management (ERM) framework

**The Control Environment**

- The vital first step - establishing the management tone at the top and an institution-wide code of conduct reflecting integrity and ethical values Board and management's
- Performance measures, incentives and rewards

**Financial Sector Regulators and Internal Controls**

- The three categories of
- objectives for internal controls
- COSO internal controls framework –

**Types of Internal Controls**

- Risk appetite and strategy established by the Board and risk response strategies
- Control activities, internal controls, responsibilities and uses through the eyes of different stakeholders

## Corporate Risk Management

**Learning Objectives:**

- To gain a broad understanding of corporate risks and how they should be managed in either a private or public sector organisation
- To identify how strategic and operational managers can ensure their organisation has identified its key assets and the threats and risks those assets may face
- To gain an understanding of the tools and techniques available for effective corporate risk management
- To develop plans to protect key people, financial and operational assets
- To build effective risk management into corporate and operational business plans.
- To develop the ability to effectively protect your organisation's key assets

**Course Content:**

**Strategic Context**

- Putting corporate risk management
- into context and exploring what can go wrong
- Understanding your key corporate assets

**Threat and Risk Analysis**

- Analysing your organisation to get
- the necessary understanding of where threats and risks may lie Protecting your company data and systems
- Protecting key personnel
- Setting risks and threats into context using Impact and

**Practical Risk Management**

- Exploring risks in major project and change management
- Risk allocation and effective reporting mechanisms
- Crisis management planning

**Financial, Market and Credit Risks**

- Understanding the terminology and tools available
- Understanding the 'value' of your organisation and its assets
- Credit risk
- Cash flow and debt risks and how to manage them

**The Organisational and Personal 'appetite' for Risk**

- Taking a realistic evaluation of the organisation's 'appetite' for risk
- Looking at risks and benefits
- Personal risk-management planning

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,5000;**  
**N400,000; \$5,500**

**Dates:**

**16<sup>th</sup> – 20<sup>th</sup> May 2019**

**12<sup>th</sup> – 16<sup>th</sup> September 2019**

# LCL

## Crisis Management

**Learning Objectives:**

- To gain a broad understanding of crisis planning and management and how it applies to your organisation
- To build effective emergency and crisis management into your business plans
- To learn how to manage risk effectively
- To know what to do when a crisis happens – crisis management, disaster recovery and business continuity

**Course Content:**

- Strategic Content
- Putting crisis management into context
- Exploring key assets particularly, people, finance and operational capacity the impact of a ‘crisis’ on performance.
- Emergency Response
- Staff Welfare and Stress Management Planning
- Managing personal stress
- Personal development planning
- Stakeholder Management and Business Recovery
- Developing stakeholder management plans
- Designing effective communications plans
- Training key personnel on effective use of ‘exercises’
- Emergency Planning
- The crisis management ‘circle’
- Identifying risks, Assessing risks and Developing plans
- Allocating roles and responsibilities
- Reviewing and monitoring

## Balanced Scorecard

**Learning Objectives**

- To understand the key elements of an effective BSC
- To link BSC to organisation strategy and, if needed, challenge the structure and content of that strategy
- To design, build and implement a BSC
- To develop an awareness of issues arising in implementing the BSC
- To create a plan of action for delegates to take back to their own organizations.

**Course Content**

**Balanced Scorecard Basics**

- Definition and background
- Key concepts and terminology
- Creating the right environment
- Your personal scorecard

**Building a Balanced Scorecard**

- Linking to strategy
- Effective measurement
- Target setting
- Action planning

**Implementing and Cascading a Scorecard**

**Issues in BSC Application**

- Challenges
- Flexibility
- Sustainability
- Linking to other frameworks

**Bringing all together**

Practical instructor-facilitated half-day session where delegates will develop BSC project plans specific to their organisation using the learning from the previous four days

**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,500;**  
**N400,000; \$5,500**

**Dates:**

**21<sup>st</sup> – 24<sup>th</sup> March 2019**

**18<sup>th</sup> – 22<sup>nd</sup> July 2019**

**21<sup>st</sup> – 25<sup>th</sup> November 2019**

# LCL

## Strategic Information Technology – Level 1

### Who should attend?

- Senior managers, executives and professionals, who need to understand the impact and opportunities arising from advances in IT, the internet, social media, cloud and open standards, in order to inform the board of emerging IT risks and opportunities
- Financial executives, managers and professionals, who are responsible for budgets and projects and must know the costs, economics, potential impact of computing and how to introduce computing projects
- Senior company executives who are in charge of change management, ERP, CRM and IT projects
- Those responsible for delivering IT and IT projects

### Learning Objectives

- To understand the advantages and risks of corporate and internet computing, in achieving financial, efficiency and other objectives

### Course Content

- IT Strategy
- Issues in formulating IT strategy to meet organisational needs  
Current themes and trends – open standards, agility and the new digital environment
- Project Management
- Large vs. small projects
- Agile vs. other methodologies: SSADM and Prince II
- Agile Project Management
- Setting up the agile team
- Advanced Business Intelligence (BI)
- Further techniques to define information : Critical Success Factors, Key Performance Indicators, Balanced Scorecard and benchmarks
- Specialist needs: combating money laundering; fraudulent trading etc.
- Using the Web and Social Media for Competitive Gain
- Analysis of tweets and social media
- Dealing with big data and data discovery

## Strategic Information Technology – Level 2

### Who should attend?

- Senior managers, executives and professionals, who need to understand the impact and opportunities arising from advances in IT, the internet, social media, cloud and open standards, in order to inform the board of emerging IT risks and opportunities
- Financial executives, managers and professionals, who are responsible for budgets and projects and must know the costs, economics, potential impact of computing and how to introduce computing projects
- Senior company executives who are in charge of change management, ERP, CRM and IT projects
- Project sponsors/owners and project planners

### Learning Objectives

- To understand the advantages and risks of corporate and internet computing, in achieving financial, efficiency and other objectives
- To plan how to apply enterprise computing systems, cloud computing and ERP, CRM & other enterprise applications

### Course Content

- IT Strategy
- Issues in formulating IT strategy to meet organisational needs  
Current themes and trends – open standards, agility and the new digital environment
- Cloud computing
- The opportunities from cloud computing: SaaS, IaaS and PaaS
- Cloud issues: security, confidentiality, performance, limitations (big data and content)
- Enterprise Resource Planning (ERP)
- ERP and workflow –
- history and economics
- ERP vendors
- Customer Relationship Management (CRM)
- Second generation
- CRM and functionality
- Selecting and specifying your CRM – on-premise v cloud
- Management Information and Financial Systems
- Integration and open standards and avoiding data silos
- Business Intelligence and an integrated view of the business



**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000, \$3,5000;**  
**N400,000; \$5,500**

**Dates:**

**14<sup>th</sup> – 18<sup>th</sup> March 2019**

**18<sup>th</sup> – 22<sup>nd</sup> July 2019**

**7<sup>th</sup> – 11<sup>th</sup> November 2019**

# LCL

## Enterprise Resource Planning (ERP)

**Who should attend?**

Delegates with direct responsibility for ensuring effective resource allocation within their organisation, including:

- Executives
- Senior Financial Managers
- Sales and Procurement Practitioners
- Risk Management Professionals

**Learning Objectives**

- To understand the key role and contribution of ERP
- To develop effective cross-functional ERP systems and process
- To effectively manage organisational resources
- To effectively manage risk

**Course Content**

- Role and Contribution of ERP
- Within the Organisation
- Overview of the enterprise resource planning function
- Developing an ERP Strategy
- Understanding and defining organisational goals and objectives
- Use of the Balanced
- Scorecard approach
- Practical ERP
- ERP within product and service delivery
- ERP within sales and procurement
- Measurement and Management of
- ERP Systems
- Measuring and reporting quality improvement
- Continuous Improvement
- Use of data within continuous improvement
- The 6Sigma™ approach

## The Development and Impact of Public Sector Policy

**Who should attend?**

Delegates directly responsible for the interpretation, development and implementation of public sector planning and the effective assessment of the impacts of state policies economically, socially and environmentally.

**Learning Objectives**

- To understand the key role and objectives of government
- To understand the policy development process
- To appreciate and measure the key impacts of public sector policy making
- To enable informed policy improvement recommendations

**Course Content**

- Role and Objectives of the Government
- Overview of the key role of government
- Understanding the changing objectives of government
- Key Elements of the Policy
- Development Process
- Alignment of public sector policy with governmental objectives
- Measuring the Economic
- Impact of Public Sector Policy
- Measuring the “Local content” impact
- Measuring the Social Impact
- of Public Sector Policy
- Defining key socio-economic stakeholders
- Measuring the Environmental
- impact of Public Sector Policy
- European Union Policies and their ensuing impacts



**Duration 1 Week & 2 Weeks**  
**Course Fees: N300,000**

**Dates:**

**31<sup>st</sup> May – 3<sup>rd</sup> Jun 2019**

**12<sup>th</sup> – 16<sup>th</sup> September 2019**

# LCL

## Pensions Administration

**Who should attend?**

Executives and senior managers involved in the creation and implementation of corporate policy concerning business sustainability, corporate social responsibility and corporate governance.

**Learning Objectives**

- To provide participants will a solid grounding in pensions principles for both public and private sectors
- To enable participants to influence and improve the administration of schemes
- To identify the drivers of reform
- To alert attendees to pensions issues in their own countries
- To improve governance and risk management of schemes

**Course Content**

- Pressures to Provide for Old Age
- Purpose and objectives of pensions schemes
- Major types of pensions
- Multiple Tier Structures
- Links to welfare
- Continuing role of the extended family
- Comparative Legal Forms
- Trust-based and contract-based
- Public sector employee schemes
- Key Administrative Tasks
- The glue that holds the scheme together
- Pensions Governance
- Governance principles
- Role of the governing body
- International practices and codes
- Internal controls

## Corporate Legal Advisers and Chartered Company Secretaries

**Who should attend?**

- New or experienced in-house lawyers wanting to refresh their skills and knowledge about their role
- Lawyers transferring from private practice to a corporate role
- Executive and Non-executive Company Directors
- Public officials in regulatory, supervisory or compliance functions
- Company Secretaries of public companies

**Learning Objectives**

- To familiarise participants with the duties of company directors
- To examine how company boards organise themselves
- To highlight the checks and balances that apply to the boards of listed companies
- To refresh existing and to develop new commercial skills for executives working in or managing the legal function
- To highlight the importance of the Company Secretary's role
- To consider alternative methods of resolving corporate disputes
- To practice tools and techniques in negotiation

**Course Content**

- Corporate Behaviours – Best Practices
- Company directors duties
- The role of the non-executive director
- Roles and Responsibilities of the Company Secretary
- Assisting the Board
- Record keeping
- Roles and Responsibilities of the Corporate Legal Department
- What's in the job of the in-house lawyer?
- Resolving Legal Disputes
- Where do the problems occur?
- Negotiating, Drafting and Structuring Legal Agreements
- Contract law refresher

**Duration | Week & 2 Weeks**  
**Course Fees: N200,000; N300,000**  
**\$2,250; \$ 5,500**

**Dates:**

**4<sup>th</sup> – 15<sup>th</sup> April 2019 (London)**

**4<sup>th</sup> – 15<sup>th</sup> July 2019 (Dubai)**

**3<sup>rd</sup> – 14<sup>th</sup> October 2019**

# LCL

## Advanced Corporate Legal Advisers and Chartered Company Secretaries

### Who should attend?

- Company Executive and Non-executive Directors
- Shareholder representatives
- Pension and Investment Fund Managers
- Public officials in regulatory, supervisory or compliance functions
- Company Secretaries of public companies
- Corporate lawyers who wish to improve their understanding of new company law developments concerning corporate responsibility

### Learning Objectives

- To familiarise participants with the duties of company directors
- To examine how company boards organise themselves
- To study the framework of governance rules that have been created by the UK Corporate Governance Code
- To refresh existing and to develop new commercial skills for executives working in or managing the legal function
- To highlight the importance of the Company Secretary's role
- To practice tools and techniques in negotiation

### Course Content

- What is Corporate Governance?
- Essential structures
- Principal functions and responsibilities of the Board
- Company Directors and Company Boards
- Duties of a director
- Corporate Failure Resulting from Poor Governance
- The ineffective board
- Examples of corporate failure
- Protecting Shareholders and Other Stakeholders
- The UK Corporate Governance Code
- Corporate Social Responsibility (CSR)
- The pressure for corporate behaviour change
- Roles and Responsibilities of the Company Secretary
- Assisting the Board
- Record keeping
- Roles and Responsibilities of the Corporate Legal Department
- The job of the in-house lawyer
- Adding value to company performance
- Resolving Legal Disputes
- Where do the problems occur?
- Negotiating, Drafting and Structuring Legal Agreements
- Contract law refresher

## Law-Making

### Who should attend?

- Departmental policy makers in the public service
- Senior managers and government personnel responsible for turning policy into legislation
- Officials who instruct parliamentary draftsmen
- Assistants to legislators involved in creating draft legislation
- Members of parliament, senators and assembly members
- Corporate advisors concerned with influencing the creation of new legislation
- Public affairs professionals

### Learning Objectives

- To identify the role of law in solving policy challenges
- To influence the development of policy through legal innovation
- To overcome obstacles to turning policy into legislation
- To understand the process of making new laws

### Course Content

- Introduction to Law-Making
- Sources and Origins of Law
- Types of Law
- The Law-Makers – Government Systems Compared
- Institutions of government
- Separation of powers
- Effective Policy Making
- What is policy?
- Sources of policy
- The Law-Making Process
- From policy to the draft Bill
- Who does what in making legislation?
- Stages of the process
- Getting Results with Law-Making
- Constraints on the process of making laws

**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**  
**31<sup>st</sup> May – 3<sup>rd</sup> Jun 2019**  
**26<sup>th</sup> – 30<sup>th</sup> September 2019**

# LCL

## Drafting Legislation

### Who should attend?

- Senior managers and government personnel responsible for turning policy into legislation
- Officials who instruct parliamentary draftsmen
- Assistants to legislators involved in creating draft legislation
- Members of parliament, senators, assembly members
- Legal advisers and practitioners from both public and private sectors

### Learning Objectives

- To overcome obstacles to turning policy into legislation
- To understand the process of making new laws
- To contribute to the drafting of new legislation
- To prepare instructions for professional draftsmen
- To practice legislative drafting skills

### Course Content

- Legislative Instruments under the Microscope
- Types of legislation
- Primary and secondary legislation
- Dissecting a statute
- Drafting Legislation
- Principles of drafting
- Alternative approaches
- Interpretation and
- Construction of Statutes
- Identifying the purpose of a law
- The Mischief Rule
- Stakeholder Participation in Law-Making
- The need for involvement
- Turning Policy into Practice
- Why do some laws fail to achieve their objectives?
- Effective and ineffective law-making

## Law-Making and Legislative Drafting

### Who should attend?

- Departmental policy makers in the public service
- Senior managers and government personnel responsible for turning policy into legislation
- Officials who instruct parliamentary draftsmen
- Members of parliament, senators, assembly members,
- Legal advisers and practitioners from both public and private sectors
- Corporate advisers concerned with influencing the creation of new legislation
- Public affairs professionals

### Learning Objectives

- To identify the role of law in solving policy challenges
- To influence the development of policy through legal innovation
- To overcome obstacles to turning policy into legislation
- To understand the process of making new laws
- To contribute to the drafting of new legislation
- To practice legislative drafting skills
- To prepare instructions for professional draftsmen

### Course Content

- Introduction to Law Making
- Sources and Origins of Law
- Types of Law
- The Law Makers – Government Systems Compared
- Institutions of government
- Effective Policy Making
- What is policy?
- Sources of policy
- The Law Making Process
- From policy to the draft Bill
- Constraints on the process of making laws
- Legislative Instruments under the Microscope
- Types of legislation
- Drafting Legislation
- Principles of drafting
- Stakeholder Participation in Law Making
- The need for involvement
- Turning Policy into Practice
- Why do some laws fail to achieve their objectives?
- Effective and ineffective law-making

**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**  
**20<sup>th</sup> – 24<sup>th</sup> June 2019**  
**24<sup>th</sup> – 28<sup>th</sup> October 2019**

# LCL

## Alternative Dispute Resolution (ADR)

### Who should attend?

- Legal managers
- Finance managers
- Commercial managers
- Claims managers
- Company lawyers and in-house counsel
- Supply Chain, Procurement and Purchasing Managers
- Contract Managers, Engineers and Analysts
- Anyone involved in the management of commercial relationships

### Learning Objectives

- To describe alternative methods of resolving commercial disputes
- To distinguish between forms of ADR that give a binding decision and others that facilitate agreement between the parties
- To evaluate strategies for resolving conflict
- To consider the merits of using an intermediary to facilitate a win-win result
- To manage conflict through a negotiated approach
- To achieve good outcomes to resolve contract disputes

### Course Content

- Introduction to Dispute Resolution
- Typical causes of commercial disputes
- Common legal remedies from court action
- Arbitration
- Arbitration principles
- Negotiating Solutions to Disputes
- Conflict management styles
- Distributive and integrative negotiation
- Mediation
- Mediation fundamentals
- Working with neutral intermediaries
- Other Dispute Resolution Mechanisms
- What are the other choices and when might we use them?  
Conciliation

## Mediation

### Who should attend?

- Legal managers
- Claims managers
- Company lawyers and in-house counsel
- Commercial contract managers

### Learning Objectives

- To evaluate strategies for resolving conflict
- To understand the strengths and weaknesses of mediation To appreciate the appropriateness of mediation as a means of resolving disputes
- To prepare their organisation to participate in the mediation process
- To demonstrate their ability to use mediation skills

### Course Content

- Overview of Mediation
- Mediation fundamentals
- Facilitated negotiation and neutral intermediaries
- Appointing and working with a mediator
- Process and stages of a mediation
- Reaching a settlement agreement
- Practical arrangements
- Mediation Agreements and other Formalities
- Contractual commitments to mediate
- ADR Contract Clauses
- Mediation Processes
- Alternative mediation processes
- Developing Mediation skills
- Building trust and rapport
- Active listening
- Mediation Scenarios
- Course summary and post-course questionnaire exercise

**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**  
**27<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**  
**31<sup>st</sup> Oct – 4<sup>th</sup> Nov 2019**

# LCL

## Arbitration

### Who should attend?

- Company lawyers and in-house counsel
- Commercial contract managers
- Litigation Lawyers in private practice
- Judges

### Learning objectives

- To evaluate strategies for resolving conflict
- To understand the strengths and weaknesses of arbitration
- To appreciate the appropriateness of arbitration as a means of resolving disputes
- To plan and implement a dispute resolution strategy using arbitration
- To choose from a range of arbitration options
- Academic lawyers
- Arbitration officers
- Court officials
- To draft new or amend existing standard arbitration clauses
- To prepare the organisation to participate in the arbitration process
- To consider the merits of using an arbitrator to secure an enforceable compensatory award
- To manage the expectations of the organisation if a dispute goes to arbitration

### Course Content

- Overview of Arbitration
- Arbitration principles
- When is arbitration appropriate? Selecting and appointing the arbitrator and the forum Strengths and weaknesses
- The Arbitration Agreement
- Function and purpose of the agreement
- Applicable Laws and Rules
- Choosing the right arbitrator
- Ethics and other obligations on the arbitrator
- Arbitration Practice & Proceedings
- Pre-hearing procedures
- Arbitration Awards and their Enforcement
- Types of award
- Damages, interest, costs and other remedies
- Validity of the award
- Are arbitration awards final? –

## Oil & Gas – Business Environment

### Who should attend?

- Senior managers within Oil & Gas or those identified via organisational talent management for fast track to a senior role
- Public sector officials with responsibility for the state management of Oil & Gas resources
- Engineers and Project Managers who are looking to develop leading edge practice for both themselves and their organisation

### Learning Objectives

- To provide delegates with an in-depth understanding of the global Oil & Gas business environment
- To fully equip delegates with the necessary understanding of emerging trends and opportunities
- To develop an appreciation of the macro-economic factors both regionally and globally that shape the industry

### Course Content

- Asean influence
- African influence
- Global Threats and Opportunities
- Overview of global reserves and Peak Oil concept
- Strategic Relationships
- Production agreements
- The Cohesive Producer
- Aligning strategy with the global picture
- Industry Governance
- Developing and enhancing governance policies
- Combating economic crime and corruption

**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**  
**18<sup>th</sup> – 22<sup>nd</sup> April 2019**  
**22<sup>nd</sup> – 26<sup>th</sup> August 2019**  
**12<sup>th</sup> – 16<sup>th</sup> December 2019**

# LCL

## Oil & Gas – Finance

### Who should attend?

- Senior managers within Oil & Gas or those identified via organisational talent management for fast track to a senior role
- Public sector officials with responsibility for the state management of Oil & Gas resources
- Engineers and Project Managers who are looking to develop leading edge practice for both themselves and their organisation

### Learning Objectives

- To provide delegates with an in-depth understanding of the key financial management systems
- To fully equip delegates with the necessary understanding of financial instruments and their impacts
- To enable delegates to effectively manage: Market risk, Credit risk and Liquidity risk
- To enable delegates to undertake effective financial modelling and scenario planning

### Course Content

- Key Financial Management Systems
- Effective budget preparation and management
- Effective Treasury Management
- Overview of global treasury models
- Role and Impact of Financial Instruments
- Derivatives
- Bonds
- Effective Risk Management
- Key concepts and elements of risk management
- Managing market risk
- Practical Financial Modelling
- Key principles within financial modelling
- Constructing key financial models Linkage of models and sub-models Scenario planning applications

## Oil & Gas – Business Environment and Finance

### Who should attend?

- Senior managers within Oil & Gas or those identified via organisational talent management for fast track to a senior role
- Public sector officials with responsibility for the state management of Oil & Gas resources
- Engineers and project managers who are looking to develop leading edge practice for both themselves and their organisation

### Learning Objectives

- To provide delegates with an in-depth understanding of the global Oil & Gas business environment
- To understand emerging trends and opportunities
- To develop an appreciation of the macro-economic factors both regionally and globally that shape the industry
- To effectively manage: market risk, credit risk and liquidity risk
- To enable delegates to undertake effective financial modelling and scenario planning

### Course Content

- Global Market Forces
- The influence of OPEC
- African influence
- Global Threats and Opportunities
- Overview of global reserves and Peak Oil concept
- Strategic Relationships
- Production agreements
- The Cohesive Producer
- Aligning strategy with the global picture
- Industry Governance
- Developing and enhancing governance policies
- Key Financial Management Systems
- Effective budget preparation and management
- Effective Treasury Management
- Overview of global treasury models
- Effective Risk Management
- Key concepts and elements of risk management
- Practical Financial Modelling
- Key principles within financial modelling

**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**

**11<sup>th</sup> – 14<sup>th</sup> January 2019**

**3<sup>rd</sup> – 6<sup>th</sup> May 2019**

**5<sup>th</sup> – 8<sup>th</sup> September 2019**

# LCL

## Fundamentals of Oil & Gas Exploration & Production

### Who should attend?

- Professionals who need to learn about the industry
- Personnel within the industry
- Technical support staff entering the industry
- Technical staff who want to expand their understanding of the industry
- Students considering the industry as a career

### Learning Objectives

- To provide a comprehensive overview of the oil and gas exploration and production industry
- To provide a historical, current and future perspective for both non-technical and technical staff
- To provide an overview of the principles of exploration, drilling, development and production
- To provide an understanding of what is happening in the industry
- To provide an understanding of what the future holds
- To understand the full lifecycle from exploration to product delivery
- To understand the nomenclature and terminology used in the industry

### Course Content

- Introduction to Exploration and Production (E&P)
- Historical and cultural perspectives
- Subsurface aspects of E&P –
- Reservoirs and Wells
- Understanding the reservoir
- Surface aspects of E&P –
- Processing and Export
- Oil and gas production and export facilities
- Business aspects of E&P
- Integrated Field Development
- Planning

## Field Development Planning

### Who should attend?

- Professionals with an interest in developing oil & gas projects
- Explorationists
- Geoscientists
- Reservoir engineers
- Petroleum engineers

### Learning objectives

- To provide a comprehensive overview of the steps required to achieve an optimal field development plan with accurate lifecycle cost estimates for oil & gas developments
- To gain an appreciation of the key project drivers
- To understand how various disciplines interact to maximise project value and mitigate financial and technical risk
- To understand all aspects of the field development planning stages, beginning with discovery of an oil or gas field through to defining what is required for project sanction and execution

### Course Content

- Introduction and How to Prepare a Field Development Plan
- Life cycle of an oil and gas field
- Industry trends in oil and gas projects
- Hydrocarbon accumulations and their discovery
- The Resource – Collecting and Evaluating
- Data for a discovered oil/gas field
- Seismic techniques and how they can improve outcomes
- Determining the key rock properties – porosity, water saturation & contacts
- Estimating hydrocarbons in place
- Determining permeability
- How to Produce it – Evaluating the different development options
- Recovering oil and gas from the reservoir –
- including primary, secondary and tertiary recovery for oil, and compression and recycling for gas
- Facilities Options and Project Execution
- Flowlines and flow assurance issues
- Process facilities – oil, gas and water plant
- Well testing options
- Export and sales options for oil & gas
- Risks and opportunities associated with
- Brownfield sites



**Duration: 1 week**  
**Course fee: N200,000**

**Dates:**

**4<sup>th</sup> – 7<sup>th</sup> April 2019**

**1<sup>st</sup> – 4<sup>th</sup> August 2019**

**5<sup>th</sup> – 8<sup>th</sup> December 2019**

# LCL

## Petroleum Economics

**Who should attend?**

- Upstream oil and gas industry professionals, managers and discipline experts, who need to gain a deeper understanding of the economic concepts that govern the projects on which they work
- Persons involved in industry oversight, from regulators, government agencies, non-governmental organisations (NGOs), charities, special interest and campaigning groups that need to better understand the economic motivation and constraints of oil companies
- Early career professionals in economics and commercial disciplines, wishing to advance their understanding of petroleum economics

**Learning Objectives**

- To gain a comprehensive overview of exploration and development petroleum economics and its application in valuing oil and gas assets to aid corporate decisions
- To be able to build cash flow models as input for the economic model
- To be able to construct economic models and include basic fiscal terms, production and cost profiles and project timing
- To understand how the economic model can provide insight into the sensitivity of asset value to different inputs (key drivers of value). Such inputs may be as diverse as: cost, price, fiscal or contractual terms, production profile, project phasing or development concept.

**Course Content**

- Petroleum Economics Concepts
- Upstream Oil & Gas asset and development project life cycle
- Cash flow analysis, nominal and discounted
- Investment and Profitability Indicators
- Cumulative net cash flow, maximum cash exposure, payback time Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)
- Contracts and Licences
- Regulation & legislation
- Decision-making and
- Risk Assessment
- Risk, uncertainty & chance

## Environmental Management for Sustainable Development

**Who should attend?**

- Senior managers within the Oil & Gas, Energy and Environmental sector
- Public sector officials
- Engineers and Energy, Environmental Managers.

**Learning Objectives**

- To provide delegates with an in-depth understanding of the international socio-political and legal frameworks
- To fully equip delegates with the necessary understanding of business and governmental measures

**Course Content**

- General Outlook
- Introduction to environmental management for sustainable development
- Participants in environmental management
- Legal and Political Framework
- Environmental management and law (EU)
- Environmental management and law (International)
- Case studies
- Strategic Relationships
- Global Challenges
- Current Issue – transportation
- Global best practice and case studies
- International Standards – Environmental Management Systems
- Key Resources
- Standards, monitoring, modeling, auditing and co-ordination
- Global best practice & case studies



**Duration: 1 week**  
**Course fee: N200,000**

**Dates: ( All Nigeria)**  
**1<sup>st</sup> – 4<sup>th</sup> February 2019**  
**6<sup>th</sup> – 9<sup>th</sup> June 2019**  
**10<sup>th</sup> – 13<sup>th</sup> October 2019**

# LCL

## Climate Change Management

### Who should attend?

- Senior managers within the Energy sector, Climate Analysts, Environmental managers, Policy-makers or those identified via organisational talent management for fast track to a senior role
- Public sector officials with responsibility for the state management of natural resources and industrial activities
- Engineers, Project Managers, Managers who are looking to develop leading edge practice for both themselves & their organisation

### Learning Objectives

- To provide delegates with an in depth understanding of the global framework of Climate Change and Business Perspective
- To fully equip delegates with the necessary understanding of emerging trends and management opportunities in relation to Climate Change risk

### Course Content

- Climate Change
- Business Perspective
- Climate change considerations in business decisions
- Global Risks
- Risk analysis of climate impacts on operations
- Risk analysis of climate impacts on locations
- Political and Legal Framework
- Climate policy
- Global Opportunities
- Energy efficiency and renewable energy
- Contribution to community adoption Business opportunities to support adaptation needs

## Essential Management Skills

### Who should attend?

- Senior , Junior Managers who would like to refresh their leadership, management and team-building skills
- Departmental Heads
- Team Leaders
- Project Managers
- Operations Managers

### Learning Objectives

- To set objectives and targets to achieve the vision, mission and goals of an organisation
- To apply the skills of leadership to enhance the management role
- To motivate people and build successful teams
- To communicate effectively verbally in all situations with all people

### Course Content

- Setting Objectives and Targets
- Improve organisational, team and individual performance with quantifiable targets Leadership
- Vision, roles and responsibilities of an inspirational leader
- Qualities, skills and commitment required
- Adapting leadership styles overcoming the challenges of leadership
- Verbal Communication Skills
- Structure simple messages using appropriate language and delivery Overcome the barriers to effective verbal communication
- Motivation And Team-Building
- Factors which motivate you and others
- Achieving organisational goals with a motivated workforce

**Duration 1 Week & 2 Weeks**  
**Course Fees: N200; N300,000**  
**\$2,250; \$ 5,500**

**Dates:**

**16<sup>th</sup> – 27<sup>th</sup> May 2019**

**17<sup>th</sup> – 28<sup>th</sup> July 2019 (Dubai)**

**1<sup>st</sup> – 12<sup>th</sup> August 2019 (Ghana)**

**15<sup>th</sup> – 26<sup>th</sup> August 2019**

**19<sup>th</sup> – 30<sup>th</sup> September 2019 (London)**

**7<sup>th</sup> – 18<sup>th</sup> November 2019 (South Africa)**

**21<sup>st</sup> Nov – 2<sup>nd</sup> Dec 2019**

# LCL

## Senior Management Skills

**Who should attend?**

- Board Members
- Senior Directors and Managers
- Senior Managers
- Departmental Directors and Managers
  - Deputy Departmental Directors and Managers
  - Team Leaders
  - Project Managers
  - Operations Managers

**Learning Objectives**

- To set objectives and targets to achieve the vision, mission and goals of an organisation
- To apply the skills of leadership to enhance management
- To motivate people and build successful teams
- To communicate effectively verbally in all situations
- To increase confidence & ability to influence people positively
- To learn practical and relevant skills to behave assertively
- Application of NLP and Emotional Intelligence to self- development

**Course Content**

- Setting Objectives and Targets
- Where are you now and where do you want to be, by when?
- Leadership
- Vision, roles and responsibilities of an inspirational leader
- Motivation
- Factors which motivate you and others
- Team-Building
- Characteristics of an effective team
- Verbal Communication Skills
- Structure simple messages using appropriate language and delivery
- Influencing Skills
- Analysis of factors
- Assertiveness
- Characteristics and skills of assertiveness
- Introduction to Neuro-Linguistic Programming
- What is Neuro-Linguistic Programming (NLP)?
- Emotional Intelligence and Body Language
- Key principles, qualities and skills of Emotional Intelligence

## Motivational Leadership and Building Successful Teams

**Who should attend?**

- Senior Directors
- Senior Managers
- Departmental Directors and Departmental Managers
- Team Leaders
- Project Managers
- Operations Managers

**Learning Objectives**

- To set objectives and targets to achieve the vision, mission and goals of an organisation
- To apply skills and develop confidence in motivational leadership and team-building
- To generate practical and constructive solutions to problems
- To develop clear decision-making skills

**Course Content**

- Setting Objectives and Targets
- Where are you now and where do you want to be, by when?
- Plan and actions required to achieve these objectives
- Leadership
- Vision, roles and responsibilities of an inspirational leader
- Motivation
- Factors which motivate you and others
- Achieving organisational goals with a motivated workforce
- Team-Building
- Characteristics of an effective team
- Creative Problem Solving and Decision-Making
- Analysis of causes, symptoms and implications of a problem
- Generating a range of creative solutions

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

- 23<sup>rd</sup> – 27<sup>th</sup> May 2019**
- 24<sup>th</sup> – 28<sup>th</sup> July 2019 (Dubai)**
- 8<sup>th</sup> – 12<sup>th</sup> August 2019 (Ghana)**
- 22<sup>nd</sup> – 26<sup>th</sup> August 2019**
- 26<sup>th</sup> – 30<sup>th</sup> September 2019 (London)**
- 14<sup>th</sup> – 18<sup>th</sup> November 2019 (South Africa)**
- 28<sup>th</sup> Nov – 2<sup>nd</sup> Dec 2019**

# LCL

## Effective Communication and Inspirational Presentations

**Who should attend?**

- Senior Directors who would like a refresher
- Senior Managers who would like to develop their skills
- Departmental Directors and Departmental Managers who would like to consolidate their knowledge
- Those who deliver pitches and presentations to internal and external audiences
- Team Leaders
- Project Managers
- Operations Managers
- Supervisors
- Team members

**Learning Objectives**

- To increase the impact of your verbal communication in multiple and complex situations
- To give powerful, memorable and winning presentations in meetings, conferences and at major events
- To write effectively and productively with impact
- Application of Neuro-Linguistic Programming (NLP) and Emotional Intelligence to self-development

**Course Content**

- Verbal Communication Skills
- Structure simple messages using appropriate language and delivery
- Presentation Skills
- Research the people in the audience and their objectives
- Written Communication Skills
- Win and keep readers' attention
- Introduction to Neuro-Linguistic Programming
- What is Neuro-Linguistic Programming (NLP)?
- Emotional Intelligence and Body Language
- Key principles, qualities and skills of Emotional Intelligence

## Influencing Skills, Assertiveness and Negotiation

**Who should attend?**

- Senior Managers who would like a refresher and to develop their confidence, influence and negotiation skills
- Departmental Directors and Departmental Managers who would like practical and relevant techniques
- Those involved in negotiations, resolving conflicts and dealing with confrontation
- Team Leaders and team members
- Project Managers
- Operations Managers

**Learning Objectives**

- To develop and apply negotiation skills and techniques to a range of situations
- To increase confidence and ability to influence people positively
- To learn practical and relevant skills to behave assertively
- Application of Neuro-Linguistic Programming (NLP) and Emotional Intelligence (EI) to self-development

**Course Content**

- Negotiation Skills
- Pre-negotiation preparation on all aspects of the negotiation
- Influencing Skills
- Analysis of factors which influence people
- Assertiveness
- Characteristics and skills of assertiveness
- Introduction to Neuro-Linguistic Programming
- Application of NLP to enhance performance of organisations, teams and individuals
- Emotional Intelligence and Body Language
- Key principles, qualities and skills of Emotional Intelligence
- Application of EI to develop self, teams, individuals and to respond to situations

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

- 23<sup>rd</sup> – 27<sup>th</sup> May 2019**
- 24<sup>th</sup> – 28<sup>th</sup> July 2019 (Dubai)**
- 8<sup>th</sup> – 12<sup>th</sup> August 2019 (Milan)**
- 22<sup>nd</sup> – 26<sup>th</sup> August 2019**
- 26<sup>th</sup> – 30<sup>th</sup> September 2019 (New York)**
- 14<sup>th</sup> – 18<sup>th</sup> November 2019 (Barcelona)**
- 28<sup>th</sup> Nov – 2<sup>nd</sup> Dec 2019**

# LCL

## Supervisory Skills

**Who should attend?**

- Experienced supervisors who would like to refresh and develop their skills
- Supervisors who would like to develop practical and relevant skills and techniques
- Supervisors who are new to the role and want to learn and apply the relevant skills
- Team leaders
- Project supervisors
- Supervisors

**Learning Objectives**

- To develop verbal skills to influence people with a constructive outcome
- To develop assertiveness skills to cope confidently with different people
- To solve problems creatively and develop sound decision-making techniques
- To increase effectiveness of time management and to learn how to control stress

**Course Content**

- Verbal Communication Skills
- Structure simple messages using appropriate language and delivery
- Influencing Skills
- Analysis of factors which influence people
- How to influence people over whom you have no power or authority
- Assertiveness
- Characteristics and skills of assertiveness
- Handling difficult people with confidence
- Creative Problem Solving and Decision-Making
- Analysis of causes, symptoms and implications of a problem
- Time and Stress Management
- Prioritising and organising work according to goals
- Eliminating time wasters
- Identifying the causes and symptoms of stress
- Planning and implementing your strategy to avoid burnout

## Coaching and Mentoring

**Who should attend?**

- Directors
- Deputy Directors
- Heads of Department
- Senior Managers
- General Managers
- Team leaders
- Project managers
- Project leaders

**Learning Objectives**

- Maximising the achievement of an organisation's vision through coaching and mentoring
- Bringing out the best of the skills, talents, contributions and qualities of all involved
- Ensuring the use of correct skills and techniques
- Maintaining the benefits over the long-term

**Course Content**

- Characteristics and Benefits
- Differences between coaching and mentoring
- Coaching and mentoring to improve organisational and individual performance
- Preparation
- Setting objectives within a strategic context
- Identifying and agreeing individual coaching and mentoring needs
- Skills for Success
- Set clear targets for timescale and resource allocation
- Overcoming the Challenges
- Retaining objectivity throughout a personal relationship
- Measuring Results and Contribution
- Managing expectations on both sides
- Setting appropriate short, medium and long-term targets

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

**11<sup>th</sup> – 15<sup>th</sup> April 2019**

**11<sup>th</sup> – 15<sup>th</sup> July 2019**

**10<sup>th</sup> – 14<sup>th</sup> October 2019**

# LCL

## Customer Service Management

### Who should attend?

This course has been designed for those who understand the importance of improving their customer service in the long term and is suited to those who deal with managing customer service or customer relationships; customer service professionals, service agents, front-line workers, managers, supervisors and business professionals who interact with customers and wish to improve both their skills and organisational success.

### Learning Objectives

- To understand the impacts and effects of poor customer service and become more aware of the link between good customer service and organisational success
- To generate ideas to make improvements to the way they work with and respond to their customers
- To understand and meet the ever-increasing needs of their customers
- To make a good first impression, develop and maintain ongoing relationships based on trust and high quality communication
- To be able to handle “difficult” customers more effectively and confidently
- To become more customer-focused in their work
- To learn the importance of team work in customer care

### Course Content

- Introduction to Customer Service
- Who are “the customers”?
- Knowing your customer make-up
- Essential Customer Service
- Communication Skills
- Active listeners
- The message drop out
- Calming Upset Customers
- Avoiding upsetting customers
- Key steps in calming upset customers
- Telephone-Based Customer Service
- Why the telephone is so important to customer service
- Telephobia
- Time and Stress Management
- Understanding the stress of customer services roles

## Project Management

### Who should attend?

- New Project managers
- Project team members wishing to move into project management roles
- Other operational staff wishing to learn project management tools and techniques
- Project planners
- Technical and engineering staff wishing to develop skills in managing projects

### Learning Objectives

- To create a Project Plan
- To set up and manage projects effectively
- To scope out the objectives and deliverables for a project
- To calculate the resources required for a project
- To manage and motivate a project team
- To establish systems for monitoring and evaluating projects
- To create a motivated project team

### Course Content

- Role and Function of
- Project Management
- Introduction
- Summary of the role and function
- Planning and Scoping the Project
- The project brief
- What are the deliverables?
- Project Initiation
- Documenting the requirements
- Project governance
- Establishing the project framework
- Building, Managing and
- Motivating the Project Team
- Recruiting and developing the project manager
- Project Implementation
- Working the Plan’
- Working with project stakeholders and sponsors

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

**7<sup>th</sup> – 11<sup>th</sup> March 2019**

**6<sup>th</sup> – 10<sup>th</sup> June 2019**

**5<sup>th</sup> – 9<sup>th</sup> September 2019**

**5<sup>th</sup> – 9<sup>th</sup> December 2019**

# LCL

## Procurement and Managing Suppliers

### Who should attend?

- Purchasing executives, senior managers, and staff from supply chain management, logistics and inventory planning and control
- General managers wanting to understand the procurement function
- Project managers involved in plant and equipment development projects
- Technical personnel involved in performance specification of plant and equipment
- Engineering planners working with complex maintenance material requirements
- Quality managers seeking to understand how suppliers are selected

### Learning Objectives

- To set up and manage a procurement activity
- To select suppliers using appropriate evaluation methods and criteria
- To measure supplier performance
- To identify ways to increase procurement effectiveness and efficiency
- To work with user departments to improve procurement within the organisation
- To manage supply-side risk using contractual methods

### Course Content

#### Role of the Procurement Function

- Key responsibilities
- Supporting operational requirements
- Managing supplier relationships
- **Managing the Purchasing Process**
- Making the case to purchase
- Deciding the procurement strategy

#### Managing Tender

#### Requests and Responses

- Capturing user requirements
- Documenting the scope of work

## Contract Management

### Who should attend?

- Purchasing executives, senior managers, professional staff from supply chain management, logistics & inventory planning & control
- General managers wanting to understand the procurement function
- Project managers involved in plant and equipment development projects
- Technical personnel involved in performance specification of plant and equipment
- Engineering planners working with complex maintenance material requirements
- Quality managers seeking to understand how suppliers are selected

### Learning Objectives

- To measure supplier performance
- To negotiate effectively with suppliers
- To manage contractual changes
- To identify and determine how to resolve supplier disputes

### Course Content

- Creating Appropriate
- Contract Documentation
- Principles of contract law
- Drafting your terms and conditions
- Using contract templates
- Managing Supplier Performance
- First steps to management after contract award
- Negotiating in a Purchaser
- Supplier Relationship
- When to negotiate
- Making Changes to
- Supplier Contracts
- Why contracts have to change
- Managing Contract Disputes
- Arbitration Alternative dispute resolution methods
- Negotiating a settlement



**Duration: 1 week**  
**Course fee: £2,450, N200,0000**

**Dates:**

**14<sup>th</sup> – 18<sup>th</sup> March 2019**  
**13<sup>th</sup> – 17<sup>th</sup> June 2019**  
**12<sup>th</sup> – 16<sup>th</sup> September 2019**  
**12<sup>th</sup> – 16<sup>th</sup> December 2019**

# LCL

## Supply Chain Management

**Who should attend?**

This course is suitable for procurement, warehouse and supply chain practitioners and commercial management, who are looking to obtain leading edge supply chain efficiencies and competitive edge for themselves and their organisation.

**Learning Objectives**

- To appreciate the key features, both operational and financial of effective supply chains
- To apply global best practice strategies within their own environment
- To develop cost and operational efficiency initiatives for each component of the supply chain
- To effectively manage inventory and warehouse efficiency strategies
- To ensure compliance with major quality, environmental and safety standards
- To make informed financial and operational decisions regarding supply chain operations
- To equip themselves and their organisation with global best practice strategies
- To contribute effectively to overall organisational profitability

**Course Content**

- Role and Importance of Supply Chain
- Overview of supply chain functions within the organization
- Procurement – the Gateway to the Supply Chain
- Defining the role and responsibilities of the procurement function
- Spend area analysis – strategic v tactical
- The Strategic Warehouse
  - Defining the role and responsibilities of the warehouse function
- The supply chain compass
- Strategic Logistics
- Defining the role and responsibilities of the logistics function
- Utilizing the supply chain compass
- Bringing it all Together
- Full day of practical exercises – delegates will create and test a cohesive supply chain strategy optimized for maximum operational and cost efficiency plus safety and environmental compliance

## Inventory Planning and Control

**Who should attend?**

This course is suitable for procurement; warehouse and supply chain practitioners, commercial management and inventory managers, who are looking to obtain leading edge inventory efficiencies and competitive edge for both themselves and their organisation.

**Learning Objectives**

- To appreciate the impact of inventory upon the profitability of the organisation
- To effectively record, manage and measure inventory costs
- To apply category management thinking
- To understand and apply: MRP, JIT, Kaizen, Kanban strategies
- To harness data to: manage and influence demand curves, plan effective resource utilisation and reduce cost
- To establish effective inventory management controls
- To implement and report on KPI performance
- To appreciate the importance of audit trails and transparency
- To apply risk management techniques to inventory management
- To take away specific action plans to further develop their role and organisational benefit

**Course Content**

- Overview of the Inventory Management Function
- The role and impact of inventory management within the organisation Key objectives and responsibilities of Inventory management specialists
- Inventory Classification and Audit
- Effectively classifying inventory – strategic v tactical, rotation speed
- Effective Forecasting and Peak Demand Planning
- Effective value judgement – cost benefit analysis of volume discount v internal cost/operational impact
- Inventory Cost Reduction Techniques
- Strategic inventory cost reduction – step targeting + continuous
- Improvement
- Performance Management
- Key performance metrics – operational, financial, compliance and environmental
- Effective KPI reporting
- Engaging staff colleagues in progress reporting – including cascading, visuals, team motivation

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**7<sup>th</sup> – 11<sup>th</sup> March 2019**  
**11<sup>th</sup> – 15<sup>th</sup> July 2019**  
**7<sup>th</sup> – 11<sup>th</sup> November 2019**

# LCL

## Total Quality Management (TQM)

### Who should attend?

- Project managers looking to enhance quality within their projects
- Operations managers seeking to embed TQM within their areas of responsibility
- Administration managers responsible for developing and improving core business processes
- Quality Assurance managers wishing to initiate or develop quality management within their organisation
- Organisational development managers seeking to implement cultural change programmes
- Senior managers looking to develop or improve their company's customer focus

### Learning Objectives

- To achieve a deep understanding of the principles of TQM, with emphasis on placing customer needs at the centre of corporate objectives
- To evaluate the concept of 'best practice' in quality management with particular attention to identifying quality standards and installing continuous improvement planning
- To evaluate the skills and resources needed to implement total quality management processes, to enable cost-effective achievement of world class standards

### Course Content

- Principles of TQM
- The TQM philosophy
- Focusing on the needs of internal and external customers
- Diagnosing Quality Problems
- Understanding the problem
- Recording & correcting defects
- Tools and Techniques to Improve Quality
- Quality assurance and inspection
- Statistical process control
- Quality Management Methodologies
- Traditional TQM approaches
- Business Process management
- TQM Critical Success Factors
- A Committed leadership
- Overcoming resistance to change

## Facilities Management (FM)

### Who should attend?

The course is applicable for beginners in the industry as well as those practitioners with limited experience in the field. It is also relevant for staff working in a facilities management environment as well as existing facilities managers.

### Learning Objectives

- To develop an understanding of the role of the facilities manager
- To understand the requirements of facilities management within the organisation
- To identify the skills and competencies required by a facilities manager
- To develop the required ability to implement best practice FM operations
- To understand the various risks and safety issues within facilities management
- To implement and manage maintenance programmes
- To manage and control contractors' performance and costs

### Course Content

- Role of the Facilities Management
- Team within the Organisation
- Overview of facilities management
- Key Elements of Facilities Management
- Understanding the organisational goals and objectives
- Health, Safety, Environmental and Workplace Legislations
- Health and Safety at work
- Handling workplace law
- Maintenance and Repairs
- Preventative maintenance management
- Management and Control
- Managing internal customer service and expectations
- Managing risk
- Controlling costs



**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

**25<sup>th</sup> – 29<sup>th</sup> April 2019**

**25<sup>th</sup> – 29<sup>th</sup> July 2019**

**31<sup>st</sup> Oct – 4<sup>th</sup> Nov 2019**

# LCL

## Maintenance Management

**Who should attend?**

The course is designed to provide delegates with a direct responsibility for maintenance strategy and or maintenance planning, including Maintenance Managers, Quality Managers and Supervisory maintenance staff with a full end to end maintenance strategy and implementation process.

**Learning Objectives**

- To develop an understanding of the role and contribution of the maintenance function within the organisation
- To understand and apply statistics to enhance maintenance planning
- To understand the various risks and safety issues within maintenance systems planning
- To implement and manage maintenance programmes
- To manage and control contractors' performance and costs

**Course Content**

- Health, Safety, Environmental and Workplace Legislation
- Health and Safety at work
- Handling workplace law
- Environmental efficiency
- Role & Contribution of the Maintenance Function within the Organisation
- Overview of the maintenance function
- Key Maintenance Strategies
- Developing preventative maintenance strategy
- Utilising Key Methodologies within Maintenance
- Calculating mean time between failure
- The "Bath tub" failure model
- Managing Maintenance Systems
- Managing the maintenance budget
- Variance analysis & corrective actions

## Business Process Management

**Who should attend?**

- Operations managers looking to increase the efficiency and effectiveness of their parts of the organisation
- Administration managers responsible for developing and improving core business processes
- Quality Assurance managers wishing to apply quality management principles to systems and management procedures
- Organisational development managers seeking to implement cultural change programmes

**Learning Objectives**

- To understand the role and purpose of business processes
- To re-engineer a range of processes effectively
- To define key process inputs, outputs and impacts
- To engage with key stakeholders in relation to organisational processes
- To address the "people dimension" of process management
- To support redesigned business process with effective systems and policy
- To implement a business process improvement plan

**Course Content**

- Principles of Business Process Management
- Purpose and function of Business Processes
- Methodologies for process improvement
- Improving Business Processes
- Identifying root causes of process problems
- Cause and effect analysis
- Analysing effectiveness and efficiency
- Process Management – the People Dimension
- Engaging with process stakeholders
- Critical success factors in managing people and business change
- Tools & Techniques to improve Business Processes
- Process mapping
- Gap analysis
- Implementing a new Process Plan
- Securing commitment from the leadership team
- Overcoming resistance to new ways of working Piloting process improvements

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**11<sup>th</sup> – 15<sup>th</sup> April 2019**  
**30<sup>th</sup> Aug – 2<sup>nd</sup> Sep 2019**  
**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## Effective Tendering and Supplier Relationship Management

### Who should attend?

Delegates who have a sound knowledge of basic procurement principles and/or account or bid management and who are looking for new and innovative ways of achieving competitive edge for their team and organisation.

### Learning Objectives

- To develop effective procurement strategies for their organisation across multiple spend areas
- To appreciate and apply advanced supplier tendering and selection techniques
- To understand and leverage the relationships between commercial requirements and contractual frameworks in supplier negotiation
- To construct effective tenders, contractual frameworks and performance agreements
- To effectively manage supplier/vendor relationships and performance
- To take away specific action plans to further develop their role and organisational benefit

### Course Content

- Developing Effective Procurement
- Role and objectives of procurement
- Buying behaviours
- Tendering and Tender Management
- Developing effective tendering – including full tender, PQQ, RFI, RFP, RFQ, ITT and ITN
- Supplier Selection
- Supplier selection – developing and sharing advanced evaluation criteria
- Expectations of both the supplier and buyer in auditing and compliance
- Legal Frameworks and Contract Award
- Principles of international contract law
- Effective Supplier Relationship Management
  - Effective and equal supplier relationship management: emotional vs. intellectual

## Occupational Health & Safety

### Who should attend?

- Professionals with Health & Safety Management roles in their organisations
- Directors, managers, supervisors, administrators with responsibility for staff and who need to expand their understanding of their duty-of-care
- Professionals who need to expand their understanding of the impact and relevance of a health & safety management system to their organisation

### Learning Objectives

- To understand the role and impact of a Health & Safety Management system
- To develop the skills to implement a health & safety management system
- To conduct effective internal audits and analyse the findings
- To effectively run a Health & Safety Management system
- To engage and work effectively with stake holders
- To develop and carry out continuous improvement measures based on facts
- To apply risk-based thinking when evaluating the context of the operation

### Course Content

- Overview of Management Systems and Standard
- Background and importance of standards
- The guiding principles of the Health & Safety Management System and its benefits
- Implementation and Operational Control
- Health & Safety Policy
- Top management commitment
- Legal Requirements
- Operation and Control
- Mapping out the system and documentation
- Emergency Preparedness
- Identification of potential accidents and other emergencies
- Appointment and training of person in-charge
- Internal Audit Measuring and Monitoring
- Internal Audits Programme

**Course fee: N200,000 Lagos, Nigeria**

**Course fee: £2,450 London &**

**Dubai**

**Dates:**

**23<sup>rd</sup> – 27<sup>th</sup> May 2019**

**26<sup>th</sup> – 30<sup>th</sup> September 2019**

# LCL

## Finance for Non-Financial Managers

### Who should attend?

Delegates from all sectors who have a need to understand financial statements and principles in order to improve their own knowledge and to benefit their area of responsibility within the organisation. The course covers both the key financial principles and crucially enables delegates to understand and build each financial tool via fully supported practical sessions within a safe environment.

### Learning Objectives

- To understand and build effective budgets
- To understand and build effective costings
- To understand and interpret; balance sheet, profit & loss, and cash flow statements

### Course Content

- The Profit & Loss (P&L) Statement
- Format and content of the P&L statement
- Understanding the principles behind the numbers
- The Balance Sheet
- Format and content of the balance sheet
- Cash-Flow Forecasts
- The importance of cash flow
- The format and content of the cash-flow forecast
- Building Effective Budgets
- The format and content of budgets
- Ensuring accurate information

## Budgeting and Cost Control

### Who should attend?

- The non-finance professional
- Managers
- Aspiring managers

### Learning Objectives

- To understand the Finance fundamentals
- To highlight the budgeting process and what is involved
- To learn how to measure budgetary performance
- To explore the different cost control measures
- To look beyond the financials

### Course Content

- Understanding
- Finance Fundamentals
- Making sense of accounting jargon
- The various types of profit
- Budgeting Process
- Different types of budgets
- How to monitor your budget
- Calculating variances and what they mean
- Evaluating Cost Control
- Highlight the different types of costs
- The use of cost centres and other cost control techniques
- Measuring Performance
- The use of relevant ratios and what they mean
- Reading financial statements
- Decision-making and Looking Beyond the Financials
- Decision-making with breakeven analysis
- Awareness of the non-financial implications of budgeting

**Duration: 1 week**  
**Course fee: £2,550, N200,000**

**Dates:**

**14<sup>th</sup> – 18<sup>th</sup> March 2019**

**13<sup>th</sup> – 17<sup>th</sup> June 2019**

**12<sup>th</sup> – 16<sup>th</sup> September 2019**

**12<sup>th</sup> – 16<sup>th</sup> December 2019**

# LCL

## Financial Analysis and Reporting

### Who should attend?

Delegates from all sectors who have a need to understand financial analysis and International Financial Reporting Standards (IFRS) in order to improve their own knowledge and to benefit their area of responsibility within the organisation.

### Learning Objectives

- To understand and apply effective financial and risk analysis
- To effectively interpret financial reports
- To understand the key principles and application of IFRS
- To appreciate the impacts of capital composition structures
- To conduct effective investment appraisals

### Course Content

- Interpreting financial reports
- Key ratio analysis – P&L Account
- Key ratio analysis – Balance Sheet
- The principles and impact of IFRS
- Key principles of IFRS
- The IFRS standards
- Capital Composition Structures
- Forms of capital composition
- The impact of gearing
- Investment Appraisal
- Establishing investment outcomes – pure return, defensive, income led, strategic
- Risk Analysis
- The concept of risk analysis
- Probability analysis
- Scale and impact analysis
- Integrating risk analysis within investment strategy

## Financial Analysis, Budgeting and Reporting

### Who should attend?

This course is designed for executives and managers who need, or wish, to understand the various financial aspects of business. It will be appropriate for those who wish to learn the concepts, processes and techniques of budgeting and how these key principles impact on financial reporting.

A course for those who may be held accountable for financial performance, this is a nicely packaged course for professionals who need to understand business information on both a micro and a macro level.

### Learning Objectives

- To understanding the fundamentals of Finance
- To highlight the budgeting process and what is involved
- To measure budgetary performance
- To explore the different cost control measures
- To look beyond the financials
- To understand the key principles and application of IFRS
- To appreciate the impacts of capital composition structures
- To conduct effective investment appraisals
- To build and manage complex budgets

### Course Content

- Understanding Finance Fundamentals
- The various types of profit
- Budgeting Process
- Different types of budgets
- Calculating variances
- Evaluating Cost Control
- Highlight the different types of costs
- Measuring Performance
- The use of relevant ratios and what they mean
- Decision-making and Looking Beyond the Financials
- Awareness of the non-financial implications of budgeting
- The principles and impact of IFRS
- Key principles of IFRS
- Capital Composition Structures
- Forms of capital composition
- The impact of gearing
- Investment Appraisal
- Establishing investment outcomes – pure return, defensive, income led, strategic
- Risk Analysis
- The concept of risk analysis

**Duration: 1 week**  
**Course fee: £2,650,**  
**N200,000**

**Dates:**

**21<sup>st</sup> – 24<sup>th</sup> March 2019**

**20<sup>th</sup> – 24<sup>th</sup> June 2019**

**19<sup>th</sup> – 23<sup>rd</sup> September 2019**

**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## Corporate Financial Planning

### Who should attend?

Delegates from all sectors who have responsibility and input into financial planning within their organisation, or who are financial practitioners looking to develop leading edge financial planning skills for themselves and their organisation.

### Learning Objectives

- To understand the role and function of management accounting
- To plan financially for Mergers and Acquisitions (M&A)
- To enhance financial management systems within the organisation
- To appreciate options and opportunities within capital and debt restructuring
- To understand the role and impact of the Treasury function

### Course Content

- Effective Financial Management Systems
- Key features and benefits of effective financial management systems
- Role and Function of Management Accounting
- Key functions and impacts of management accounting
- Financial Planning for Mergers and Acquisitions (M&A)
- Establishing capital requirements for M&A
- Sources of funding and their financial evaluation
- Capital and Debt Restructuring
- The concept of matched funding
- Options and opportunities within capital restructuring
- Effective Treasury Function
- Role and impact of the Treasury function
- Overview of financial instrument usage within Treasury
- Market & geographic risk Balancing Treasury investment portfolios

## Economic Crime and Fraud Prevention – Level 1

### Who should attend?

Delegates who have a direct responsibility for the detection and investigation of economic crime and fraud prevention, or who are looking to obtain specific skills within this area.

### Learning Objectives

- To appreciate and apply advanced revenue and fraud management strategies and processes
- To understand and leverage the relationships between commercial requirements and contractual frameworks whilst managing end client relationships and perceptions
- To construct effective contractual frameworks and performance agreements
- To take away specific action plans to further develop their role and organisational benefit

### Course Content

- Principles of Revenue Assurance and Fraud Management
- The importance and impact of revenue streams to the organisation
- The impact of revenue assurance and fraud management upon cash flow
- Developing Effective Revenue Assurance Strategies
- Constructing effective revenue assurance strategies Liaison with revenue assurance stakeholders within the organization
- Fraud Management
- Overview of potential fraudulent occurrences Creating effective anti-fraud strategies and processes Communicating organisational fraud combat strategies to stakeholders
- Audit
- The role of the audit function in combating economic crime and fraud
- Ensuring objectivity of the audit function
- The role and structure of the audit charter and audit committee
- Capturing organisational specific risk profiles via audit outputs

**Duration: 1 week**  
**Course fee: £2,550, N200,000**

**Dates:**

**29<sup>th</sup> Mar – 1<sup>st</sup> Apr 2019**

**27<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**

**26<sup>th</sup> – 30<sup>th</sup> September 2019**

**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## Economic Crime and Fraud Prevention – Level 2

### Who should attend?

Delegates who have a direct responsibility for the detection and investigation of economic crime and fraud prevention, or who are looking to obtain specific skills within this area.

### Learning Objectives

- To appreciate and apply advanced revenue and fraud management strategies and processes
- To understand and leverage the relationships between commercial requirements and contractual frameworks whilst managing end client relationships and perceptions
- To construct effective contractual frameworks and performance agreements
- To take away specific action plans to further develop their role and organisational benefits

### Course Content

- Economic Crime – by Organisations
- Money laundering
- Off shoring via corporate structures
- Working with global enforcement agencies
- Cyber Crime
- Opportunistic e-Crime overview
- Sophisticated e-Crime
- The Economic Crime-fighting Toolkit
- Financial analysis – practical systems and process
- Developing Defence Systems
- Overview of electronic defence systems
- Conducting Effective Audits
- Pre-audit planning
- Effective audit sampling techniques
- Recording findings during the audit
- Engaging effectively with stakeholders

## Internal Auditing – Level 1

### Who should attend?

Delegates who have some experience of auditing, either directly as an auditor or from within the financial function and who are looking to develop a focussed and best practice approach to the development of the internal audit function.

### Learning Objectives

- To understand the role of the internal audit function
- To enable the conduct of effective audits and reporting
- To combat the impacts of economic crime
- To engage with stakeholders
- To ensure objectivity of the audit team
- To develop effective internal audit structures

### Course Content

- The Role and Function of Internal Audit
- Key goals of the internal audit function
- Ensuring auditor objectivity
- Conducting Effective Audits
- Pre-audit planning
- Effective audit sampling techniques
- Audit Structures
- The role of the audit committee
- Developing the audit charter
- Economic Crime – by Organisations
- Money laundering
- Off-shoring via corporate structures
- Working with global enforcement agencies
- Audit Report Writing
- Ensuring objective comments
- Ensuring use of constructive language
- Improvement recommendations
- Continuous improvement techniques



**Duration: 1 week**  
**Course fee: £2,550, N200,000**

**Dates:**

**23<sup>rd</sup> – 27<sup>th</sup> May 2019**

**22<sup>nd</sup> – 26<sup>th</sup> August 2019**

**21<sup>st</sup> – 25<sup>th</sup> November 2019**

# LCL

## Internal Auditing – Level 2

### Who should attend?

Delegates who have experience of auditing, either directly as an auditor or from within the financial function and who are looking to further develop a focussed and best practice approach to the development of the internal audit function.

### Learning Objectives

- To develop the role of the audit function
- To contribute effectively to organisational audit strategy
- To engage continuous improvement and quality measurement within the audit function and wider organisation
- To present information effectively at a senior level
- To integrate new technology into the audit function

### Course Content

- Review of Key Audit
- Function Foundations
- Review of key action points
- Developing organisational specific risk matrices
- Risk-Based Auditing
- Identifying areas of risk
- Classifying and quantifying risk areas
- Conducting Effective Audits
- The role of the auditor as consultant
- Utilising audit reporting to inform organisational policy development Continuous improvement initiatives Measuring improvement – toolkit to objectively measure and demonstrate audit output improvements
- E-Crime
- Opportunistic E-Crime overview
- Engaging with the Audit Structure
- Making effective recommendations and business cases
- Presenting information effectively Contributing to the development of the long term audit strategy Raising the profile of internal audit within the organisation

## Internal Auditing – Level 3

### Who should attend?

Delegates who have experience of auditing, either directly as an auditor or from within the financial function and who are looking to further develop a focussed and best practice approach to the development of the internal audit function.

### Learning Objectives

- To develop the role of the audit function
- To contribute effectively to organisational audit strategy
- To engage continuous improvement and quality measurement within the audit function and wider organisation
- To present information effectively at a senior level
- To integrate new technology into the audit function

### Course Content

- Review of Key Audit
- Function Foundations
- Review of key action points
- Audit Reports –
- Working with Stakeholders
- Effective post audit de-briefing
- Root cause analysis
- The Use of Technology within
- Economic Crime Fighting
- Overview of new fraud prevention technology
- Voice analysis systems
- Effective Linkage of Organisational Systems
- Overview of key organizational systems – Finance, HR, Governance, CSR
- Closing the loopholes to assist in legal prosecution case efficiency Ensuring true staff policy compliance
- Engaging with External Auditors
- The key role and objectives of external audit
- Ensuring availability of evidence

**Duration 1 Week & 2 Weeks**  
**Course Fees: N200,000;**  
**N3000,000; \$2,250; \$ 5,500**

**Dates:**

**16<sup>th</sup> – 27<sup>th</sup> May 2019**

**15<sup>th</sup> – 26<sup>th</sup> August 2019**

**14<sup>th</sup> – 25<sup>th</sup> November 2019**

# LCL

## Strategic Internal Auditing

**Who should attend?**

Delegates who have solid experience within auditing and who are now looking to contribute to the strategic development of the audit function both to equip themselves with additional skill-sets and enhance the level of protection and transparency afforded to the organisation via the proactive internal audit function.

**Learning Objectives**

- To understand the role and impact of the internal audit function
- To develop the role of the audit function
- To conduct effective and objective audits and reporting
- To contribute effectively to organisational audit strategy
- To engage and work effectively with stakeholders
- To recognise the threats of Economic Crime to the organization and develop effective audit responses
- To integrate new technology into the audit function

**Course Content**

- The Role and Function of Internal Audit
- Key goals of the internal audit function
- Conducting Effective Audits
- Pre-audit planning
- Effective audit sampling techniques
- Audit Structures
- The role of the audit committee
- Developing the audit charter
- Economic Crime – by Organisations
- Money laundering
- Off shoring via corporate structures
- Audit Report Writing
- Ensuring objective comments
- Risk Based Auditing
- Identifying areas of risk
- Conducting Effective Audits
- The role of the auditor as consultant
- E-Crime
- Opportunistic E-Crime overview
- Engaging with the Audit Structure
- Making effective recommendations and business cases

## International Financial Reporting Standards (IFRS)

**Who should attend?**

Delegates who have a good basic knowledge of finance principles and who are looking for best practice and structured ways of achieving leading edge strategic delivery both in planning and implementation of IFRS.

**Learning Objectives**

- To understand the role and purpose of IFRS
- To effectively scope and plan IFRS adoption/migration strategies
- To manage implementation throughout all financial functions in a structured way whilst still maintaining the financial management system
- To effectively engage with key stakeholders
- To ensure audit teams are fully prepared
- To leverage the organisational benefits of IFRS

**Course Content**

- Key Principles of Global Accounting Standards
- The background and development of global accounting standards
- Effective Implementation Strategy
- The strategic planning process roadmap
- Effective IFRS Migration
- Critical success factors in implementing IFRS
- Ensuring effective reporting of progress
- Continuous Improvement
- Investment leverage strategies
- Funding leverage strategies
- Bringing it all Together
- Practical instructor facilitated half-day session where delegates will develop IFRS implementation project plans specific to their organisation, utilising the learning from the previous 4 days



**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

**29<sup>th</sup> Mar – 1<sup>st</sup> Apr 2019**

**27<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**

**26<sup>th</sup> – 30<sup>th</sup> September 2019**

**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

# LCL

## International Public Sector Accounting Standards (IPSAS)

### Who should attend?

Delegates who have a good basic knowledge of finance principles and who are looking for best practice and structured ways of achieving leading edge strategic delivery both in planning and implementation of IPSAS.

### Learning Objectives

- To understand the role and purpose of IPSAS
- To effectively scope and plan IPSAS adoption/migration strategies
- To manage implementation throughout all financial functions in a structured way whilst still maintaining the financial management system
- To effectively engage with key stakeholders
- To ensure audit teams are fully prepared
- To effectively achieve IPSAS Compliance

### Course Content

- Key Principles of Global Accounting Standards
- The background and development of global accounting standards
- Underlying financial principles
- Effective Implementation Strategy
- The strategic planning process roadmap
- Mapping regional standards to global accounting standards
- Resource planning
- The IPSAS Standards
- Review of current IPSAS Standards
- The correct application of individual IPSAS Standards
- Overcoming key challenges
- Preparation of IPSAS Compliant Financial Statements
- Key IPSAS requirements within financial statements
- Producing the statement of financial position
- Producing the statement of financial performance

## Treasury Management

### Who should attend?

Delegates who have either a direct input into Treasury activity or delegates who have a responsibility for overall financial management and who are seeking innovative and best practice Treasury Management methodologies.

### Learning Objectives

- To understand the role and impacts of effective Treasury Management
- To develop balanced treasury portfolios
- To effectively manage risk both in treasury and within the fraud arena
- To measure and manage fraud reduction
- To report effectively internally and externally
- To ensure compliance with Basel 2 and IFRS legislation

### Course Content

- The Role and Function of Treasury
- Understanding the role and function of treasury – key outputs
- Overview of financial strategies for treasury
- Practical Treasury Management
- Critical success factors in implementation
- Effective controls throughout implementation – operational, financial Stakeholder and public reporting and communication
- Effective Risk Management within Treasury
- Market risk factors
- Credit risk factors
- Risk Management – the Use of Financial Instruments
- The concept of hedging
- Building effective hedging strategies
- Hedging instruments – FX pairs, commodity, sector approach

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**

**18<sup>th</sup> – 22<sup>nd</sup> April 2019**

**18<sup>th</sup> – 22<sup>nd</sup> July 2019**

**17<sup>th</sup> – 21<sup>st</sup> October 2019**

# LCL

## Financial Risk Management

### Capital Markets and Regulation

**Who should attend?**

Delegates who have either a direct input into Treasury activity or senior managers within finance who are looking to obtain leading edge understanding of Capital Markets in order to inform and develop their organisational financial strategy.

**Learning Objectives**

- To understand the components and options available within Capital Markets
- To integrate Capital Market options within Treasury Strategy
- To appreciate the risk factors within Capital Markets and to develop effective risk management strategies
- To understand the regulatory frameworks within Capital Markets

**Course Content**

- Overview of Capital Markets
- The function of the Capital Markets
- Sources of capital within the marketplace
- Capital Market –
- Investment Options
- Government bonds
- Corporate bonds
- Financial Instruments
- within the Capital Market
- The use of futures contracts
- The use of derivatives
- Effective Financial Analysis
- Key investment analysis ratios
- Key credit analysis ratios
- Sources of Funding within Capital Markets
- Mutual funds
- Stock market listings –
- AIM and FTSE100
- Venture Capital
- Developing the investment prospectus

**Who should attend?**

Delegates who have either a direct or indirect responsibility for financial risk management within their organisation. The course fully equips delegates with the necessary skills, tools and templates to develop or enhance their approach to financial risk management.

**Learning Objectives**

- To understand the concept and impacts of effective financial risk management
- To effectively classify, quantify and mitigate a range of financial risks
- To integrate financial risk management within overall organisational risk management initiatives
- To develop a structured robust financial risk management system for their organisation

**Course Content**

- The Role and Impact of
- Financial Risk Management
- The concept of risk management
- Identifying key areas of financial risk
- Credit Risk
- Types of credit risk
- Default risk and impact
- Market Risk
- Types of market risk
- Equity risk
- Interest rate risk
- Liquidity Risk
- Overview of liquidity risk
- Market liquidity
- Corporate Governance
- Financial risk management as part of
- organisational risk management Integrating risk management within Governance policies and structures

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**31<sup>st</sup> May – 3<sup>rd</sup> Jun 2019**  
**26<sup>th</sup> – 30<sup>th</sup> September 2019**

# LCL

## Financial Modelling

### Who should attend?

- Financial practitioners who are looking to develop their financial modelling skills
- Managers seeking to explore the benefits of financial modelling for their organisation

### Learning Objectives

- To appreciate the key concepts of financial modelling and techniques
- To examine the importance, implications and uses of financial modelling in both organisational decision making and strategy implementation
- To appreciate the analytical tools available within financial modelling.
- To provide hands-on model design and construction

### Course Content

- Role & Function of Financial Modelling
- The use and impact of financial models within the public sector
- Financial modelling and scenario planning.
- Practical Financial Modelling
- Developing the base model
- Identification, creation and linkage of sub-models
- Financial Ratio Analysis
- Integration of financial ratio analysis within financial models
- Capital structure models
- Financial Statements
- Integration of budgets & forecasting within financial models
- Effective Risk Management
- Overview of risk factors within financial modelling
- Developing effective risk management strategies

## Insurance Portfolio Management

### Who should attend?

Effective insurance portfolio management is designed for delegates from within the insurance sector with direct responsibility for overall commercial and risk management, including underwriting staff, risk managers, and compliance managers.

### Learning Objectives

- To understand the key financial portfolio dynamics
- To appreciate and manage concentration risk
- To measure and monitor liquidity position
- Effectively rebalance and manage the insured portfolio

### Course Content

- Key Insurance Portfolio Dynamics
- Overview of insurance portfolio dynamics
- Premium vs. risk exposure
- Effective Portfolio
- Risk Management
- Understanding the concept of risk
- Concentration risk
- Practical Portfolio Stress Testing
- Multi-variate scenario planning concepts
- Legal Aspects of Portfolio Management
- Overview of global regulatory frameworks
- Continuous Improvement
- Use of technology – including financial modelling & fraud detection
- Enhancing the underwriting process to reduce risk
- Enhancing the claims validation process
- The impact of the loss adjuster role

**Duration: 1 week**  
**Course fee: £2,450, N200, 000**

**Dates:**

**3<sup>rd</sup> – 6<sup>th</sup> May 2019**

**1<sup>st</sup> – 5<sup>th</sup> August 2019**

**7<sup>th</sup> – 11<sup>th</sup> November 2019**

# LCL

## Strategic Human Resources Management – Level 1

- Senior HR professionals who would like enhance their HR strategy development skills
- Senior executives who would like have greater understanding of new HR trends

### Learning Objectives

- To explore new HR recruitment strategies
- To develop a greater understanding of Performance Management systems
- To enhance their ability to develop a more strategic approach towards learning and development in organisational context
- To understand the importance of designing a reward strategy and to learn how an effective reward strategy is developed

### Course Content

- The Framework of HR Strategy
- The resource-based view of
- Strategic HRM
- Best practice vs Best fit strategy
- Resourcing Strategy
- The strategic HRM approach to resourcing
- Integrating business and resourcing strategies
- Learning and Development Strategy
- Strategic Human Resource Development
- Elements of human resource development
- Performance Management
- The evolution of performance management
- Reward Strategy
- Why have a reward strategy
- Guiding principles

## Strategic Human Resources Management – Level 2

### Who should attend?

- Senior HR executives who wish to develop a greater understanding of new HR trends
- HR functional managers who are in charge of shifting human resource management towards a strategic role in the organisation

### Learning Objectives

- To design a talent management system which is linked to the organisation's strategic plan
- To plan a knowledge management system designed to retain and develop knowledge within the organisation
- To develop greater understanding of succession planning that contributes towards future organisational goals
- To keep up-to-date with new technological development of HR software

### Course Content

- Strategic Human
- Resources Strategy
- Types of HR strategy
- Resourcing strategy
- Talent Management Strategy
- Talent management defined
- The process of talent management
- Knowledge Management Strategies
- The process of knowledge management
- Sources and types of knowledge
- Succession Planning
- Effective Succession Planning
- Software Applications, Analytics and
- HR decisions
- Software options and Optimal
- HCM practice
- Enterprise Resource
- Planning software

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**9<sup>th</sup> – 13<sup>th</sup> May 2019**  
**5<sup>th</sup> – 9<sup>th</sup> September 2019**

# LCL

## Managing Organisational Change

### Who should attend?

- Operations managers responsible for minimizing the cost of change
- Managers who would like to enhance their knowledge of change management and how it can be managed strategically

### Learning Objectives

- To gain a broad understanding of change factors in today's environment
- To identify your role as the change agent
- To develop a strategic approach towards the change process
- To design a change management process for your organisation

### Course Content

- Transforming Organisations
- Why firms fail
- Common errors
- Successful change. Organisational Change
- Developmental change
- Transitional change
- Transformational change.
- The Eight-stage Process – Part 1
- Establishing a sense of urgency
- Creating the guiding coalition
- Developing a vision and strategy
- The Eight-stage Process – Part 2
- Empowering employees for broad- based action
- Generating short-term wins
- System Approaches to Change
- What is a system?
- The intervention strategy
- The three phases of intervention

## Strategic Organisational Change

### Who should attend?

- Senior directors who drive the organisation's strategic planning
- Operations managers responsible for minimizing the cost of change

### Learning Objectives

- To develop a strategic approach towards the change process
- To gain an in-depth analysis of the change process and System Leadership approaches
- To enhance your critical system thinking as a lead on change process
- To attain a greater understanding of change factors in uncertain times and how to manage them

### Course Content

- Strategic Change Management:
- The Eight-stage Process
- Establishing a sense of urgency
- Creating the guiding coalition Developing a vision and a strategy Communicating the change vision Empowering employees for broad- based action
- Critical Systems Thinking
- An open systems approach to organisational analysis
- Benefits of systems thinking
- System dynamics
- The Systematic Leadership Approach
- The goal of systematic leadership
- Systematic leadership as Transformational leadership
- Systematic Leadership and Strategy
- Adaptation and the learning organization
- Leading Change in uncertain times
- The impact of uncertainty on our working lives

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**13<sup>th</sup> – 17<sup>th</sup> June 2019**  
**10<sup>th</sup> – 14<sup>th</sup> October 2019**

# LCL

## Recruitment and Selection

### Who should attend?

- HR Directors who are in charge of designing a fit-for-business resourcing strategy
- HR professionals who would like to enhance their knowledge of recruitment and selection
- Resourcing managers who would like to enhance their recruitment skills to ensure ROI

### Learning Objectives

- To gain a greater understanding of integrating business and resourcing strategies
- To understand the employee value proposition and how to develop a resourcing plan, and retention & flexibility strategies
- To develop skills to design a fit for business recruitment plan
- To learn how branding impact quality of recruitment and how to create your brand
- To strengthen organisation on-boarding strategy to ensure ROI

### Course Content

- Resourcing Strategy
- The strategic HRM approach to resourcing
- Integrating business and resourcing strategies
- Prepare to Recruit
- Network marketers
- Recruiting principles Connect with more people Assemble your tools
- A Recruitment Process fit for purpose
- The overall process
- Choosing and engaging with an agency supplier.
- Attraction and Assessments
- How to develop a great recruitment brand
- Indirect and direct candidate attraction methods
- On-boarding
- Completing the recruitment process
- On-boarding from day one and beyond
- Transitioning into your team
- • Joined-up recruitment

## Performance Management

### Who should attend?

- HR directors who would like to ensure organisational performance management is fit to deliver organisational objectives
- HR professionals who are in charge of design and implementation of performance management system
- HR Professionals who would like to keep up-to-date with the latest development in monitoring organisational performance

### Learning Objectives

- To gain a greater understanding of the evolution of performance management systems
- To understand the importance of psychological contracts in organisations and how it influences performance
- To enhance knowledge of today's performance management challenges
- To understand key components of evidence-based performance management
- To develop a robust performance management system
- To learn how to address underperformance within organisations
- To understand the importance of reward strategy and how it should be embedded into performance management systems

### Course Content

- The Evolution of Performance Management
- The beginnings and the thereafter
- Merit-rating
- Issues in Performance Management
- Factors influencing performance
- Psychological contract
- Performance Management Process and the Skills
- Setting goals
- Providing feedback
- 360-degree feedback
- Applications of Performance Management
- Managing organisational performance
- Performance management and human capital management
- The Development of Performance Management

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**13<sup>th</sup> – 17<sup>th</sup> June 2019**  
**17<sup>th</sup> – 21<sup>st</sup> October 2019**

# LCL

## Training and Development

### Who should attend?

- Senior L&D/HR practitioners responsible for decision-making at either operational, tactical or more strategic level or those involved in the implementation of processes of learning and talent development strategies
- L&D practitioners who understand the strategic direction of the organisation
- L&D managers who want to ensure that their function provides a cost-effective results-driven service aligned to business objectives

### Learning Objectives

- To lead the initiation, development and implementation of learning and development strategies and activities
- To critically analyse and evaluate the formulation and implementation of processes of learning and talent development strategies for defining and achieving current and future effectiveness at organisational, group and individual levels
- To appreciate the potential and appropriateness of a range of learning and talent development strategies, policies and methods
- To understand the key components of a strategic knowledge management system

### Course Content

- Learning and Development Strategy
- Strategic Human
- Resources Development
- Elements of human resource developments
- Needs Assessment
- Training wants vs training needs
- Needs assessment frequency
- Six Sigma and DMADDI model
- Six Sigma in the training world
- Six Sigma Model
- Talent Management Strategy
- Talent management defined Knowledge Management Strategies
- The process of knowledge management

## Conflict Resolution

### Who should attend?

- Managers who would like to increase their team productivity and therefore have to deal with conflicts
- HR professionals who are in charge of employee relations and whose aim is to create a more positive working environment
- Individuals within the organisation whose job involves dealing with conflict and would like to enhance their conflict resolution skills

### Learning Objectives

- To understand the of nature of conflict in the workplace and the reasons behind it
- To develop conflict management skills
- To gain an understanding of the stages of conflict resolution
- To understand the purpose of mediation and to learn what it involves

### Course Content

- Understanding Conflict in the Workplace
- Common contributions to conflicts
- Understanding what people bring to conflict.
- Resolving conflict between two or more of your employees.
- Developing a plan and preparing for a meeting
- Starting a mediation meeting and creating a working agenda
- Using additional resources to resolve the conflict
- Keeping the team focused during the conflict
- Conflict when you are one of the people involved
- Identifying what both sides want
- Asking for a meeting to talk about conflict
- Sitting down to talk through the issues
- Mediation
- Defining mediation
- Mediation processes



**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**7<sup>th</sup> – 11<sup>th</sup> March 2019**  
**4<sup>th</sup> – 8<sup>th</sup> July 2019**  
**21<sup>st</sup> – 25<sup>th</sup> November 2019**

# LCL

## Human Resources Analytics – Level 1

### Who should attend?

- Human Resources Directors who would like to strengthen their position in the boardroom
- HR professionals who would like to go the extra mile in developing a robust HR strategy
- HR professionals lacking scientific data who would like to measure the contribution of HR towards organisational performance

### Learning Objectives

- To understand the reasoning behind predictive analytics and its benefits
- To explore various levels of analytics and their uses; showing the evolution of metrics into predictive analytics
- To learn about the predictive management model and the HCM:2I model
- To appreciate risk assessment as a fundamental part of modern human capital management
- To learn an evidence-based approach using advanced analytics in developing a collaborative workplace, and for selecting and motivating people
- To stay up-to-date with HR software development and options available
- To learn how to change HR service delivery into a value-generating process

### Course Content

- Introduction to Predictive Analytics
- What is Analytics?
- Why is Analytics important? The value of insight
- The language of Metrics and Analytics
- HCM:2I
- The big picture and the value of
- Statistical Analytics
- Strategic choice and
- Advanced Analytics
- HCM practice choice and
- Advanced Analytics
- Human Science and Selection decisions
- Optimising selection and promotion decisions Talent
- Human Science and Incentives
- Incentive Contracts
- Complexity Theory and
- Incentive Contracts

## Human Resources Analytics – Level 2

### Who should attend?

- Human Resources Directors who would like to strengthen their position in the boardroom
- HR professionals who would like to go the extra mile in developing a robust HR strategy
- HR professionals lacking scientific data who would like to measure contribution of HR towards organisational performance

### Learning Objectives

- To understand the reasoning behind predictive analytics and its benefits
- To appreciate the HCM:2I model
- To learn an evidence-based approach using advanced analytics in developing a collaborative workplace, and for selecting and motivating people
- To develop Workforce Planning that replaces gap-analysis with the concept of generating human capability
- To learn how to change HR service delivery into a value-generating process

### Course Content

- HR Analytics in a nutshell
- What is Analytics?
- HCM:2I
- Software Applications, Analytics and HR decisions
- Software options and Optimal HCM practice
- Enterprise Resource
- The new face of Workforce Planning
- Human Resources vs Human Capital Planning
- Quality Employee
- Turning data into Business Intelligence
- What are Metrics?
- Avoiding common metrics mistakes
- How to Interpret data
- Predictive Analytics for Human Capital Management



**Duration: 1 week**  
**Course fee: £2,450, N200,000**

**Dates:**  
**27<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**  
**31<sup>st</sup> Oct – 4<sup>th</sup> Nov 2019**

# LCL

## Training the Trainer

### Who should attend?

- L&D professionals who would like to ensure a fit-for-purpose training and development strategy
- HR professional who would like to increase ROI of training plans
- Trainers who would like to enhance their skills in delivering purposeful training

### Learning Objectives

- To gain an understanding of the adult learning process and how to conduct a Needs Assessment
- To develop skills to adjust delivery of training based on different learning styles
- To enhance their ability to select, design and develop an active-training method
- To strengthen their ability to create a positive learning environment to encourage participation
- To develop training evaluation methods to ensure ROI

### Course Content

- Assessing Needs and understanding
- Adult Learners
- How to conduct a Needs
- Assessment process
- Training Styles
- Trainer characteristics and competencies
- Selecting, Designing, and Developing
- Active-training Methods
- Cooperative learning
- Creating an active-learning environment
- Delivering Training
- Creating a positive learning environment
- Presentation skills
- Using visual aids
- Evaluating Training
- When to evaluate
- Whom to involve

## Succession Planning

### Who should attend?

This course is designed for HR managers, and organisational managers, who wish to develop the understanding and ability to produce effective resourcing plans, manage talent and develop robust succession plans within organisations.

### Learning Objectives

- To understand the link between Succession Planning, Talent Management and Performance Management
- To highlight the role of Human Resources in forecasting future needs of business and to formulate strategies for attracting, retaining and developing skilled individuals
- To develop future leaders from within while retaining intellectual/operational expertise
- To develop a targeted approach to identify the competencies needed for specific positions
- To design a succession planning process and an effective monitoring and evaluation technique

### Course Content

- Effective Succession Planning
- Building the leadership pipeline
- Links between succession planning and talent development process
- The Role of HR
- Links with business planning
- Forecasting future needs and strategic alignment
- Managing Learning and Development
- Strategic approach to
- support succession planning
- Developing the Succession
- Planning Process
- Link strategic and workforce planning decisions
- Effective Monitoring and Evaluation
- Monitoring and evaluation
- Tracking selections from talent pool

**Duration: 1 week**  
**Course fee: £2,450, N200,000**

### Date

**17<sup>th</sup> – 21<sup>st</sup> October 2019 (London)**

**7<sup>th</sup> – 11<sup>th</sup> November 2019**

**27<sup>th</sup> Nov – 1<sup>st</sup> Dec 2019 (South Africa)**

# LCL

## Public Relations Management – Level 1

### Who should attend?

- Those new to PR Management
- Those who need to understand the rapidly changing media environment
- PR Executives, Assistants and Researchers
- Marketing Executives and Assistants
- Those in PR in public sector, private sector and not-for-profit organisations
- Those in PR at the national, regional and community level
- Those working for international, global or supranational organisations

### Learning Objectives

- To practise PR successfully in their organisation
- To assess the range of approaches, methods and techniques required
- To apply the tactics
- To write successfully
- To manage PR events and activities

### Course Content

- What is PR – Public Relations?
- Objectives and key elements of Public Relations Importance, benefits and challenges of Public Relations management
- PR Channels
- Print media and its current and likely future role in PR
- Television and the impact it can have
- Writing for all Media
- What makes a good story?
- How to win and keep readers' attention
- Target Markets
- Requirements of target audiences and stakeholders What are your competitors doing and how successfully?
- PR Events and Activities
- Events: organising and attending
- Exhibitions: organising, exhibiting and attending
- Visits: to your organisation by media and journalists

## Public Relations Management – Level 2

### Who should attend?

- PR Managers, Executives and Assistants
- Marketing Managers, Executives and Assistants
- Those in PR in public sector, private sector and not-for-profit organisations
- Those in PR at the national, regional and community level
- Those working for international, global or supranational organisations
- Those who need to understand the rapidly changing media environment

### Learning Objectives

- To strengthen current management, structures, methods and techniques of PR
- To create a successful PR plan
- To overcome the challenges of project managing the implementation of the plan
- To make an impact with appropriate market analysis, management and results measurement
- To maximise the Return on Investment (ROI) of PR

### Course Content

- What you are Promoting?
- PR to promote organisation's vision, mission and strategy
- Benefits of products and services
- Target messages for specific audiences, stakeholders and markets
- Social Media and Multi-media
- Understanding the scope, power and immediacy of these media
- Five Steps for a Successful PR Plan
- Agree your objectives, set targets and quantify results
- Appropriate channels, methods and mix
- Media Relations
- What do you want from editors, journalists and their media?
- What do they need from you?
- Press Conferences and Interviews
- Managing press conferences and dealing with journalists' enquiries

**Duration: 1 week**  
**Course fee: £2,650, N200,000**

**Dates:**

- 16<sup>th</sup> – 20<sup>th</sup> May 2019 (Nigeria)**
- 20<sup>th</sup> – 24<sup>th</sup> June 2019 (London)**
- 15<sup>th</sup> – 19<sup>th</sup> August 2019**
- 31<sup>st</sup> Oct – 4<sup>th</sup> Nov 2019 (Ghana)**
- 21<sup>st</sup> – 25<sup>th</sup> November 2019 (Nigeria)**
- 11<sup>th</sup> – 15<sup>th</sup> December 2019 (South Africa)**

# LCL

## Public Relations Management – Level 3

**Who should attend?**

- Directors of Public Relations
- Directors of Marketing
- Senior Public Relations Managers
- Company Directors General Managers Senior Managers
- Advisors at Ministerial level in government departments
- Advisors to Directors and top Managers in other organisations
- Those in public sector, private sector and not-for-profit organisations
- Those at the national, regional and community level
- Those working for international, global or supranational organisations
- Owners or account directors in public relations consultancies

**Learning Objectives**

- To discuss common PR challenges
- To be able to find workable solutions
- To be up-to-date with advances in PR techniques, methodologies and tools
- To evaluate PR opportunities, challenges and risks
- To exchange ideas on what makes a successful PR campaign
- To analyse the key features of PR which will minimise the risks
- To learn how to manage a crisis productively
- To study pro-active and reactive PR
- To learn from the experience of others

**Course Content**

- Importance of internal
- PR for your organisation
- What employees expect from you
- Planning a Successful PR Campaign
- Agree strategic objectives globally, nationally, regionally, locally
- Advising and Developing
- Senior People
- Clarify the key elements which comprise reputation

## Strategic Public Relations Management

**Who should attend?**

- PR Managers, Executives and Assistants
- Marketing Managers, Executives and Assistants
- Those in PR in public sector, private sector and not-for-profit organisations
- Those in PR at the national, regional and community level
- Those working for international, global or supranational organisations

**Learning Objectives**

- To plan and manage the structures, methods and techniques of Strategic PR
- To develop and create a successful PR Strategy
- To overcome the challenges of implementation
- To measure the results and impact – Key Performance Indicators (KPIs)
- To maximise the Return on Investment (ROI) of Strategic PR

**Course Content**

- What is PR – Public Relations?
- Objectives and key elements of Public Relations
- Print media and its current and likely future role in PR
- Writing for all Media
- What makes a good story?
- Target Markets
- Requirements of target audiences and stakeholders What are your competitors doing and how successfully?
- PR Events and Activities
- Events: organising and attending
- Exhibitions:
- Social Media and Multi-media
- Understanding the scope, power and immediacy of these media
- Five Steps for a Successful PR Plan
- Agree your objectives, set targets and quantify results
- Media Relations
- What do you want from editors, journalists and their media?
- Press Conferences and Interviews
- Managing press conferences and
- dealing with journalists' enquiries

**Duration: 1 week**  
**Course fee: £2,450 N200,000**

**Dates:**

- 13<sup>th</sup> – 17<sup>th</sup> June 2019 (Dubai)**
- 8<sup>th</sup> – 12<sup>th</sup> August 2019 (Nigeria)**
- 29<sup>th</sup> Aug – 2<sup>nd</sup> Sep 2019 (London)**
- 24<sup>th</sup> – 28<sup>th</sup> October 2019 (Ghana)**
- 4<sup>th</sup> – 8<sup>th</sup> December 2019 (South Africa)**

# LCL

## Protocol and Travel Management – Level 1

**Who should attend?**

- Protocol managers and travel managers, who are experienced but who would like a refresher
- Protocol officers & executives, and travel officers & executives who would like to develop their expertise and skills
- Meetings organisers, to help them incorporate protocol and travel needs in their planning
- Public relations and communication managers to promote knowledge and understanding of how protocol and travel management contributes to successful public relations
- Public relations officers and public relations executives who would like to develop their knowledge, understanding and their skills relating to what is required in the protocol and travel management function
- Communications officers and communications executives

**Learning Objectives**

- To develop and strengthen management protocol and travel functions
- To ensure the delivery of a high quality service to all users in the most cost-effective way
- To understand the process, procedures and requirements for all documents
- To develop the skills of delegates using relevant, inter-active, up-to-date, practical tools and techniques
- To organise events that run smoothly

**Course Content**

- Managing the Protocol and
- Travel Management Function
- Role and responsibilities of the function
- Exhibitions, Conferences, Visits and
- Events – National and International
- Planning and organising events, conferences and visits
- Organising, exhibiting at or attending exhibitions
- The Right Documents, at the
- Right Time, in the Right Place
- Organising passports, processing visas and overcoming the complexities and problems
- Accommodation and International
- Travel Requirements
- Factors to choose and book the most appropriate hotels and rooms
- Budgeting and Cost Control
- Budgeting accurately and meaningfully

## Protocol and Travel Management – Level 2

**Who should attend?**

- Travel directors, senior managers, operations managers and their deputies
- Protocol directors, senior managers, operations managers and their deputies
- PR directors, senior managers, managers and their deputies
- Heads of travel and protocol departments
- International relations directors and managers
- All those who are involved in the welcoming of visitors to their country or sending their staff overseas
- Those who have some experience of travel and protocol management but who would like to develop a more strategic approach and understand its importance in that context

**Learning Objectives**

- To contribute to the achievement of the strategic vision of an organisation through protocol and travel management
- To develop and promote the corporate profile and reputation through protocol and travel management
- To revise, refresh and develop qualities and skills for efficient protocol and travel management
- To plan and organise national and international travel and accommodation for your staff when they are travelling and for visitors to your country
- To strengthen relationships and develop powerful communication skills
- To ensure that meetings at home and abroad achieve objectives
- To create realistic budgets and control costs
- To reduce the impact of unexpected emergencies and crises

**Course Content**

- Project Management in Protocol and Travel
- Communication Skills Required
- Qualities required: questioning and active listening
- Risks – Disruption to Travel:
- Pro-active Management
- Identification, evaluation and management of threats and risks
- Building and Maintaining
- Strong Relationships
- Principles of durable relationships
- Meetings at Home and Abroad
- Pre-meeting preparation including seating, translators, interpreters, and timings

**Duration: 1 week**  
**Course fee: £2,450 N200,000**

### Dates

**13<sup>th</sup> – 17<sup>th</sup> June 2019 (Dubai)**  
**8<sup>th</sup> – 12<sup>th</sup> August 2019 (Nigeria)**  
**29<sup>th</sup> Aug – 2<sup>nd</sup> Sep 2019 (London)**  
**24<sup>th</sup> – 28<sup>th</sup> October 2019 (Ghana)**  
**14<sup>th</sup> – 18<sup>th</sup> November 2019 (Nigeria)**

# LCL

## Protocol and Events Management – Level 1

### Who should attend?

- Protocol officers, protocol executives and assistants
- Event officers, events executives, conference organisers, Exhibition organisers, and meetings organisers & assistants
- Customer relations officers, customer relations executives and assistants
- Public relations officers and public relations executives
- Communications officers, communications executives and researchers

### Learning Objectives

- To develop and strengthen the management of protocol and event functions
- To learn the tips and avoid the traps of organising efficient events
- To extend and apply skills of communication to promote successful events
- To identify risk and understand how to minimise its impact
- To analyse and apply the factors which ensure that events come in on time and to budget

### Course Content

- Managing The Protocol and Events Function
- Role and responsibilities of the functions, internal and external teams
- Exhibitions, Conferences, Visits and
- Events – National And International
- Planning and organising events, conferences and visits
- Organising, exhibiting at or attending exhibitions
- Trade visits and the protocol for them
- Communication Appropriate for
- Guests, Audiences and Stakeholders
- Written communication to
- prevent misunderstandings
- Oral communication including talking, listening and understanding
- Risk and Crisis Management for
- Different Events
- Identifying all the possible risks for an event
- Budgeting and Cost Control

[www.labamanconsultltd.com](http://www.labamanconsultltd.com)

## Protocol and Events Management – Level 2

### Who should attend?

- Protocol senior managers, protocol managers and assistants
- Events - senior managers, events - project planners, conference project planners, exhibition managers and meetings managers
- Customer relations senior managers
- Public relations senior managers
- Communications senior managers

### Learning Objectives

- To develop the knowledge of managing protocol and events
- departments and teams
- To apply the principles of project management to planning and organising and holding successful events
- To develop and apply the core skills of PR and marketing for event promotion
- To understand the key factors in building and maintaining strong relationships
- To ensure that meetings at home and abroad achieve strategic objectives

### Course Content

- Protocol and Event Management
- Role and Responsibilities
- Managing the protocol and events function
- Project Management in
- Protocol and Events
- Project management principles and approach applied to events
- PR and Marketing for
- Successful Events
- PR and Marketing for
- Successful Events
- Building and Maintaining
- Strong Relationships
- Principles of durable relationships
- Building strong relations with your internal clients, suppliers, agents and contacts
- Meetings at Home and Abroad
- Pre-meeting preparation including seating, translators, interpreters, and timings



**Duration: 1 week**  
**Course fee: £2,450**

**Dates:**

**7<sup>th</sup> – 11<sup>th</sup> March 2019**

**4<sup>th</sup> – 8<sup>th</sup> July 2019**

**20<sup>th</sup> – 25<sup>th</sup> November 2019**

# LCL

## Corporate Social Responsibility – Level 1

### Who should attend?

- Executives involved in strategic and operational functions, including finance, corporate strategy, human resources, supplier or community relations, and government affairs
- Senior managers involved in setting up corporate governance or CSR initiatives
- Corporate lawyers who wish to improve their understanding of new company law developments concerning corporate responsibility
- Stakeholder managers responsible for their organisation's dealings with the community, their employees and elsewhere
- Managers involved in developing, implementing and monitoring change programmes to improve standards of corporate behaviour and business conduct

### Learning Objectives

- To understand why Corporate Social Responsibility is important in the public and private sectors
- To examine how organisational behaviour is impacted by CSR
- To develop skills to initiate or improve CSR programmes in their organisations
- To discover the legal duties company directors must observe concerning CSR
- To examine examples of good and bad business behaviour across different industrial sectors

### Course Content

- What is Corporate Social Responsibility and Why Does it Matter?
- The pressure for change
- Best Practice in CSR – Corporate
- Approaches on the Key Topics
- Codes of Practice
- The Business Case for
- Corporate Social Responsibility
- The Strategic Imperatives involved
- Changing the Organisation to Include CSR
- Developing the CSR corporate vision
- Developing and Implementing the CSR plan
- What should be in the CSR plan?

## Corporate Social Responsibility – Level 2

### Who should attend?

- Corporate Affairs managers and officers
- CSR managers and officers
- Corporate strategists
- Community Relations managers and officers
- HR, Administration and Environmental managers concerned with CSR planning and implementation
- Project managers responsible for developing and implementing CSR projects
- Communications managers and officers responsible for internal and external reporting on sustainability

### Learning Objectives

- To describe how Corporate Social Responsibility is important in the public and private sectors
- To develop and improve their community relations activities
- To interpret the impact of CSR on the reputation of the organisation
- To plan, initiate or improve CSR programmes
- To report on their sustainability programmes

### Course Content

- The Significance and Relevance of
- Corporate Social Responsibility
- What is the scope of CSR?
- Who is involved? – CSR stakeholders
- Sustainability in Purchasing
- Managing a responsible Supply
- Chain
- The Ethical Trading Initiative Base
- Code
- Community Relations and
- Environmental Sustainability
- Working effectively with host
- Communities
- CSR Standards and Reporting
- Sustainability Reporting frameworks
- The Global Reporting Initiative
- CSR Perspectives
- The politics of CSR
- Creating shared value Ethical



**Duration: 1 week**  
**Course fee: £2,450 N200,000**

**Dates:**

**18<sup>th</sup> – 22<sup>nd</sup> March 2019**

**18<sup>th</sup> – 22<sup>nd</sup> April 2019**

**18<sup>th</sup> – 22<sup>nd</sup> July 2019**

**17<sup>th</sup> – 21<sup>st</sup> October 2019**

# LCL

## Strategic Marketing, Brand Management & Public Relations

### Who should attend?

- Marketing Directors and Managers
- Brand Directors and Managers
- Public Relations Directors and Senior Managers
- Company Directors
- Senior Managers
- Those who would like to strengthen, develop and enhance their Strategic Marketing skills
- Advisers at Ministerial level in government departments
- Advisers to Directors and top Managers
- Owners or account directors in public relations consultancies

### Learning Objectives

- To plan, implement and obtain the desired results from all Strategic Marketing and Public Relations
- To obtain the highest return on investment (ROI) from the Strategic Marketing
- To create, promote, protect and manage the organisation's brand, products and services
- To apply the appropriate approach, structures, methods and techniques of Public Relations
- To fully utilise the rapidly changing media environment

### Course Content

- Benefits of Strategic Marketing
- What is Strategic Marketing?
- Objectives and key elements
- Consumer and Market Research
- Advantages and disadvantages of 15 types of research
- Brand Management
- What is a brand, its key characteristics and why do people buy a brand?
- Social Media and Multi-media
- Understanding the scope, power, complexity and immediacy
- Issues and Crises:
- PR to Manage Impact on the Brand
- Anticipate potential sources of a crisis and mitigate the risks
- Appoint crisis leaders, teams and allocate resources required

## Media Relations

### Who Should Attend?

- Corporate and government spokespersons
- Public Relations and Media Relations Managers
- Marketing and Communications Managers
- Owners and directors of PR consultancies
- CEOs, Directors and Staff who undertake media interviews

### Learning Objectives

- To understand how media works and benefit from effective media relations
- To identify story types and how they should be 'pitched' to editors
- To gauge the importance of stories and how media will assess them
- To plan a successful press conference and give winning interviews
- To relate to and understand the importance of new and social media

### Course Content

- How to establish successful
- Media Relations
- Understanding the difference
- between media relations and public relations
- Pitching stories successfully
- Identifying reporters' beats and understanding their importance
- Identifying the importance of stories
- Deciding whether a story is for all media or specific news outlets
- Press Conferences and Interviews
- Planning, preparing, implementing and following up a press conference
- Techniques for New media
- Media relations and the 24 hour news phenomenon



# LCL

**Duration: 1 week**  
**Course fee: £2,450 N200,000**

**Dates:**  
**4<sup>th</sup> – 8<sup>th</sup> April 2019**  
**30<sup>th</sup> Aug – 2<sup>nd</sup> Sep 2019**  
**19<sup>th</sup> – 23<sup>rd</sup> December 2019**

## Social Media Management

### Who should attend?

Experienced PR and marketing professionals, directors, managers and facilitators.

### Learning Objectives

- To understand how to create digital impact in an increasingly competitive social landscape
- To build, implement and monitor engaging social campaigns using contemporary techniques
- To analyse the decisions required for maximising and monitoring audiences with diverse social media behaviours
- To learn advanced techniques to influence brand fandom for fast, long-term results

### Course Content

- Principles of the Contemporary
- Social Media Landscape
- Essential theories
- Social Media Platforms –
- An Analysis of Social Taxonomy
- Case-studies – analysis of who's doing what and how
- ROI: Distribution, Management and
- Monitoring for Success
- The distribution and monitoring toolset
- Matching the Conversation and the
- Story – Branding and Amplification via Events
- Communication for long-term branding – implementation at all levels
- Techniques for Creating and
- Maintaining Pervasiveness through ground-up Strategy Design for all Audiences
- Research, development and the production process
- Briefs, moodboards, treatments and pitches
- How to write for social media
- Experiential, immersive storytelling

## International Relations

### Who should attend?

- Directors of International Public Relations
- Directors of International Marketing
- Directors of Public Relations
- Directors of Marketing
- Senior Public Relations Managers
- Company Directors
- General Managers
- Senior Managers

### Learning Objectives

- To raise the profile of your organisation and your country internationally
- To build a brand internationally and maintain an international reputation abroad
- To maximise opportunities across countries and between organisations
- To develop and strengthen relationships between countries and organisations
- To appreciate cultural differences for the promotion of political, commercial, business, social and cultural links
- Advisers at Ministerial level in government departments
- Advisers to Directors and top Managers in other organisations
- Those in public sector, private sector and not-for-profit organisations
- Those at the national, regional and community level
- Those working for international, global or supranational organisations
- Owners or account directors in public relations consultancies

### Course Content

- Benefits of International Relations
- Seven objectives of international relations Benefits and challenges of international
- Promoting your Organisation and Country Abroad
- Public relations to promote the vision, mission and strategy of your country and organisation internationally
- Target Countries, Sectors,
- Markets and Audiences

**Duration: 1 week**  
**Course fee: £2,450 N200,000**

**Dates:**  
**27<sup>th</sup> Feb – 4<sup>th</sup> Mar 2019 Nigeria**  
**26<sup>th</sup> Jun – 1<sup>st</sup> Jul 2019**  
**31<sup>st</sup> Oct – 4<sup>th</sup> Nov 2019**

# LCL

## Tourism Management

### Who should attend?

This course is designed for a range of delegates who have either a direct, or an indirect interest in creating a quality tourism provision, whether at a national, regional or local level, or in providing direct or indirect services to the tourism industry. There are a number of roles defined and outlined as part of the course, and these will be of interest to a number of positions within the tourism structure.

### Learning Objectives

- To introduce delegates to the important work of setting up and creating a truly effective Tourism and Guiding provision
- To learn and develop the processes, procedures and skills that underpin every quality tourism provision

### Course Content

- Travel and Tourism
- Key functions of both and their interdependence
- Travel – Business and leisure
- Marketing for Tourism
- What marketing is and how it operates
- Rationale for Tourism
- History of tourism
- The importance of tourists Identifying tourism attractions Signage
- Pilgrimages
- What tourists need and demand
- Tourism Infrastructure
- The tourism infrastructure
- The National Tourism Office (NTO) & Regional tourism
- Guiding Infrastructure
- Training of guides
- Certification of guides
- Setting standards
- Guiding skills

## Core Sales Skills – Level I

### Who should attend?

- Sales Executives and Sales Representatives
- Sales Team members
- Sales Account Managers
- Employees working as Sales support staff and/or sales admin
- Customer Service staff moving into a sales role

### Learning Objectives

- To develop the key toolkit of skills of successful sales people
- To learn the sales process & improve sales performance results To present your products/service having a key understanding of features and benefits and how to relate that to client needs
- To explore buyer motivation and discover how psychology affects winning or losing a sale
- To tailor your selling style to meet any situation and becoming more customer focused
- To overcome objections through good problem solving and winning sceptical buyers on your side
- To improve your communication and influence

### Course Content

- Selling – An Art or a Science
- Through interactive learning delegates will explore the factors that make excellent sales people
- How to raise personal standards in order to encourage profitability
- Effective Planning and Prioritising
- Account analysis, planning and time management
- How to plan your territory more productively
- Making Lasting Impressions
- Tuning in to your client's mindset and building trust
- Generate influence through matching body language and increased personal credibility
- Overcoming Objections
- How to deal with client objections and still get the sale
- 7 steps to maintain calm in adverse selling situations
- Winning the business
- 10 closing styles to suit your personality and clients buying style
- Overcoming any fear of asking for the business

**Duration: 1 week**  
**Course fee: N150,000**

**Dates:**

- 18<sup>th</sup> – 22<sup>nd</sup> March 2019**
- 11<sup>th</sup> – 15<sup>th</sup> April 2019**
- 11<sup>th</sup> – 15<sup>th</sup> July 2019**
- 10<sup>th</sup> – 14<sup>th</sup> October 2019**

# LCL

## Core Sales Skills – Level 2

**Who should attend?**

- Sales Executives and Account Handlers
- Sales Managers, Operations Managers and Account Managers
- Customer Service Managers and Relationship Managers

**Learning Objectives**

- To move towards a ‘consultative selling model’ rather than ‘simply transactional selling’
- To build more profound and lasting relationship with clients and developing a key account focus
- To identify the root cause of your client’s issues and offer the best solutions/services
- To know how to mix elements such as influence, product knowledge and people skills to increase the organisations profitability
- To use market and competitor knowledge to get the lead and carve the best solutions
- To maximise customer relationship management

**Course Content**

- Key Principles of Selling
- Increasing opportunities for new business
- Hitting and surpassing your targets
- Developing streams of income. new business vs. existing customers
- How to deal with client objections and still get the sale
- Maintaining professionalism during the sales process to create a long term focus while gaining short and mid- term wins
- Apply the ‘Aristotle Principle of Persuasion’

Sales Presentation and Pitching Mastery

- How to be more effective and charismatic during sales presentations
- Presentation challenges for individual client meetings vs. selling to a procurement team
- How to bring separate viewpoints together to still leave with a sale The elevator pitch

## Senior Secretaries and Personal Assistants’ Programme

**Who should attend?**

This course is ideal for administrators, office managers, executive secretaries and personal assistants seeking to build on essential practical skills to improve knowledge of office management and administration duties.

**Learning Objectives**

- To provide high standards of modern office practices and methods
- To enhance managerial capabilities and career growth
- To manage the work environment to fulfil both organisational success and individual performance
- To be able to communicate effectively, handling challenges and duties professionally with confidence

**Course Content**

- Office Organisation
- Practical solution-focused management skills
- Arranging Meetings and Taking Minutes
- Best practice for handling meetings
- Event Management
- Planning, arranging and monitoring events
- Verbal Communication Skills
- How to communicate clearly and concisely
- Written Communication Skills
- Report writing, structure, theme, and executive summary
- Aiming reports to different stakeholders

# LCL

## Course Fees

Include:

- Cost of tuition
- Consultant's preparation time
- Course material (in hard- and soft-copy formats)
- Pre-arrival documentation including visa support letters
- Complimentary Heathrow transfer (one-way) Welcome packs
- Lunches and light refreshments
- Internet access
- Accredited course certificates
- Course photographs
- Farewell gifts

## Bank

Payments should be made to:

- Account holder: Labaman Consult Ltd.
- Bank: First Bank Plc
- Account No: 0016580835

## Payment

Course fees MUST be paid at least 2 weeks prior to the course commencement.

Failure to make payment on time will result in an automatic cancellation.