

Training Catalogue

Corporate training, professional development and consultation programmes for organisations operating to international standards.

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EDITION 2026 · ISTANBUL, TURKEY

462
PROGRAMMES

21
DISCIPLINES

3
DELIVERY MODES

Capability built to a measurable standard.

462

PROGRAMMES

21

DISCIPLINES

3–20

DAYS PER MODULE

3

LEVELS

Tech Global Training & Consultation designs and delivers technical, managerial and professional development programmes for organisations across the public sector, industry and the non-profit field.

Every module in this catalogue is built around the same structure: a defined competency outcome, a curriculum that moves from principle to supervised practice, and an assessment point that shows what the participant can now do. Programmes are delivered by practitioners — engineers, auditors, counsel, HSE professionals and commercial managers — who still work in the fields they teach.

Programmes run as scheduled public courses in Istanbul, as in-house cohorts at the client's own site, and as live virtual delivery. In-house programmes are tailored to the client's systems, documentation and operating context before delivery begins.

HOW WE WORK

Diagnose	Competency gap analysis against role requirements and organisational objectives.
Design	Module selection, tailoring of case material and scheduling around operational load.
Deliver	Practitioner-led delivery with laboratory, site or studio work where the subject requires it.
Measure	Assessment, participant evaluation and post-programme transfer review.

READING A MODULE ENTRY

Code	Discipline prefix and module number, used for enrolment.
Level	Foundation, Intermediate or Advanced — indicates assumed prior knowledge.
Duration	Standard contact time. In-house cohorts may be condensed or extended.
Format	Classroom, live virtual, laboratory, studio or site-based delivery.
Core curriculum	The principal teaching pillars of the module.

Disciplines

01	Informatics Engineering & Telecommunication Technology · Engineers, IT & network specialists	42 programmes	5
02	Web Programming & Graphic Design Creative · Designers, creatives & media teams	18 programmes	13
03	Public Relations & Communication Communication · PR, media & corporate affairs teams	30 programmes	17
04	Quality Management Quality · Quality, process & operations staff	20 programmes	23
05	Training Management L&D · Training managers & L&D coordinators	10 programmes	28
06	Supply Chain Management & Warehousing Supply Chain · Supply chain, stores & procurement staff	21 programmes	31
07	Management, Leadership & Planning Leadership · Managers, supervisors & executives	29 programmes	36
08	Human Resources Management HR · HR practitioners & people managers	19 programmes	43
09	Secretarial & Office Management Administration · Executive assistants & office managers	20 programmes	47
10	Personal Productivity Personal Development · Professionals at all levels	10 programmes	52
11	Sales & Marketing Commercial · Sales, marketing & commercial teams	40 programmes	54
12	Project Management Projects · Project managers, engineers & planners	30 programmes	62
13	Occupational Health, Safety & Security HSE · HSE officers, supervisors & security staff	44 programmes	69
14	Maintenance, Operations & Repair Engineering · Maintenance & operations engineers	27 programmes	77
15	Accounting & Finance Finance · Finance staff & non-financial managers	25 programmes	83
16	Auditing & Assurance Assurance · Internal auditors & assurance teams	17 programmes	90
17	Law & Legal Legal · Legal counsel, contract & compliance staff	30 programmes	94

18	INGO & Non-Profit Management Non-Profit · NGO leadership, programme & CSR staff	9 programmes	100
19	English Language Language · All levels, placement tested	4 programmes	102
20	Special Needs Programmes — Visually Impaired Inclusive · Blind & visually impaired participants	7 programmes	103
21	Special Needs Programmes — Deaf & Hard of Hearing Inclusive · Deaf & hard-of-hearing participants	10 programmes	105

DISCIPLINE 01

Informatics Engineering & Telecommunication

42 PROGRAMMES · ENGINEERS, IT & NETWORK SPECIALISTS

Engineering-grade technical programmes covering networks, software, data platforms, cyber-security and telecommunication infrastructure. Delivered by practising engineers, each module balances architectural theory with hands-on laboratory work on live equipment and enterprise-class tooling.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	38 modules	3 modules	IET-01 to IET-42

WHAT THIS DISCIPLINE COVERS

- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

IET-01

INTERMEDIATE

ACMA Optical Fiber Cabling

Combines the theory of ACMA Optical Fiber Cabling with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of ACMA Optical Fiber Cabling
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-02

INTERMEDIATE

ACMA Coaxial Cabling

Works through ACMA Coaxial Cabling at design and implementation level, with lab exercises in configuration, measurement and fault isolation on live equipment.

CORE CURRICULUM

- Core framework of ACMA Coaxial Cabling
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-03

INTERMEDIATE

Artificial Intelligence

Builds applied capability in Artificial Intelligence through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Artificial Intelligence
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

10 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-04

INTERMEDIATE

CCNA Routing & Switching

Combines the theory of CCNA Routing & Switching with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of CCNA Routing & Switching
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

10 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-05**ADVANCED****CCNP Routing & Switching**

Works through CCNP Routing & Switching at design and implementation level, with lab exercises in configuration, measurement and fault isolation on live equipment.

CORE CURRICULUM

- Core framework of CCNP Routing & Switching
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
10 Days

FORMAT
Lab / Studio

LEVEL
Advanced

IET-06**INTERMEDIATE****Computer Design and Organization**

Builds applied capability in Computer Design and Organization through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Computer Design and Organization
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

IET-07**INTERMEDIATE****Data Mining & Survey Design and Data Analysis**

Develops practical engineering skill in Data Mining & Survey Design and Data Analysis, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Scope, terminology and governing principles
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

IET-08**INTERMEDIATE****Data Programming**

Takes Data Programming from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Data Programming
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

IET-09**INTERMEDIATE****Data Structures and Algorithms**

Builds applied capability in Data Structures and Algorithms through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Data Structures and Algorithms
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

IET-10**ADVANCED****Database Systems Internals**

Develops practical engineering skill in Database Systems Internals, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of Database Systems Internals
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Advanced

IET-11

INTERMEDIATE

Digital Communications: Modulation and Coding

Works through Digital Communications: Modulation and Coding at design and implementation level, with lab exercises in configuration, measurement and fault isolation on live equipment.

CORE CURRICULUM

- Core framework of Digital Communications: Modulation and Coding
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-12**

INTERMEDIATE

Digital Transmission

Develops engineering command of Digital Transmission, from topology and standards through commissioning, performance testing and documented handover.

CORE CURRICULUM

- Core framework of Digital Transmission
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-13**

INTERMEDIATE

Distributed Computer Systems Engineering

Develops applied capability in Distributed Computer Systems Engineering, moving from governing principles to supervised practice so that participants can work with confidence in enterprise technology environments.

CORE CURRICULUM

- Core framework of Distributed Computer Systems Engineering
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-14**

INTERMEDIATE

Distributed Multi-Media Systems

Equips participants to apply Distributed Multi-Media Systems to a professional standard, combining current best practice with structured exercises drawn from live enterprise technology environments.

CORE CURRICULUM

- Core framework of Distributed Multi-Media Systems
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-15**

INTERMEDIATE

Distributed Software Development and Management

Builds applied capability in Distributed Software Development and Management through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Distributed Software Development and Management
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-16**

INTERMEDIATE

Electronic Document Management Systems (EDMS)

Develops practical engineering skill in Electronic Document Management Systems, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of Electronic Document Management Systems
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-17

INTERMEDIATE

Enterprise Information Security

Addresses Enterprise Information Security across policy, technical control and human behaviour, preparing participants to identify exposure, apply layered controls and respond to incidents.

CORE CURRICULUM

- Core framework of Enterprise Information Security
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-18**

INTERMEDIATE

Enterprise Information Systems (EIS)

Builds applied capability in Enterprise Information Systems through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Enterprise Information Systems
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-19**

INTERMEDIATE

Hardware Design and Implementation

Develops practical engineering skill in Hardware Design and Implementation, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of Hardware Design and Implementation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-20**

INTERMEDIATE

Information Security Management

Covers Information Security Management as a managed system — assessment, control selection, monitoring, response and review — rather than a set of isolated measures.

CORE CURRICULUM

- Core framework of Information Security Management
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-21**

INTERMEDIATE

Information Technology in Organizations

Builds applied capability in Information Technology in Organizations through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Information Technology in Organizations
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-22**

INTERMEDIATE

Intelligent Networks

Combines the theory of Intelligent Networks with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of Intelligent Networks
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-23**INTERMEDIATE****IT Project Management**

Examines IT Project Management in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of IT Project Management
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-24****INTERMEDIATE****IT Security Policies and Procedures**

Covers IT Security Policies and Procedures as a managed system — assessment, control selection, monitoring, response and review — rather than a set of isolated measures.

CORE CURRICULUM

- Core framework of IT Security Policies and Procedures
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-25****FOUNDATION****Java Programming Basics**

Develops practical engineering skill in Java Programming Basics, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of Java Programming Basics
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Foundation**IET-26****INTERMEDIATE****Java-Spring MVC Framework & Web Services**

Takes Java-Spring MVC Framework & Web Services from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Java-Spring MVC Framework & Web Services
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-27****INTERMEDIATE****Microsoft Windows Server Services**

Builds applied capability in Microsoft Windows Server Services through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Microsoft Windows Server Services
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-28****INTERMEDIATE****Network and Computer Security**

Combines the theory of Network and Computer Security with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of Network and Computer Security
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-29

INTERMEDIATE

Network Design

Works through Network Design at design and implementation level, with lab exercises in configuration, measurement and fault isolation on live equipment.

CORE CURRICULUM

- Core framework of Network Design
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-30**

INTERMEDIATE

Network Design and Management

Develops engineering command of Network Design and Management, from topology and standards through commissioning, performance testing and documented handover.

CORE CURRICULUM

- Core framework of Network Design and Management
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-31**

INTERMEDIATE

Network Performance Management

Combines the theory of Network Performance Management with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of Network Performance Management
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-32**

INTERMEDIATE

Object-Oriented Analysis and Design

Takes Object-Oriented Analysis and Design from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Object-Oriented Analysis and Design
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-33**

INTERMEDIATE

Oracle - Programming with PL/SQL

Builds applied capability in Oracle - Programming with PL/SQL through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Oracle - Programming with PL/SQL
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-34**

INTERMEDIATE

Physical Layer of Communications

Combines the theory of Physical Layer of Communications with hands-on laboratory work, so participants can design, configure, test and troubleshoot infrastructure to recognised standards.

CORE CURRICULUM

- Core framework of Physical Layer of Communications
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

IET-35**INTERMEDIATE****Programming Languages & Their Implementation**

Takes Programming Languages & Their Implementation from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Programming Languages & Their Implementation
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Intermediate****IET-36****ADVANCED****Radio Planning and Optimization**

Develops engineering command of Radio Planning and Optimization, from topology and standards through commissioning, performance testing and documented handover.

CORE CURRICULUM

- Core framework of Radio Planning and Optimization
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Advanced****IET-37****INTERMEDIATE****SharePoint Operation and Applications**

Develops practical engineering skill in SharePoint Operation and Applications, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of SharePoint Operation and Applications
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Intermediate****IET-38****INTERMEDIATE****Software Design and Implementation**

Takes Software Design and Implementation from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Software Design and Implementation
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Intermediate****IET-39****INTERMEDIATE****Software Tools and Techniques**

Builds applied capability in Software Tools and Techniques through supervised practice on enterprise-class tooling, with emphasis on maintainability, security and documentation.

CORE CURRICULUM

- Core framework of Software Tools and Techniques
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Intermediate****IET-40****INTERMEDIATE****The Hardware/software Interface**

Develops practical engineering skill in The Hardware/software Interface, with participants building, testing and refining working solutions against realistic requirements and quality criteria.

CORE CURRICULUM

- Core framework of The Hardware/software Interface
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Lab / Studio****LEVEL****Intermediate**

IET-41**INTERMEDIATE****Web Programming**

Takes Web Programming from architecture to implementation, using structured lab exercises, code or configuration review and performance measurement.

CORE CURRICULUM

- Core framework of Web Programming
- Performance benchmarking and optimisation
- Security, resilience and fault tolerance
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**IET-42****INTERMEDIATE****Wireless Telecommunication**

Develops engineering command of Wireless Telecommunication, from topology and standards through commissioning, performance testing and documented handover.

CORE CURRICULUM

- Core framework of Wireless Telecommunication
- Documentation, governance and change control
- Troubleshooting methodology and root-cause isolation
- Architecture, protocols and design standards
- Hands-on laboratory configuration and testing

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

DISCIPLINE 02

Web Programming & Graphic Design

18 PROGRAMMES · DESIGNERS, CREATIVES & MEDIA TEAMS

Studio-based creative programmes spanning visual identity, digital illustration, motion, publishing and production software. Participants build a portfolio-ready body of work under art-direction supervision, applying commercial brief-to-delivery workflows used by agencies and in-house creative teams.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
6 modules	12 modules	0 modules	WGD-01 to WGD-18

WHAT THIS DISCIPLINE COVERS

- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

WGD-01

INTERMEDIATE

3D MAX Program

Develops applied capability in 3D MAX Program, moving from governing principles to supervised practice so that participants can work with confidence in commercial creative production.

CORE CURRICULUM

- Core framework of 3D MAX Program
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

WGD-02

INTERMEDIATE

Advertising and Graphic Design

Builds production skill in Advertising and Graphic Design through briefed studio exercises, with weekly critique on composition, craft and commercial fitness for purpose.

CORE CURRICULUM

- Core framework of Advertising and Graphic Design
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

WGD-03

INTERMEDIATE

Art Direction

Covers Art Direction end to end — concept, reference, execution and delivery-ready files — so participants can work to an external brief and defend their choices.

CORE CURRICULUM

- Core framework of Art Direction
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

WGD-04

FOUNDATION

Digital Painting Fundamentals (Photoshop)

A studio-led treatment of Digital Painting Fundamentals, progressing from concept and reference through production technique to a finished, portfolio-standard piece reviewed under art direction.

CORE CURRICULUM

- Core framework of Digital Painting Fundamentals
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Foundation

WGD-05

FOUNDATION

E-book Publishing Fundamentals

Builds production skill in E-book Publishing Fundamentals through briefed studio exercises, with weekly critique on composition, craft and commercial fitness for purpose.

CORE CURRICULUM

- Core framework of E-book Publishing Fundamentals
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Foundation**WGD-06**

INTERMEDIATE

Filmmaking Techniques

Covers Filmmaking Techniques end to end — concept, reference, execution and delivery-ready files — so participants can work to an external brief and defend their choices.

CORE CURRICULUM

- Core framework of Filmmaking Techniques
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**WGD-07**

FOUNDATION

Foundations of Branding for Designers

A studio-led treatment of Branding for Designers, progressing from concept and reference through production technique to a finished, portfolio-standard piece reviewed under art direction.

CORE CURRICULUM

- Core framework of Branding for Designers
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Foundation**WGD-08**

FOUNDATION

Foundations of Drawing Cartoon Characters for Animation "Maya"

Builds production skill in Drawing Cartoon Characters for Animation Maya through briefed studio exercises, with weekly critique on composition, craft and commercial fitness for purpose.

CORE CURRICULUM

- Core framework of Drawing Cartoon Characters for Animation Maya
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Foundation**WGD-09**

INTERMEDIATE

Illustrator Program

Covers Illustrator Program end to end — concept, reference, execution and delivery-ready files — so participants can work to an external brief and defend their choices.

CORE CURRICULUM

- Core framework of Illustrator Program
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**WGD-10**

INTERMEDIATE

InDesign Program

A studio-led treatment of InDesign Program, progressing from concept and reference through production technique to a finished, portfolio-standard piece reviewed under art direction.

CORE CURRICULUM

- Core framework of InDesign Program
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

WGD-11

FOUNDATION

Logo Design Essential

Builds production skill in Logo Design Essential through briefed studio exercises, with weekly critique on composition, craft and commercial fitness for purpose.

CORE CURRICULUM

- Core framework of Logo Design Essential
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Foundation

WGD-12

INTERMEDIATE

Characters Design Skills

Covers Characters Design Skills end to end — concept, reference, execution and delivery-ready files — so participants can work to an external brief and defend their choices.

CORE CURRICULUM

- Core framework of Characters Design Skills
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

WGD-13

FOUNDATION

Graphic Design Concepts

A studio-led treatment of Graphic Design Concepts, progressing from concept and reference through production technique to a finished, portfolio-standard piece reviewed under art direction.

CORE CURRICULUM

- Core framework of Graphic Design Concepts
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Foundation

WGD-14

INTERMEDIATE

Animation Design Standards

Builds production skill in Animation Design Standards through briefed studio exercises, with weekly critique on composition, craft and commercial fitness for purpose.

CORE CURRICULUM

- Core framework of Animation Design Standards
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

WGD-15

INTERMEDIATE

Cartoon Characters Drawing Techniques

Covers Cartoon Characters Drawing Techniques end to end — concept, reference, execution and delivery-ready files — so participants can work to an external brief and defend their choices.

CORE CURRICULUM

- Core framework of Cartoon Characters Drawing Techniques
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

WGD-16

INTERMEDIATE

Photography and Directing

A studio-led treatment of Photography and Directing, progressing from concept and reference through production technique to a finished, portfolio-standard piece reviewed under art direction.

CORE CURRICULUM

- Core framework of Photography and Directing
- Visual language, composition and colour theory
- Software mastery and production workflow
- Brief interpretation and concept development
- Studio critique and art-direction feedback

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Lab / Studio

LEVEL
Intermediate

WGD-17

INTERMEDIATE

A Free Workshop

Examines A Free Workshop in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of A Free Workshop
- Brief interpretation and concept development
- Studio critique and art-direction feedback
- File preparation, export and delivery standards
- Portfolio development and client presentation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

3 Days

FORMAT

Lab / Studio

LEVEL

Intermediate**WGD-18**

INTERMEDIATE

CorelDraw Program

Strengthens both the technical and the decision-making side of CorelDraw Program, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Core framework of CorelDraw Program
- File preparation, export and delivery standards
- Portfolio development and client presentation
- Visual language, composition and colour theory
- Software mastery and production workflow

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Lab / Studio

LEVEL

Intermediate

DISCIPLINE 03

Public Relations & Communication

30 PROGRAMMES · PR, MEDIA & CORPORATE AFFAIRS TEAMS

Reputation, media and stakeholder programmes for communication professionals operating in scrutinised environments. Modules combine communication theory with live simulation — media interviews, crisis statements, stakeholder briefings and campaign planning under realistic time pressure.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	28 modules	0 modules	PRC-01 to PRC-30

WHAT THIS DISCIPLINE COVERS

- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PRC-01

INTERMEDIATE

Bad News Communications

Develops professional capability in Bad News Communications, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Bad News Communications
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

PRC-02

FOUNDATION

Careers in Public Relations

Covers Careers in Public Relations from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Careers in Public Relations
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Foundation

PRC-03

INTERMEDIATE

Communication Conflicts and Solutions

Builds confident, controlled performance in Communication Conflicts and Solutions, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Communication Conflicts and Solutions
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

PRC-04

INTERMEDIATE

Communication Planning

Develops professional capability in Communication Planning, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Communication Planning
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

PRC-05

INTERMEDIATE

Creativity in PR and Communications

Covers Creativity in PR and Communications from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Creativity in PR and Communications
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-06

INTERMEDIATE

Effective Communication Tools

Builds confident, controlled performance in Communication Tools, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Communication Tools
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-07

INTERMEDIATE

Effective Speakers and Listeners

Develops professional capability in Speakers and Listeners, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Speakers and Listeners
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-08

INTERMEDIATE

Ethical Issues in Public Relations

Covers Ethical Issues in Public Relations from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Ethical Issues in Public Relations
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-09

INTERMEDIATE

Event Management and Public Relations

Builds confident, controlled performance in Event Management and Public Relations, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Event Management and Public Relations
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-10

INTERMEDIATE

Events and Conferences Management

Develops professional capability in Events and Conferences Management, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Events and Conferences Management
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PRC-11

INTERMEDIATE

International Public Relations

Covers International Public Relations from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of International Public Relations
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-12**

INTERMEDIATE

Key Target Audiences in PR

Strengthens both the technical and the decision-making side of Key Target Audiences in PR, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Core framework of Key Target Audiences in PR
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-13**

INTERMEDIATE

Law of Mass Communication

Develops professional capability in Law of Mass Communication, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Law of Mass Communication
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-14**

INTERMEDIATE

Media Relations Management

Covers Media Relations Management from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Media Relations Management
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-15**

FOUNDATION

Non-Verbal Communication

Builds confident, controlled performance in Non-Verbal Communication, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Non-Verbal Communication
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation**PRC-16**

INTERMEDIATE

Organizational Planning and Communications

Develops professional capability in Organizational Planning and Communications, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Organizational Planning and Communications
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

PRC-17

INTERMEDIATE

Persuasive Communication

Covers Persuasive Communication from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Persuasive Communication
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-18**

INTERMEDIATE

Public Relations and Media Skills

Builds confident, controlled performance in Public Relations and Media Skills, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Public Relations and Media Skills
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-19**

INTERMEDIATE

Public Relations Components and Planning

Develops professional capability in Public Relations Components and Planning, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Public Relations Components and Planning
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-20**

INTERMEDIATE

Public Relations Decision Making

Covers Public Relations Decision Making from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Public Relations Decision Making
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-21**

INTERMEDIATE

Public Relations in Practice

Builds confident, controlled performance in Public Relations in Practice, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Public Relations in Practice
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-22**

INTERMEDIATE

Public Relations Research, Planning, Analysis and Marketing

Develops professional capability in Public Relations Research, Planning, Analysis and Marketing, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Public Relations Research, Planning, Analysis and Marketing
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

PRC-23

INTERMEDIATE

Reputation Management in Social Media

Covers Reputation Management in Social Media from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Reputation Management in Social Media
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-24**

INTERMEDIATE

Social Media Networking in Public Relations

Builds confident, controlled performance in Social Media Networking in Public Relations, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Social Media Networking in Public Relations
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-25**

INTERMEDIATE

Social Projects and Public Relations

Develops professional capability in Social Projects and Public Relations, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Social Projects and Public Relations
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-26**

INTERMEDIATE

Technical Writing for Public Relations

Covers Technical Writing for Public Relations from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Technical Writing for Public Relations
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-27**

INTERMEDIATE

VIP Greetings and Protocol

Builds confident, controlled performance in VIP Greetings and Protocol, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of VIP Greetings and Protocol
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-28**

INTERMEDIATE

Professional Skills for Public Relations

Develops professional capability in Professional Skills for Public Relations, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Professional Skills for Public Relations
- Stakeholder mapping and audience insight
- Message architecture and narrative control
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

PRC-29

INTERMEDIATE

Technique of Dialogue and Impact

Covers Technique of Dialogue and Impact from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Technique of Dialogue and Impact
- Media engagement and spokesperson practice
- Campaign planning, budgeting and scheduling
- Digital and social channel management
- Evaluation, sentiment tracking and reporting

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PRC-30**

INTERMEDIATE

Contemporary Trends in Public Relations Management

Builds confident, controlled performance in Contemporary Trends in Public Relations Management, using simulation, peer review and structured coaching.

CORE CURRICULUM

- Core framework of Contemporary Trends in Public Relations Management
- Digital and social channel management
- Evaluation, sentiment tracking and reporting
- Stakeholder mapping and audience insight
- Message architecture and narrative control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 04

Quality Management

20 PROGRAMMES · QUALITY, PROCESS & OPERATIONS STAFF

Systems-driven quality programmes aligned to ISO 9001, TQM, Six Sigma and continuous-improvement disciplines. Each module moves from principle to implementation: process mapping, measurement design, audit readiness and the cultural change required to hold gains over time.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	17 modules	2 modules	QMS-01 to QMS-20

WHAT THIS DISCIPLINE COVERS

- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

QMS-01

INTERMEDIATE

Business Process Control

Takes Business Process Control from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of Business Process Control
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-02

ADVANCED

Business Process Reengineering "BPR"

Covers Business Process Reengineering BPR as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Business Process Reengineering BPR
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

QMS-03

INTERMEDIATE

Creating a Customer-Focused Organization

Builds a service standard around Creating a Customer-Focused Organization, covering expectation setting, recovery technique and the measurement that shows whether service is actually improving.

CORE CURRICULUM

- Core framework of Creating a Customer-Focused Organization
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-04

INTERMEDIATE

Customer Acceptance Criteria and Satisfaction

Develops front-line and supervisory capability in Customer Acceptance Criteria and Satisfaction, with role-play on difficult contacts and structured debrief on tone, control and resolution.

CORE CURRICULUM

- Core framework of Customer Acceptance Criteria and Satisfaction
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-05

FOUNDATION

Eight Quality Management Principles

Covers Eight Quality Management Principles as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Eight Quality Management Principles
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation**QMS-06**

INTERMEDIATE

Internal Auditing of Quality Management Systems

Develops the professional scepticism and method behind Internal Auditing of Quality Management Systems, with exercises in scoping, testing, evidence evaluation and escalation.

CORE CURRICULUM

- Core framework of Internal Auditing of Quality Management Systems
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**QMS-07**

INTERMEDIATE

ISO 9001 Standard, Consolidation, Implementing and Reflection

Takes ISO 9001 Standard, Consolidation, Implementing and Reflection from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of ISO 9001 Standard, Consolidation, Implementing and Reflection
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**QMS-08**

INTERMEDIATE

KAIZEN Continuous Improvement

Covers KAIZEN Continuous Improvement as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of KAIZEN Continuous Improvement
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

QMS-09

INTERMEDIATE

Managing Registration Projects

A practitioner-level treatment of Registration Projects, giving participants the frameworks, tools and judgement the subject demands in quality management systems.

CORE CURRICULUM

- Core framework of Registration Projects
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-10

INTERMEDIATE

Quality Management Systems

Takes Quality Management Systems from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of Quality Management Systems
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-11

INTERMEDIATE

Quality Measurement in Service Industries

Covers Quality Measurement in Service Industries as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Quality Measurement in Service Industries
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-12

INTERMEDIATE

Quality Specifications and Costs

Builds facilitation and analytical skill in Quality Specifications and Costs, so participants can run improvement activity and hold the gains after it ends.

CORE CURRICULUM

- Core framework of Quality Specifications and Costs
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-13

INTERMEDIATE

Root Cause Analysis

Takes Root Cause Analysis from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of Root Cause Analysis
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-14

INTERMEDIATE

Service Quality Management and Gap

Covers Service Quality Management and Gap as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Service Quality Management and Gap
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

QMS-15

ADVANCED

Six Sigma Quality Tools

Builds facilitation and analytical skill in Six Sigma Quality Tools, so participants can run improvement activity and hold the gains after it ends.

CORE CURRICULUM

- Core framework of Six Sigma Quality Tools
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

QMS-16

INTERMEDIATE

Successful Quality Management System

Takes Quality Management System from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of Quality Management System
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-17

INTERMEDIATE

Tools and Techniques for Performance Improvement

Covers Tools and Techniques for Performance Improvement as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Tools and Techniques for Performance Improvement
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-18

INTERMEDIATE

Total Quality Management "TQM"

Builds facilitation and analytical skill in Total Quality Management TQM, so participants can run improvement activity and hold the gains after it ends.

CORE CURRICULUM

- Core framework of Total Quality Management TQM
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

QMS-19

INTERMEDIATE

Total Quality Management Tools and External Benchmarking

Takes Total Quality Management Tools and External Benchmarking from principle to measurable result, using process mapping, data analysis and improvement tools applied to the participant's own operating environment.

CORE CURRICULUM

- Core framework of Total Quality Management Tools and External Benchmarking
- Process mapping, control and standardisation
- ISO-aligned documentation and evidence
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**QMS-20**

INTERMEDIATE

Zero Defects Quality Management

Covers Zero Defects Quality Management as an implemented system — documented procedure, evidence, measurement and audit readiness rather than theory alone.

CORE CURRICULUM

- Core framework of Zero Defects Quality Management
- Measurement systems, KPIs and dashboards
- Root-cause analysis and corrective action
- Continuous-improvement tools and facilitation
- Customer requirements and satisfaction data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 05

Training Management

10 PROGRAMMES · TRAINING MANAGERS & L&D COORDINATORS

The full training cycle for learning-and-development functions: needs analysis, plan and budget construction, delivery coordination, evaluation and return on investment. Modules equip training units to operate as a measured business function rather than an administrative service.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	6 modules	3 modules	TRM-01 to TRM-10

WHAT THIS DISCIPLINE COVERS

- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction
- Provider selection and delivery coordination
- Evaluation models and transfer of learning
- ROI calculation and executive reporting
- Systems, records and compliance administration

TRM-01

INTERMEDIATE

Analysis and Identification of Training Needs

Covers Analysis and Identification of Training Needs across the full learning cycle — needs analysis, design, delivery and evaluation — so activity can be planned, costed and measured as a business function.

CORE CURRICULUM

- Core framework of Analysis and Identification of Training Needs
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction
- Provider selection and delivery coordination
- Evaluation models and transfer of learning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
5 Days	Classroom / Live Virtual	Intermediate

TRM-02

INTERMEDIATE

Management and Measurement of Training and Development

Builds the systems and evidence base behind Management and Measurement of Training and Development, from competency gap data through plan and budget to transfer-of-learning review.

CORE CURRICULUM

- Core framework of Management and Measurement of Training and Development
- Provider selection and delivery coordination
- Evaluation models and transfer of learning
- ROI calculation and executive reporting
- Systems, records and compliance administration

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
5 Days	Classroom / Live Virtual	Intermediate

TRM-03

INTERMEDIATE

Management and Coordination of Training and Training Programs

Develops practical capability in Management and Coordination of Training and Training Programs, with participants producing plans, evaluation instruments and reporting formats during the module.

CORE CURRICULUM

- Scope, terminology and governing principles
- ROI calculation and executive reporting
- Systems, records and compliance administration
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

TRM-04

INTERMEDIATE

Measuring & Maximizing Training "ROI "

Covers Measuring & Maximizing Training ROI across the full learning cycle — needs analysis, design, delivery and evaluation — so activity can be planned, costed and measured as a business function.

CORE CURRICULUM

- Core framework of Measuring & Maximizing Training ROI
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction
- Provider selection and delivery coordination
- Evaluation models and transfer of learning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

TRM-05

ADVANCED

Strategic and Operational Training Plans Preparation

Builds the systems and evidence base behind Strategic and Operational Training Plans Preparation, from competency gap data through plan and budget to transfer-of-learning review.

CORE CURRICULUM

- Core framework of Strategic and Operational Training Plans Preparation
- Provider selection and delivery coordination
- Evaluation models and transfer of learning
- ROI calculation and executive reporting
- Systems, records and compliance administration

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

TRM-06

ADVANCED

Strategic Training Budget Development to Support Organizational Objectives

Develops practical capability in Strategic Training Budget Development to Support Organizational Objectives, with participants producing plans, evaluation instruments and reporting formats during the module.

CORE CURRICULUM

- Scope, terminology and governing principles
- ROI calculation and executive reporting
- Systems, records and compliance administration
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

TRM-07

INTERMEDIATE

Systems Thinking and a Systemic Approach to Managing Training

Covers Systems Thinking and a Systemic Approach to Managing Training across the full learning cycle — needs analysis, design, delivery and evaluation — so activity can be planned, costed and measured as a business function.

CORE CURRICULUM

- Scope, terminology and governing principles
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction
- Provider selection and delivery coordination
- Evaluation models and transfer of learning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

TRM-08

FOUNDATION

The Importance of Training and Training Courses in Organization

Builds the systems and evidence base behind Training and Training Courses in Organization, from competency gap data through plan and budget to transfer-of-learning review.

CORE CURRICULUM

- Core framework of Training and Training Courses in Organization
- Provider selection and delivery coordination
- Evaluation models and transfer of learning
- ROI calculation and executive reporting
- Systems, records and compliance administration

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

TRM-09

INTERMEDIATE

Training of Trainers

Develops practical capability in Training of Trainers, with participants producing plans, evaluation instruments and reporting formats during the module.

CORE CURRICULUM

- Core framework of Training of Trainers
- ROI calculation and executive reporting
- Systems, records and compliance administration
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

TRM-10

ADVANCED

Training Program Evaluation Process Management

Covers Training Program Evaluation Process Management across the full learning cycle — needs analysis, design, delivery and evaluation — so activity can be planned, costed and measured as a business function.

CORE CURRICULUM

- Core framework of Training Program Evaluation Process Management
- Training needs analysis and competency gaps
- Annual plan, calendar and budget construction
- Provider selection and delivery coordination
- Evaluation models and transfer of learning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

DISCIPLINE 06

Supply Chain Management & Warehousing

21 PROGRAMMES · SUPPLY CHAIN, STORES & PROCUREMENT STAFF

End-to-end supply chain and warehousing programmes covering procurement, inventory strategy, logistics, customs and storage technology. Modules use working data sets and warehouse case studies so that techniques can be applied directly to stock accuracy, cost and service-level performance.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
0 modules	19 modules	2 modules	SCW-01 to SCW-21

WHAT THIS DISCIPLINE COVERS

- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

SCW-01

INTERMEDIATE

Appropriate Warehouse Policy Development

Applies Appropriate Warehouse Policy Development to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Appropriate Warehouse Policy Development
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

SCW-02

INTERMEDIATE

Automated Storage and Retrieval System

Covers the planning and control disciplines behind Automated Storage and Retrieval System, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Automated Storage and Retrieval System
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

SCW-03

INTERMEDIATE

Customs Formalities and Bonded Warehousing

Develops operational command of Customs Formalities and Bonded Warehousing, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of Customs Formalities and Bonded Warehousing
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

SCW-04

ADVANCED

Developing an Inventory Strategy

Applies an Inventory Strategy to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of an Inventory Strategy
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

SCW-05

INTERMEDIATE

Efficient Management and Supply Chain Control

Covers the planning and control disciplines behind Efficient Management and Supply Chain Control, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Efficient Management and Supply Chain Control
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SCW-06**

INTERMEDIATE

International Transport, Logistics and Freight Rates

Develops operational command of International Transport, Logistics and Freight Rates, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of International Transport, Logistics and Freight Rates
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SCW-07**

INTERMEDIATE

Inventory Classification and Record Accuracy

Applies Inventory Classification and Record Accuracy to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Inventory Classification and Record Accuracy
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SCW-08**

INTERMEDIATE

Inventory Planning and Stock Control

Covers the planning and control disciplines behind Inventory Planning and Stock Control, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Inventory Planning and Stock Control
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SCW-09**

INTERMEDIATE

Logistics Requirements of a Supply Chain

Develops operational command of Logistics Requirements of a Supply Chain, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of Logistics Requirements of a Supply Chain
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SCW-10**

INTERMEDIATE

Procurement Planning and Bid Management

Applies Procurement Planning and Bid Management to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Procurement Planning and Bid Management
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

SCW-11

INTERMEDIATE

Production Management and Material Requirements Planning

Covers the planning and control disciplines behind Production Management and Material Requirements Planning, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Production Management and Material Requirements Planning
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-12**

INTERMEDIATE

Productivity and Audit of a Warehouse

Develops operational command of Productivity and Audit of a Warehouse, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of Productivity and Audit of a Warehouse
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-13**

INTERMEDIATE

Purchasing Management and Cost Saving Techniques

Applies Purchasing Management and Cost Saving Techniques to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Purchasing Management and Cost Saving Techniques
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-14**

INTERMEDIATE

Quality Logistics Operations Improvement

Covers the planning and control disciplines behind Quality Logistics Operations Improvement, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Quality Logistics Operations Improvement
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SCW-15

INTERMEDIATE

Resource Requirements of Warehousing

A practitioner-level treatment of Resource Requirements of Warehousing, giving participants the frameworks, tools and judgement the subject demands in supply chain and warehousing operations.

CORE CURRICULUM

- Core framework of Resource Requirements of Warehousing
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-16**

INTERMEDIATE

Storage and Material Handling Systems

Applies Storage and Material Handling Systems to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Storage and Material Handling Systems
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-17**

ADVANCED

Strategic Procurement Skills

Covers the planning and control disciplines behind Strategic Procurement Skills, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Core framework of Strategic Procurement Skills
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**SCW-18**

INTERMEDIATE

Supply Chain Management "SCM"

Develops operational command of Supply Chain Management SCM, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of Supply Chain Management SCM
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-19**

INTERMEDIATE

Supply Chain Risk Management

Applies Supply Chain Risk Management to real stock, supplier and movement data, giving participants techniques that translate directly into accuracy, service level and cost improvement.

CORE CURRICULUM

- Core framework of Supply Chain Risk Management
- Demand, inventory and replenishment planning
- Procurement process and supplier management
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SCW-20**

INTERMEDIATE

Technological Advancements Within a Warehouse in Supply Chain

Covers the planning and control disciplines behind Technological Advancements Within a Warehouse in Supply Chain, from data quality and classification through policy setting to performance review.

CORE CURRICULUM

- Scope, terminology and governing principles
- Warehouse layout, handling and storage systems
- Transport, customs and freight economics
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SCW-21**INTERMEDIATE**

Warehouse Control System

Develops operational command of Warehouse Control System, balancing availability, working capital and handling cost against measured service targets.

CORE CURRICULUM

- Core framework of Warehouse Control System
- Stock accuracy, classification and audit
- Cost, service-level and risk measurement
- Demand, inventory and replenishment planning
- Procurement process and supplier management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

DISCIPLINE 07

Management, Leadership & Planning

29 PROGRAMMES · MANAGERS, SUPERVISORS & EXECUTIVES

Leadership development from first-line supervision to executive strategy. Programmes blend behavioural diagnostics, decision-making under pressure, strategic planning technique and structured feedback, producing leaders who can set direction and carry teams through change.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	17 modules	11 modules	MLP-01 to MLP-29

WHAT THIS DISCIPLINE COVERS

- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

MLP-01

INTERMEDIATE

Modern Leadership Skills

Builds leadership capability in Leadership Skills, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Leadership Skills
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

MLP-02

ADVANCED

Strategic Leadership in the Third Millennium

Develops the judgement behind Strategic Leadership in the Third Millennium, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Strategic Leadership in the Third Millennium
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced

MLP-03

INTERMEDIATE

Management Motivation Skills

Covers Management Motivation Skills as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of Management Motivation Skills
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-04

INTERMEDIATE

Leadership & Decision-Making in Crisis & Emergency Situations

Builds leadership capability in Leadership & Decision-Making in Crisis & Emergency Situations, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Scope, terminology and governing principles
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-05

INTERMEDIATE

Modern Management (Contemporary Challenges Facing Management)

Examines Management in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Management
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-06

INTERMEDIATE

Teamwork & Cooperation Skills in Corporations

Covers Teamwork & Cooperation Skills in Corporations as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of Teamwork & Cooperation Skills in Corporations
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-07**INTERMEDIATE****Effective Management Communication Skills**

Develops professional capability in Management Communication Skills, combining message design with live practice and recorded feedback under realistic time pressure.

CORE CURRICULUM

- Core framework of Management Communication Skills
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-08**ADVANCED****Leadership of Creativity and Institutional Transformation**

Develops the judgement behind Leadership of Creativity and Institutional Transformation, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Leadership of Creativity and Institutional Transformation
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

MLP-09**ADVANCED****Skills of Creative Director and Effective Strategic Leader**

A practitioner-level treatment of Creative Director and Effective Strategic Leader, giving participants the frameworks, tools and judgement the subject demands in organisational leadership.

CORE CURRICULUM

- Core framework of Creative Director and Effective Strategic Leader
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

MLP-10**INTERMEDIATE****Creative Thinking, Innovation and the Merit of Innovation at Work**

Builds working command of Creative Thinking, Innovation and the Merit of Innovation at Work through worked examples and case analysis, so participants can act on it and defend their decisions to stakeholders.

CORE CURRICULUM

- Scope, terminology and governing principles
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

MLP-11

INTERMEDIATE

Creativity and Innovation in Planning, Follow-up and Leadership in Work

Develops the judgement behind Creativity and Innovation in Planning, Follow-up and Leadership in Work, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Scope, terminology and governing principles
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-12**

INTERMEDIATE

Effective Leadership and Effective Team Building Performance

Covers Leadership and Effective Team Building Performance as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of Leadership and Effective Team Building Performance
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-13**

ADVANCED

Strategic Crisis Management

Develops applied capability in Strategic Crisis Management, moving from governing principles to supervised practice so that participants can work with confidence in organisational leadership.

CORE CURRICULUM

- Core framework of Strategic Crisis Management
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-14**

ADVANCED

Leadership and Strategic Management

Develops the judgement behind Leadership and Strategic Management, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Leadership and Strategic Management
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-15**

ADVANCED

Strategic Planning Department

Covers Strategic Planning Department as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of Strategic Planning Department
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-16**

ADVANCED

Emotional Intelligence in Leadership Pinnacle

Builds leadership capability in Emotional Intelligence in Leadership Pinnacle, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Emotional Intelligence in Leadership Pinnacle
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

MLP-17

INTERMEDIATE

The Art of Leadership and Management and the Difference Between Them

Develops the judgement behind Leadership and Management and the Difference Between Them, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Scope, terminology and governing principles
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-18**

ADVANCED

Managing and Leading Change

Covers and Leading Change as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of and Leading Change
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-19**

ADVANCED

Management Excellence Priority Setting and Decision Making Under Pressure

Builds leadership capability in Management Excellence Priority Setting and Decision Making Under Pressure, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Scope, terminology and governing principles
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-20**

FOUNDATION

Effective Communication and Importance of Work

Covers Communication and Importance of Work from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Communication and Importance of Work
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation**

MLP-21

INTERMEDIATE

Implementation of Effective Policies & Procedures

A practitioner-level treatment of Implementation of Effective Policies & Procedures, giving participants the frameworks, tools and judgement the subject demands in organisational leadership.

CORE CURRICULUM

- Core framework of Implementation of Effective Policies & Procedures
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-22**

ADVANCED

Leadership and Management Through Strategic Planning & Innovation

Builds leadership capability in Leadership and Management Through Strategic Planning & Innovation, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Scope, terminology and governing principles
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****MLP-23**

INTERMEDIATE

Development of Leadership and Supervisory Skills

Develops the judgement behind Leadership and Supervisory Skills, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Leadership and Supervisory Skills
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-24**

ADVANCED

Methodology of Performance Management and Evaluation Processes and Individual Behavior in Institutions

Strengthens both the technical and the decision-making side of Methodology of Performance Management and Evaluation Processes and Individual Behavior in Institutions, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Scope, terminology and governing principles
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced**

MLP-25

INTERMEDIATE

Negotiation & Dispute Resolutions

Develops structured technique for Negotiation & Dispute Resolutions, using recorded role-play and debrief so participants can hold position, protect the relationship and close on defensible terms.

CORE CURRICULUM

- Core framework of Negotiation & Dispute Resolutions
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-26**

INTERMEDIATE

Organizational Behavior

Develops the judgement behind Organizational Behavior, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Organizational Behavior
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-27**

INTERMEDIATE

Problem Solving and Decision Making

Covers Problem Solving and Decision Making as a practised discipline rather than a theory, with participants applying it to a live challenge from their own organisation.

CORE CURRICULUM

- Core framework of Problem Solving and Decision Making
- Change leadership and organisational behaviour
- Communication, influence and negotiation
- Leadership styles and situational judgement
- Strategic direction, vision and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-28**

INTERMEDIATE

Ethics of Work in Institutions and Companies

Builds leadership capability in Ethics of Work in Institutions and Companies, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Ethics of Work in Institutions and Companies
- Leadership styles and situational judgement
- Strategic direction, vision and planning
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****MLP-29**

INTERMEDIATE

Critical Thinking Skills

Develops the judgement behind Critical Thinking Skills, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Critical Thinking Skills
- Decision-making and prioritisation under pressure
- Team performance, motivation and delegation
- Change leadership and organisational behaviour
- Communication, influence and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

DISCIPLINE 08

Human Resources Management

19 PROGRAMMES · HR PRACTITIONERS & PEOPLE MANAGERS

Practitioner programmes across the employee lifecycle: job architecture, reward, performance, compliance, analytics and HR transformation. Modules provide working templates — job descriptions, competency frameworks, metrics dashboards — that can be adapted to the participant's own organisation.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
0 modules	18 modules	1 module	HRM-01 to HRM-19

WHAT THIS DISCIPLINE COVERS

- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

HRM-01

INTERMEDIATE

Auditing HR Processes

Provides working method and templates for Auditing HR Processes, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of Auditing HR Processes
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

HRM-02

INTERMEDIATE

Compensation & Benefits Management

Covers Compensation & Benefits Management from policy framework through practical application to measurement, using case exercises based on real organisational situations.

CORE CURRICULUM

- Core framework of Compensation & Benefits Management
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

HRM-03

INTERMEDIATE

Competency-Based Management

Builds practitioner capability in Competency-Based Management, balancing legal obligation, organisational need and the employee experience.

CORE CURRICULUM

- Core framework of Competency-Based Management
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

HRM-04

INTERMEDIATE

Compliance and Business Ethics

Builds leadership capability in Compliance and Business Ethics, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Compliance and Business Ethics
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

HRM-05

INTERMEDIATE

Current Issues and Trends in HRM

Examines Current Issues and Trends in HRM in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Current Issues and Trends in HRM
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-06**

INTERMEDIATE

Employee Engagement and Motivation

Builds practitioner capability in Employee Engagement and Motivation, balancing legal obligation, organisational need and the employee experience.

CORE CURRICULUM

- Core framework of Employee Engagement and Motivation
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-07**

INTERMEDIATE

Employment Law & Employee Rights

Provides working method and templates for Employment Law & Employee Rights, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of Employment Law & Employee Rights
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-08**

INTERMEDIATE

Financial Skills for HR Professionals

Covers Financial Skills for HR Professionals from policy framework through practical application to measurement, using case exercises based on real organisational situations.

CORE CURRICULUM

- Core framework of Financial Skills for HR Professionals
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-09**

INTERMEDIATE

HR Metrics & Analytics

Builds practitioner capability in HR Metrics & Analytics, balancing legal obligation, organisational need and the employee experience.

CORE CURRICULUM

- Core framework of HR Metrics & Analytics
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-10**

INTERMEDIATE

HR Skills for HR Administrators

Provides working method and templates for HR Skills for HR Administrators, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of HR Skills for HR Administrators
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

HRM-11

INTERMEDIATE

Human Resources and Training Development

Builds the systems and evidence base behind Human Resources and Training Development, from competency gap data through plan and budget to transfer-of-learning review.

CORE CURRICULUM

- Core framework of Human Resources and Training Development
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-12**

INTERMEDIATE

Identifying Training Needs and Evaluating Training

Develops practical capability in Identifying Training Needs and Evaluating Training, with participants producing plans, evaluation instruments and reporting formats during the module.

CORE CURRICULUM

- Core framework of Identifying Training Needs and Evaluating Training
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-13**

INTERMEDIATE

Job Analysis and Job Description Techniques

Provides working method and templates for Job Analysis and Job Description Techniques, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of Job Analysis and Job Description Techniques
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-14**

INTERMEDIATE

Job Specification and Design

Covers Job Specification and Design from policy framework through practical application to measurement, using case exercises based on real organisational situations.

CORE CURRICULUM

- Core framework of Job Specification and Design
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-15**

INTERMEDIATE

Knowledge Management for the Oil & Gas Industry

A practitioner-level treatment of Knowledge Management for the Oil & Gas Industry, giving participants the frameworks, tools and judgement the subject demands in human resource functions.

CORE CURRICULUM

- Scope, terminology and governing principles
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****HRM-16**

ADVANCED

Leading Strategic HR Transformation

Provides working method and templates for Leading Strategic HR Transformation, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of Leading Strategic HR Transformation
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced**

HRM-17

INTERMEDIATE

Managing & Measuring Training

Builds the systems and evidence base behind & Measuring Training, from competency gap data through plan and budget to transfer-of-learning review.

CORE CURRICULUM

- Core framework of & Measuring Training
- Performance management and behavioural standards
- Employment law, ethics and compliance
- HR metrics, analytics and workforce data
- Development, engagement and retention

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**HRM-18**

INTERMEDIATE

Managing and Coordinating Training

Develops practical capability in and Coordinating Training, with participants producing plans, evaluation instruments and reporting formats during the module.

CORE CURRICULUM

- Core framework of and Coordinating Training
- HR metrics, analytics and workforce data
- Development, engagement and retention
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**HRM-19**

INTERMEDIATE

Managing Employee Performance, Behavior & Attitudes

Provides working method and templates for Employee Performance, Behavior & Attitudes, adaptable directly to the participant's own structures, policies and people data.

CORE CURRICULUM

- Core framework of Employee Performance, Behavior & Attitudes
- Job analysis, design and competency frameworks
- Reward, benefits and compensation structures
- Performance management and behavioural standards
- Employment law, ethics and compliance

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 09

Secretarial & Office Management

20 PROGRAMMES · EXECUTIVE ASSISTANTS & OFFICE MANAGERS

Professional administration programmes for office managers, executive assistants and secretarial staff. Modules cover records and correspondence, office systems, protocol and professional image, raising administrative work to a standard that supports executive decision-making.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	17 modules	1 module	SOM-01 to SOM-20

WHAT THIS DISCIPLINE COVERS

- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

SOM-01

INTERMEDIATE

Administrative & Secretarial Role Responsibilities, Skills and Qualities

Raises Administrative & Secretarial Role Responsibilities, Skills and Qualities to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Scope, terminology and governing principles
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION 5 Days	FORMAT Classroom / Live Virtual	LEVEL Intermediate
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SOM-02

INTERMEDIATE

Administrative Communication and Relational Skills

Covers Administrative Communication and Relational Skills from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Administrative Communication and Relational Skills
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION 5 Days	FORMAT Classroom / Live Virtual	LEVEL Intermediate
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SOM-03

INTERMEDIATE

Administrative Professionals Organizing and Behavioral Skills

A practitioner-level treatment of Administrative Professionals Organizing and Behavioral Skills, giving participants the frameworks, tools and judgement the subject demands in executive office environments.

CORE CURRICULUM

- Core framework of Administrative Professionals Organizing and Behavioral Skills
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SOM-04**

INTERMEDIATE

Appropriate Professional Image and Office Ethics

Covers Appropriate Professional Image and Office Ethics as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Appropriate Professional Image and Office Ethics
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SOM-05**

INTERMEDIATE

Documents and Records Management Compliance

Works clause by clause through Documents and Records Management Compliance, translating requirements into documented procedure, evidence and audit readiness inside the participant's own organisation.

CORE CURRICULUM

- Core framework of Documents and Records Management Compliance
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SOM-06**

INTERMEDIATE

Effective Office Management and Work Planning

Covers Office Management and Work Planning as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Office Management and Work Planning
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

SOM-07

INTERMEDIATE

Effective Telephone Skills and Etiquette

Raises Telephone Skills and Etiquette to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Core framework of Telephone Skills and Etiquette
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-08

INTERMEDIATE

Effective Written Business Communication

Covers Written Business Communication from audience analysis and message architecture through execution to evaluation of reach, sentiment and outcome.

CORE CURRICULUM

- Core framework of Written Business Communication
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-09

INTERMEDIATE

Electronic Archiving

Raises Electronic Archiving to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Core framework of Electronic Archiving
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-10

INTERMEDIATE

Manage and Control Stationery Supplies & Stock

Covers Manage and Control Stationery Supplies & Stock as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Manage and Control Stationery Supplies & Stock
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-11

INTERMEDIATE

Optimum Methods of Filing & Selecting

Raises Optimum Methods of Filing & Selecting to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Core framework of Optimum Methods of Filing & Selecting
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-12

INTERMEDIATE

Professional Office Record and Management

Covers Professional Office Record and Management as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Professional Office Record and Management
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SOM-13

INTERMEDIATE

Time Management Skills and Techniques

Raises Time Management Skills and Techniques to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Core framework of Time Management Skills and Techniques
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SOM-14**

INTERMEDIATE

Understanding and Managing Petty Cash Systems

Covers Petty Cash Systems as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Petty Cash Systems
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

3 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SOM-15**

FOUNDATION

Skills of Writing Reports, Diary and Letters

A practitioner-level treatment of Writing Reports, Diary and Letters, giving participants the frameworks, tools and judgement the subject demands in executive office environments.

CORE CURRICULUM

- Core framework of Writing Reports, Diary and Letters
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation**SOM-16**

INTERMEDIATE

Preparing and Writing Records Meeting and Committees

Covers Preparing and Writing Records Meeting and Committees as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Preparing and Writing Records Meeting and Committees
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SOM-17

ADVANCED

Excellence and Innovation in Secretary Works and Office Management

Raises Excellence and Innovation in Secretary Works and Office Management to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Scope, terminology and governing principles
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**SOM-18**

INTERMEDIATE

Administrative Secretary and Office Management

Covers Administrative Secretary and Office Management as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Core framework of Administrative Secretary and Office Management
- Time, priority and workload management
- Supplies, petty cash and office controls
- Office systems, workflow and work planning
- Records, filing and electronic archiving

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SOM-19**

INTERMEDIATE

Developing Office Managers of the Senior Administrative Staff

Raises Office Managers of the Senior Administrative Staff to a professional standard, with working systems, templates and checklists participants can put in place immediately.

CORE CURRICULUM

- Core framework of Office Managers of the Senior Administrative Staff
- Office systems, workflow and work planning
- Records, filing and electronic archiving
- Business writing, minutes and reporting
- Professional image, etiquette and protocol

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SOM-20**

FOUNDATION

E-management for Secretarial Work and the Fundamental Capabilities of Office Managers

Covers E-management for Secretarial Work and the Fundamental Capabilities of Office Managers as an operating system rather than a set of habits, addressing workflow, accuracy, confidentiality and turnaround time.

CORE CURRICULUM

- Scope, terminology and governing principles
- Business writing, minutes and reporting
- Professional image, etiquette and protocol
- Time, priority and workload management
- Supplies, petty cash and office controls

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation

DISCIPLINE 10

Personal Productivity

10 PROGRAMMES · PROFESSIONALS AT ALL LEVELS

Self-awareness and personal effectiveness programmes built on validated profiling instruments and structured personal planning. Participants complete assessments, interpret their own results and leave with a personal development plan and practical behavioural techniques.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	8 modules	1 module	PPD-01 to PPD-10

WHAT THIS DISCIPLINE COVERS

- Assessment administration and interpretation
- Self-awareness and behavioural preference
- Communication style and interpersonal fit
- Personal goal setting and planning
- Confidence, resilience and self-management
- Applying insight to team and career decisions

PPD-01

INTERMEDIATE

Impersonation of Personalities in Mental Health

Uses validated instruments and guided interpretation to explore Impersonation of Personalities in Mental Health, closing with a personal development plan and practical techniques for everyday application.

CORE CURRICULUM

- Core framework of Impersonation of Personalities in Mental Health
- Assessment administration and interpretation
- Self-awareness and behavioural preference
- Communication style and interpersonal fit
- Personal goal setting and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Live
Virtual

LEVEL
Intermediate

PPD-02

INTERMEDIATE

MBTI Personal Analysis

Combines assessment, debrief and structured practice on MBTI Personal Analysis, so insight converts into observable changes in how participants work with others.

CORE CURRICULUM

- Core framework of MBTI Personal Analysis
- Communication style and interpersonal fit
- Personal goal setting and planning
- Confidence, resilience and self-management
- Applying insight to team and career decisions

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
Classroom / Live
Virtual

LEVEL
Intermediate

PPD-03

INTERMEDIATE

Personal Analysis Program (DISC)

Explores Personal Analysis Program through self-assessment and facilitated discussion, with emphasis on application to real working relationships.

CORE CURRICULUM

- Core framework of Personal Analysis Program
- Confidence, resilience and self-management
- Applying insight to team and career decisions
- Assessment administration and interpretation
- Self-awareness and behavioural preference

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
Classroom / Live
Virtual

LEVEL
Intermediate

PPD-04

INTERMEDIATE

Personal Analysis (Graphology)

Uses validated instruments and guided interpretation to explore Personal Analysis, closing with a personal development plan and practical techniques for everyday application.

CORE CURRICULUM

- Core framework of Personal Analysis
- Assessment administration and interpretation
- Self-awareness and behavioural preference
- Communication style and interpersonal fit
- Personal goal setting and planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Live
Virtual

LEVEL
Intermediate

PPD-05

INTERMEDIATE

Personality Analysis

Combines assessment, debrief and structured practice on Personality Analysis, so insight converts into observable changes in how participants work with others.

CORE CURRICULUM

- Core framework of Personality Analysis
- Communication style and interpersonal fit
- Personal goal setting and planning
- Confidence, resilience and self-management
- Applying insight to team and career decisions

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PPD-06

INTERMEDIATE

Personality Analysis (Four Codes)

Explores Personality Analysis through self-assessment and facilitated discussion, with emphasis on application to real working relationships.

CORE CURRICULUM

- Core framework of Personality Analysis
- Confidence, resilience and self-management
- Applying insight to team and career decisions
- Assessment administration and interpretation
- Self-awareness and behavioural preference

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PPD-07

ADVANCED

Personal Strategic Planning

Uses validated instruments and guided interpretation to explore Personal Strategic Planning, closing with a personal development plan and practical techniques for everyday application.

CORE CURRICULUM

- Core framework of Personal Strategic Planning
- Assessment administration and interpretation
- Self-awareness and behavioural preference
- Communication style and interpersonal fit
- Personal goal setting and planning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

PPD-08

INTERMEDIATE

Self-confidence and Self-esteem

Combines assessment, debrief and structured practice on Self-confidence and Self-esteem, so insight converts into observable changes in how participants work with others.

CORE CURRICULUM

- Core framework of Self-confidence and Self-esteem
- Communication style and interpersonal fit
- Personal goal setting and planning
- Confidence, resilience and self-management
- Applying insight to team and career decisions

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PPD-09

INTERMEDIATE

NLP

Explores NLP through self-assessment and facilitated discussion, with emphasis on application to real working relationships.

CORE CURRICULUM

- Core framework of NLP
- Confidence, resilience and self-management
- Applying insight to team and career decisions
- Assessment administration and interpretation
- Self-awareness and behavioural preference

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PPD-10

FOUNDATION

Introductions Are Both Psychological

Uses validated instruments and guided interpretation to explore Introductions Are Both Psychological, closing with a personal development plan and practical techniques for everyday application.

CORE CURRICULUM

- Core framework of Introductions Are Both Psychological
- Assessment administration and interpretation
- Self-awareness and behavioural preference
- Communication style and interpersonal fit
- Personal goal setting and planning

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

DISCIPLINE 11

Sales & Marketing

40 PROGRAMMES · SALES, MARKETING & COMMERCIAL TEAMS

Commercial programmes spanning strategy, brand, channel, pricing, digital and front-line selling. Modules work from live market data and the participant's own product set, producing plans, forecasts and pitch material that stand up to commercial review.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	26 modules	12 modules	SMK-01 to SMK-40

WHAT THIS DISCIPLINE COVERS

- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

SMK-01

INTERMEDIATE

Skills of Professional Sales and Effective Marketing

Translates Professional Sales and Effective Marketing into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Professional Sales and Effective Marketing
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

SMK-02

ADVANCED

Excellence in Customer Service

Develops front-line and supervisory capability in Excellence in Customer Service, with role-play on difficult contacts and structured debrief on tone, control and resolution.

CORE CURRICULUM

- Core framework of Excellence in Customer Service
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

SMK-03

ADVANCED

Applied Marketing Strategy and Decision-Making Tools

Develops applied capability in Applied Marketing Strategy and Decision-Making Tools, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Applied Marketing Strategy and Decision-Making Tools
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

SMK-04

ADVANCED

B2B Marketing Strategy

Translates B2B Marketing Strategy into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of B2B Marketing Strategy
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

SMK-05

INTERMEDIATE

Brand Management

Builds commercial judgement in Brand Management, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Brand Management
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-06**

INTERMEDIATE

Channel Management: Maximizing Market Presence

Develops applied capability in Channel Management: Maximizing Market Presence, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Channel Management: Maximizing Market Presence
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-07**

INTERMEDIATE

Customer & Competitor Orientation

Translates Customer & Competitor Orientation into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Customer & Competitor Orientation
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-08**

INTERMEDIATE

Developing the Skills of Sales Managers

Builds commercial judgement in the Skills of Sales Managers, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of the Skills of Sales Managers
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-09**

INTERMEDIATE

Customer Relationship Management "CRM "

Develops applied capability in Customer Relationship Management CRM, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Customer Relationship Management CRM
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-10**

INTERMEDIATE

Direct Marketing & Personal Selling

Translates Direct Marketing & Personal Selling into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Direct Marketing & Personal Selling
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SMK-11**ADVANCED****Distribution Strategy and International Marketing**

Builds commercial judgement in Distribution Strategy and International Marketing, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Distribution Strategy and International Marketing
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****SMK-12****INTERMEDIATE****E- Marketing**

Develops applied capability in E- Marketing, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of E- Marketing
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-13****FOUNDATION****Effective Marketing Plan Essentials and Preparation**

Translates Marketing Plan Essentials and Preparation into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Marketing Plan Essentials and Preparation
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation****SMK-14****INTERMEDIATE****Effective Sales Management**

Builds commercial judgement in Sales Management, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Sales Management
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-15****INTERMEDIATE****International Marketing Mix Strategies**

Develops applied capability in International Marketing Mix Strategies, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of International Marketing Mix Strategies
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-16****INTERMEDIATE****Marketing Communications and Media Planning**

Translates Marketing Communications and Media Planning into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Marketing Communications and Media Planning
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

SMK-17**ADVANCED****Advanced Skills to Deal with Customers Complaints**

Builds a service standard around Skills to Deal with Customers Complaints, covering expectation setting, recovery technique and the measurement that shows whether service is actually improving.

CORE CURRICULUM

- Core framework of Skills to Deal with Customers Complaints
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****SMK-18****INTERMEDIATE****Marketing Mix Coordination to Achieve Objectives**

Develops applied capability in Marketing Mix Coordination to Achieve Objectives, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Marketing Mix Coordination to Achieve Objectives
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-19****INTERMEDIATE****Marketing Research and Analysis**

Translates Marketing Research and Analysis into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Marketing Research and Analysis
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-20****INTERMEDIATE****Measuring Marketing Effectiveness & ROI**

Builds commercial judgement in Measuring Marketing Effectiveness & ROI, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Measuring Marketing Effectiveness & ROI
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-21****INTERMEDIATE****Effective Negotiation Strategies and Skills**

Develops structured technique for Negotiation Strategies and Skills, using recorded role-play and debrief so participants can hold position, protect the relationship and close on defensible terms.

CORE CURRICULUM

- Core framework of Negotiation Strategies and Skills
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-22****INTERMEDIATE****Organizational Sales and Marketing Methods**

Translates Organizational Sales and Marketing Methods into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Organizational Sales and Marketing Methods
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

SMK-23

FOUNDATION

New Products Introduction: Successes and Failures

Builds commercial judgement in New Products Introduction: Successes and Failures, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of New Products Introduction: Successes and Failures
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation**SMK-24**

INTERMEDIATE

Pricing Strategies, Context & Process

Develops applied capability in Pricing Strategies, Context & Process, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Pricing Strategies, Context & Process
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-25**

INTERMEDIATE

Product Launch and Management

Translates Product Launch and Management into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Product Launch and Management
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-26**

INTERMEDIATE

Products & Brands - Features, Advantages & Benefits

Builds commercial judgement in Products & Brands - Features, Advantages & Benefits, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Scope, terminology and governing principles
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-27**

INTERMEDIATE

Internet Marketing and E-commerce

Develops applied capability in Internet Marketing and E-commerce, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Internet Marketing and E-commerce
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-28**

INTERMEDIATE

Retail Sales Management

Translates Retail Sales Management into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Retail Sales Management
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SMK-29

INTERMEDIATE

Sales and Operations Planning

Builds commercial judgement in Sales and Operations Planning, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Sales and Operations Planning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-30**

INTERMEDIATE

Sales Appropriate Training and Development Personnel

Develops applied capability in Sales Appropriate Training and Development Personnel, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Sales Appropriate Training and Development Personnel
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-31**

INTERMEDIATE

Sales Forecasting and Budgeting Preparation

Translates Sales Forecasting and Budgeting Preparation into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Sales Forecasting and Budgeting Preparation
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**SMK-32**

INTERMEDIATE

Sales Planning and Operations Management

Builds commercial judgement in Sales Planning and Operations Management, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Sales Planning and Operations Management
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

SMK-33

ADVANCED

Analysis and Evaluation of Sales Department Performance

Develops applied capability in Analysis and Evaluation of Sales Department Performance, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Analysis and Evaluation of Sales Department Performance
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**SMK-34**

ADVANCED

Selling and Pricing Strategy

Translates Selling and Pricing Strategy into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Selling and Pricing Strategy
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**SMK-35**

ADVANCED

Strategic Market Analysis and Consumer Segmentation

Builds commercial judgement in Strategic Market Analysis and Consumer Segmentation, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Strategic Market Analysis and Consumer Segmentation
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**SMK-36**

ADVANCED

Strategic Marketing Plans Development & Implementation

Develops applied capability in Strategic Marketing Plans Development & Implementation, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of Strategic Marketing Plans Development & Implementation
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced

SMK-37**ADVANCED****Strategic Marketing and Sales Management**

Translates Strategic Marketing and Sales Management into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of Strategic Marketing and Sales Management
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****SMK-38****INTERMEDIATE****The Role of Technology in Sales and Sales Management**

Builds commercial judgement in Technology in Sales and Sales Management, moving from market evidence to positioning, forecast and a defensible set of actions.

CORE CURRICULUM

- Core framework of Technology in Sales and Sales Management
- Sales process, pipeline and forecasting
- Pricing strategy and margin management
- Channel, digital and campaign execution
- Performance measurement, ROI and review

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****SMK-39****ADVANCED****The Strategic and Breakthrough Selling**

Develops applied capability in The Strategic and Breakthrough Selling, with live exercises in analysis, proposition design and performance measurement against revenue targets.

CORE CURRICULUM

- Core framework of The Strategic and Breakthrough Selling
- Channel, digital and campaign execution
- Performance measurement, ROI and review
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****SMK-40****ADVANCED****The Strategic Marketing Plan**

Translates The Strategic Marketing Plan into a working commercial plan, tested against market data and the participant's own product set through structured review sessions.

CORE CURRICULUM

- Core framework of The Strategic Marketing Plan
- Market analysis, segmentation and targeting
- Marketing mix, brand and positioning
- Sales process, pipeline and forecasting
- Pricing strategy and margin management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced**

DISCIPLINE 12

Project Management

30 PROGRAMMES · PROJECT MANAGERS, ENGINEERS & PLANNERS

Full project lifecycle programmes aligned to international practice, from initiation and feasibility through scheduling, cost control, risk and stakeholder management to close-out. Includes sector-specific streams for construction and oil-and-gas projects, plus Primavera-based scheduling.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	24 modules	4 modules	PMG-01 to PMG-30

WHAT THIS DISCIPLINE COVERS

- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PMG-01

INTERMEDIATE

Budgeting and Scheduling Projects

Applies disciplined project method to Budgeting and Scheduling Projects, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Core framework of Budgeting and Scheduling Projects
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PMG-02

INTERMEDIATE

Business Process Analysis, Innovation and Design

Equips participants to apply Business Process Analysis, Innovation and Design to a professional standard, combining current best practice with structured exercises drawn from live project-driven organisations.

CORE CURRICULUM

- Core framework of Business Process Analysis, Innovation and Design
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PMG-03

INTERMEDIATE

Construction Project Management

Converts Construction Project Management into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of Construction Project Management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PMG-04

INTERMEDIATE

Construction Site Management & Supervision

Builds leadership capability in Construction Site Management & Supervision, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Construction Site Management & Supervision
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

PMG-05

INTERMEDIATE

Critical Path Project Management

Builds working command of Critical Path Project Management across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Critical Path Project Management
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-06**

INTERMEDIATE

Effective Contractor Management in Maintenance & Technical Projects

Converts Contractor Management in Maintenance & Technical Projects into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of Contractor Management in Maintenance & Technical Projects
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-07**

ADVANCED

Feasibility Analysis: Preparation & Evaluation

Applies disciplined project method to Feasibility Analysis: Preparation & Evaluation, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Core framework of Feasibility Analysis: Preparation & Evaluation
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****PMG-08**

INTERMEDIATE

Initiating and Planning Projects

Builds working command of Initiating and Planning Projects across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Initiating and Planning Projects
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

PMG-09

INTERMEDIATE

IT Project Management

Converts IT Project Management into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of IT Project Management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-10**

INTERMEDIATE

Lean-Agile Implementation for Business and Operations

Builds working command of Lean-Agile Implementation for Business and Operations through worked examples and case analysis, so participants can act on it and defend their decisions to stakeholders.

CORE CURRICULUM

- Core framework of Lean-Agile Implementation for Business and Operations
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-11**

INTERMEDIATE

Managing Contracts

Examines Contracts in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Contracts
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-12**

INTERMEDIATE

Managing Multiple Tasks, Priorities & Deadlines

Strengthens both the technical and the decision-making side of Multiple Tasks, Priorities & Deadlines, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Core framework of Multiple Tasks, Priorities & Deadlines
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-13**

INTERMEDIATE

Managing Project Integration

Applies disciplined project method to Project Integration, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Core framework of Project Integration
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-14**

INTERMEDIATE

Managing Project Risks and Changes

Builds working command of Project Risks and Changes across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Project Risks and Changes
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

PMG-15

INTERMEDIATE

Negotiating & Dispute Resolutions

Develops structured technique for Negotiating & Dispute Resolutions, using recorded role-play and debrief so participants can hold position, protect the relationship and close on defensible terms.

CORE CURRICULUM

- Core framework of Negotiating & Dispute Resolutions
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-16**

INTERMEDIATE

Project Decision Making in the Oil and Gas Industry

Applies disciplined project method to Project Decision Making in the Oil and Gas Industry, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Scope, terminology and governing principles
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-17**

ADVANCED

Project Management Capstone

Builds working command of Project Management Capstone across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Project Management Capstone
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

10 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**PMG-18**

FOUNDATION

Project Management Essentials

Converts Project Management Essentials into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of Project Management Essentials
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation

PMG-19

INTERMEDIATE

Project Management for the Oil and Gas Industry

Applies disciplined project method to Project Management for the Oil and Gas Industry, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Scope, terminology and governing principles
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-20**

INTERMEDIATE

Project Management Planning, Implementation and Techniques

Builds working command of Project Management Planning, Implementation and Techniques across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Project Management Planning, Implementation and Techniques
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****PMG-21**

FOUNDATION

Project Management Skills for Non-Project Managers

Converts Project Management Skills for Non-Project Managers into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of Project Management Skills for Non-Project Managers
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation****PMG-22**

INTERMEDIATE

Project Management Using Primavera Software

Applies disciplined project method to Project Management Using Primavera Software, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Core framework of Project Management Using Primavera Software
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**10 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

PMG-23

INTERMEDIATE

Project Scheduling, Cost Planning & Value Engineering Skills

Builds working command of Project Scheduling, Cost Planning & Value Engineering Skills across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Scope, terminology and governing principles
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-24**

INTERMEDIATE

Project Stakeholder Management

Converts Project Stakeholder Management into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Core framework of Project Stakeholder Management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-25**

INTERMEDIATE

Project Team Management and Leadership

Applies disciplined project method to Project Team Management and Leadership, taking participants through scope, schedule, cost, risk and stakeholder control with templates they can deploy immediately.

CORE CURRICULUM

- Core framework of Project Team Management and Leadership
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-26**

INTERMEDIATE

Quality Control for Project Managers

Builds working command of Quality Control for Project Managers across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Quality Control for Project Managers
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

PMG-27

INTERMEDIATE

Risk Assessment & Risk Management for Oil & Gas Projects

Converts Risk Assessment & Risk Management for Oil & Gas Projects into a controlled, reportable process, using a running case project that participants plan, baseline and re-forecast during the module.

CORE CURRICULUM

- Scope, terminology and governing principles
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**PMG-28**

ADVANCED

Strategic Management Performance Monitoring and Evaluation

Builds working command of Strategic Management Performance Monitoring and Evaluation through worked examples and case analysis, so participants can act on it and defend their decisions to stakeholders.

CORE CURRICULUM

- Core framework of Strategic Management Performance Monitoring and Evaluation
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading
- Cost planning, budgeting and value engineering
- Risk, change and issue management

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**PMG-29**

ADVANCED

Strategic Project Management

Builds working command of Strategic Project Management across the project lifecycle, from initiation and baseline through change control to documented close-out.

CORE CURRICULUM

- Core framework of Strategic Project Management
- Cost planning, budgeting and value engineering
- Risk, change and issue management
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**PMG-30**

INTERMEDIATE

Value Engineering Skills

Strengthens both the technical and the decision-making side of Value Engineering Skills, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Core framework of Value Engineering Skills
- Contracts, procurement and stakeholder control
- Monitoring, reporting and project close-out
- Scope definition, charter and initiation
- Scheduling, critical path and resource loading

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 13

Occupational Health, Safety & Security

44 PROGRAMMES · HSE OFFICERS, SUPERVISORS & SECURITY STAFF

HSE and security programmes built on OSHA, IOSH and international process-safety practice. Modules combine hazard theory with site-based assessment exercises, incident investigation method and emergency response simulation for high-risk industrial and corporate environments.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
5 modules	36 modules	3 modules	HSS-01 to HSS-44

WHAT THIS DISCIPLINE COVERS

- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

HSS-01

INTERMEDIATE

Accident / Incident Investigation

Prepares participants to recognise, control and respond to Accident / Incident Investigation through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Accident / Incident Investigation
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-02

INTERMEDIATE

Behavioral Safety

Covers Behavioral Safety from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Behavioral Safety
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-03

INTERMEDIATE

Chemical Spills, Safety Precautions & Response Action

Builds the technical judgement behind Chemical Spills, Safety Precautions & Response Action, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Chemical Spills, Safety Precautions & Response Action
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-04

FOUNDATION

Dangerous Goods Awareness

Prepares participants to recognise, control and respond to Dangerous Goods Awareness through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Dangerous Goods Awareness
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

3 Days

FORMAT

Classroom / Site

LEVEL

Foundation

HSS-05

INTERMEDIATE

Drug Development Process

Covers Drug Development Process from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Drug Development Process
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-06**

ADVANCED

Drug Evaluation and Research According to "FDA"

Builds the technical judgement behind Drug Evaluation and Research According to FDA, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Drug Evaluation and Research According to FDA
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Advanced**HSS-07**

INTERMEDIATE

Electrical & Safety Related Work Practices

Prepares participants to recognise, control and respond to Electrical & Safety Related Work Practices through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Electrical & Safety Related Work Practices
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-08**

INTERMEDIATE

Emergency Response Management

Covers Emergency Response Management from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Emergency Response Management
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-09**

INTERMEDIATE

Exit Routes, Emergency Action Plans, Fire Prevention and Protection

Builds the technical judgement behind Exit Routes, Emergency Action Plans, Fire Prevention and Protection, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Scope, terminology and governing principles
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-10**

INTERMEDIATE

Fire & Explosion Hazard Management

Prepares participants to recognise, control and respond to Fire & Explosion Hazard Management through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Fire & Explosion Hazard Management
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-11

INTERMEDIATE

Fire Prevention and Fire Fighting

Covers Fire Prevention and Fire Fighting from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Fire Prevention and Fire Fighting
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-12**

INTERMEDIATE

Fire Safety

Builds the technical judgement behind Fire Safety, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Fire Safety
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

3 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-13**

FOUNDATION

First Aid

Prepares participants to recognise, control and respond to First Aid through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of First Aid
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

3 Days

FORMAT

Classroom / Site

LEVEL

Foundation**HSS-14**

INTERMEDIATE

Flammable and Combustible Liquids

Covers Flammable and Combustible Liquids from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Flammable and Combustible Liquids
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-15**

INTERMEDIATE

Food Safety Management

Builds the technical judgement behind Food Safety Management, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Food Safety Management
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-16**

INTERMEDIATE

Good Laboratory Practices "GLP"

Prepares participants to recognise, control and respond to Good Laboratory Practices GLP through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Good Laboratory Practices GLP
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-17

INTERMEDIATE

Hazard Analysis and Critical Control Points "HACCP"

Covers Hazard Analysis and Critical Control Points HACCP from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Hazard Analysis and Critical Control Points HACCP
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-18

INTERMEDIATE

Hazard Communication Hazards

Builds the technical judgement behind Hazard Communication Hazards, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Hazard Communication Hazards
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-19

INTERMEDIATE

Industrial Safety in the Oil and Gas Industry

Prepares participants to recognise, control and respond to Industrial Safety in the Oil and Gas Industry through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Scope, terminology and governing principles
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-20

FOUNDATION

Introduction to OSHA Standards, Origin, Code of Federal Standards

Covers OSHA Standards, Origin, Code of Federal Standards from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of OSHA Standards, Origin, Code of Federal Standards
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Foundation

HSS-21

INTERMEDIATE

IOSH Managing Safely

A practitioner-level treatment of IOSH Managing Safely, giving participants the frameworks, tools and judgement the subject demands in high-risk operational environments.

CORE CURRICULUM

- Core framework of IOSH Managing Safely
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

10 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-22

INTERMEDIATE

Leadership & Decision-Making in Crisis & Emergency Situations

Prepares participants to recognise, control and respond to Leadership & Decision-Making in Crisis & Emergency Situations through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Scope, terminology and governing principles
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-23**ADVANCED****Leadership Excellence in Handling Pressure & Stress**

Examines Leadership Excellence in Handling Pressure & Stress in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Leadership Excellence in Handling Pressure & Stress
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Advanced****HSS-24****INTERMEDIATE****Marine Pollution Management**

Builds the technical judgement behind Marine Pollution Management, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Marine Pollution Management
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-25****INTERMEDIATE****Materials Handling**

Prepares participants to recognise, control and respond to Materials Handling through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Materials Handling
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**3 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-26****INTERMEDIATE****Means of Egress and Fire Protection**

Covers Means of Egress and Fire Protection from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Means of Egress and Fire Protection
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-27****INTERMEDIATE****Occupational Health Hazards in Construction**

Builds the technical judgement behind Occupational Health Hazards in Construction, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Occupational Health Hazards in Construction
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-28****INTERMEDIATE****Personal Protective and Lifesaving Equipment**

Prepares participants to recognise, control and respond to Personal Protective and Lifesaving Equipment through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Personal Protective and Lifesaving Equipment
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate**

HSS-29**FOUNDATION****Principles of Radiation Protection**

Covers Radiation Protection from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Radiation Protection
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Foundation****HSS-30****INTERMEDIATE****Risk Assessment & Incident Investigation**

Builds the technical judgement behind Risk Assessment & Incident Investigation, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Risk Assessment & Incident Investigation
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-31****INTERMEDIATE****Risk Based Process Safety Management "RBPS"**

Prepares participants to recognise, control and respond to Risk Based Process Safety Management RBPS through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Risk Based Process Safety Management RBPS
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-32****INTERMEDIATE****Safety and Health Standard According to "OSHA"**

Covers Safety and Health Standard According to OSHA from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Safety and Health Standard According to OSHA
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-33****INTERMEDIATE****Safety and Protection of Corporate Facilities**

Builds the technical judgement behind Safety and Protection of Corporate Facilities, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Safety and Protection of Corporate Facilities
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Site****LEVEL****Intermediate****HSS-34****FOUNDATION****Safety Awareness for Construction Workers**

Prepares participants to recognise, control and respond to Safety Awareness for Construction Workers through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Core framework of Safety Awareness for Construction Workers
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**3 Days****FORMAT****Classroom / Site****LEVEL****Foundation**

HSS-35**INTERMEDIATE****Safety Case Development & Application**

Covers Safety Case Development & Application from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Safety Case Development & Application
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-36****INTERMEDIATE****Safety Engineering and Hazard Control**

Builds the technical judgement behind Safety Engineering and Hazard Control, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Safety Engineering and Hazard Control
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-37****INTERMEDIATE****Safety Leadership in the Oil and Gas Industry**

Prepares participants to recognise, control and respond to Safety Leadership in the Oil and Gas Industry through scenario drills, control-hierarchy application and post-event investigation technique.

CORE CURRICULUM

- Scope, terminology and governing principles
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-38****INTERMEDIATE****Safety Management Best Practices**

Covers Safety Management Best Practices from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Safety Management Best Practices
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-39****INTERMEDIATE****Safety Management Systems "SMS"**

Builds the technical judgement behind Safety Management Systems SMS, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Safety Management Systems SMS
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**HSS-40****INTERMEDIATE****Security Management, Planning & Asset Protection**

Covers Security Management, Planning & Asset Protection as a managed system — assessment, control selection, monitoring, response and review — rather than a set of isolated measures.

CORE CURRICULUM

- Core framework of Security Management, Planning & Asset Protection
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

HSS-41**INTERMEDIATE**

Security Management: Safety and Protection of Corporate Facilities

Covers Security Management: Safety and Protection of Corporate Facilities from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Scope, terminology and governing principles
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

HSS-42**ADVANCED**

Strategic Crisis Management

Builds the technical judgement behind Strategic Crisis Management, so participants can assess exposure, specify controls and hold the standard under operational pressure.

CORE CURRICULUM

- Core framework of Strategic Crisis Management
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data
- Hazard identification and risk assessment
- Regulatory standards and legal duties

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Advanced

HSS-43**INTERMEDIATE**

Sustainability, Energy and Change

Develops applied capability in Sustainability, Energy and Change, moving from governing principles to supervised practice so that participants can work with confidence in high-risk operational environments.

CORE CURRICULUM

- Core framework of Sustainability, Energy and Change
- Hazard identification and risk assessment
- Regulatory standards and legal duties
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

HSS-44**INTERMEDIATE**

Walking and Working Surfaces

Covers Walking and Working Surfaces from legal duty and risk assessment through engineered control to emergency response, using site-based exercises throughout.

CORE CURRICULUM

- Core framework of Walking and Working Surfaces
- Control hierarchy, PPE and safe systems of work
- Emergency preparedness and response
- Incident investigation and root-cause analysis
- Safety culture, leadership and performance data

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

DISCIPLINE 14

Maintenance, Operations & Repair

27 PROGRAMMES · MAINTENANCE & OPERATIONS ENGINEERS

Plant, equipment and asset programmes for maintenance and operations engineering. Modules address rotating and static equipment, electrical systems, reliability strategy and troubleshooting method, with strong emphasis on uptime, energy efficiency and lifecycle cost.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	24 modules	2 modules	MOR-01 to MOR-27

WHAT THIS DISCIPLINE COVERS

- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

MOR-01

INTERMEDIATE

Asset Management & ISO 55000 Series

Combines equipment fundamentals with maintenance strategy for Asset Management & ISO 55000 Series, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Core framework of Asset Management & ISO 55000 Series
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-02

INTERMEDIATE

Best Practices in Multishift Operations

Works through Multishift Operations at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Multishift Operations
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-03

INTERMEDIATE

Decision Analysis for Operation & Maintenance Professionals

Builds practical troubleshooting capability on Decision Analysis for Operation & Maintenance Professionals, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Decision Analysis for Operation & Maintenance Professionals
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-04

INTERMEDIATE

Effective Contractor Management in Maintenance & Technical Projects

Combines equipment fundamentals with maintenance strategy for Contractor Management in Maintenance & Technical Projects, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Core framework of Contractor Management in Maintenance & Technical Projects
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-05

INTERMEDIATE

Electrical Drawings & Control Circuits

Works through Electrical Drawings & Control Circuits at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Electrical Drawings & Control Circuits
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-06

INTERMEDIATE

Electrical Faults: Causes, Analysis, Detection & Remedies

Builds practical troubleshooting capability on Electrical Faults: Causes, Analysis, Detection & Remedies, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Electrical Faults: Causes, Analysis, Detection & Remedies
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-07

ADVANCED

Fractured & Unconventional Reservoir Modeling

Combines equipment fundamentals with maintenance strategy for Fractured & Unconventional Reservoir Modeling, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Core framework of Fractured & Unconventional Reservoir Modeling
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Advanced

MOR-08

INTERMEDIATE

Harmonics, Power Quality Effects on Gas Insulated Switchgears "GIS"

Works through Harmonics, Power Quality Effects on Gas Insulated Switchgears GIS at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Scope, terminology and governing principles
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-09
INTERMEDIATE

Heat Exchanger : Types & Applications, Design, Operation and Maintenance

Builds practical troubleshooting capability on Heat Exchanger : Types & Applications, Design, Operation and Maintenance, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Scope, terminology and governing principles
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Intermediate
MOR-10
INTERMEDIATE

ISO 17025 & Laboratory Information Management Systems for Analytical Laboratories "LIMS"

Combines equipment fundamentals with maintenance strategy for ISO 17025 & Laboratory Information Management Systems for Analytical Laboratories LIMS, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Scope, terminology and governing principles
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Intermediate
MOR-11
INTERMEDIATE

Maintenance Management

Works through Maintenance Management at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Maintenance Management
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Intermediate
MOR-12
INTERMEDIATE

Maintenance Planning, Scheduling and Control

Builds practical troubleshooting capability on Maintenance Planning, Scheduling and Control, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Maintenance Planning, Scheduling and Control
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Intermediate
MOR-13
INTERMEDIATE

Medium Voltage & High Voltage Switchgear Operations & Maintenance

Combines equipment fundamentals with maintenance strategy for Medium Voltage & High Voltage Switchgear Operations & Maintenance, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Scope, terminology and governing principles
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Intermediate
MOR-14
FOUNDATION

Process & Mechanical Engineering Essentials

Equips participants to apply Process & Mechanical Engineering Essentials to a professional standard, combining current best practice with structured exercises drawn from live industrial plant and asset operations.

CORE CURRICULUM

- Core framework of Process & Mechanical Engineering Essentials
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days
FORMAT
Classroom / Site
LEVEL
Foundation

MOR-15

INTERMEDIATE

Process Control Valves and Actuators

Builds practical troubleshooting capability on Process Control Valves and Actuators, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Process Control Valves and Actuators
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-16

INTERMEDIATE

Process Equipment: Compressors, Pumps, Seals and Variable - Speed Drives

Combines equipment fundamentals with maintenance strategy for Process Equipment: Compressors, Pumps, Seals and Variable - Speed Drives, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Scope, terminology and governing principles
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-17

INTERMEDIATE

Process Equipment and Piping System

Works through Process Equipment and Piping System at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Process Equipment and Piping System
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Intermediate

MOR-18

ADVANCED

Process Plant Optimization & Energy Conservation

Builds practical troubleshooting capability on Process Plant Optimization & Energy Conservation, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Process Plant Optimization & Energy Conservation
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
Classroom / Site

LEVEL
Advanced

MOR-19

INTERMEDIATE

Process Plant Troubleshooting & Engineering Problem Solving

Combines equipment fundamentals with maintenance strategy for Process Plant Troubleshooting & Engineering Problem Solving, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Core framework of Process Plant Troubleshooting & Engineering Problem Solving
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**MOR-20**

INTERMEDIATE

Pump & Machinery Troubleshooting

Works through Pump & Machinery Troubleshooting at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Pump & Machinery Troubleshooting
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**MOR-21**

INTERMEDIATE

Pumps, Compressors & Turbines

Builds practical troubleshooting capability on Pumps, Compressors & Turbines, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Pumps, Compressors & Turbines
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**MOR-22**

INTERMEDIATE

Risk Reliability Management

Combines equipment fundamentals with maintenance strategy for Risk Reliability Management, developing the diagnostic reasoning needed to protect uptime, safety and lifecycle cost.

CORE CURRICULUM

- Core framework of Risk Reliability Management
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**MOR-23**

INTERMEDIATE

Rotating Equipment: Start-up, Operation, Maintenance, & Troubleshooting

Works through Rotating Equipment: Start-up, Operation, Maintenance, & Troubleshooting at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Core framework of Rotating Equipment: Start-up, Operation, Maintenance, & Troubleshooting
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate**MOR-24**

INTERMEDIATE

Safe Operations & Maintenance of Circuit Breakers & Switchgears

Builds practical troubleshooting capability on Safe Operations & Maintenance of Circuit Breakers & Switchgears, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Scope, terminology and governing principles
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

MOR-25

INTERMEDIATE

Sustainability, Energy and Change

Develops applied capability in Sustainability, Energy and Change, moving from governing principles to supervised practice so that participants can work with confidence in industrial plant and asset operations.

CORE CURRICULUM

- Core framework of Sustainability, Energy and Change
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate
MOR-26

INTERMEDIATE

TEMA &HTRI Heat Exchanger Design & Cost Saving Management

Works through TEMA &HTRI Heat Exchanger Design & Cost Saving Management at operating and maintenance level, covering performance limits, failure modes, inspection routines and corrective practice.

CORE CURRICULUM

- Scope, terminology and governing principles
- Condition monitoring and reliability analysis
- Fault diagnosis and troubleshooting method
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate
MOR-27

INTERMEDIATE

Water Flooding Best Practices

Builds practical troubleshooting capability on Water Flooding Best Practices, using fault case studies, condition data and structured isolation method.

CORE CURRICULUM

- Core framework of Water Flooding Best Practices
- Safe operation, isolation and permit control
- Cost, energy and asset lifecycle optimisation
- Equipment fundamentals and operating principles
- Maintenance strategy, planning and scheduling

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Site

LEVEL

Intermediate

DISCIPLINE 15

Accounting & Finance

25 PROGRAMMES · FINANCE STAFF & NON-FINANCIAL MANAGERS

Financial programmes for both specialists and non-financial managers, covering reporting, budgeting, costing, treasury, investment and financial risk. Modules work through real statements and models so that participants can build, read and challenge the numbers with confidence.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	19 modules	4 modules	ACF-01 to ACF-25

WHAT THIS DISCIPLINE COVERS

- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

ACF-01

INTERMEDIATE

Account Payable, Account Receivable and Credit Polices

Develops applied capability in Account Payable, Account Receivable and Credit Polices, moving from governing principles to supervised practice so that participants can work with confidence in corporate finance functions.

CORE CURRICULUM

- Core framework of Account Payable, Account Receivable and Credit Polices
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION 5 Days	FORMAT Classroom / Live Virtual	LEVEL Intermediate
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ACF-02

FOUNDATION

Accounting for Non Accountants

Covers Accounting for Non Accountants from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Accounting for Non Accountants
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION 5 Days	FORMAT Classroom / Live Virtual	LEVEL Foundation
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ACF-03

INTERMEDIATE

Anti Money Laundering, Fraud Prevention and Financial Integrity

Develops the analytical method behind Anti Money Laundering, Fraud Prevention and Financial Integrity, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Scope, terminology and governing principles
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-04

INTERMEDIATE

Budget Preparation Skills and Techniques

Takes participants through Budget Preparation Skills and Techniques using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Budget Preparation Skills and Techniques
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-05

INTERMEDIATE

Budgeting, Forecasting and Planning Process

Covers Budgeting, Forecasting and Planning Process from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Budgeting, Forecasting and Planning Process
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-06

INTERMEDIATE

Cash Flow and Balance Sheet Analysis

Develops the analytical method behind Cash Flow and Balance Sheet Analysis, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Cash Flow and Balance Sheet Analysis
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-07

INTERMEDIATE

Corporate Finance

Takes participants through Corporate Finance using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Corporate Finance
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**ACF-08**

INTERMEDIATE

Corporate Governance, Accounting, and Finance Policies and Procedures

Covers Corporate Governance, Accounting, and Finance Policies and Procedures from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Scope, terminology and governing principles
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**ACF-09**

INTERMEDIATE

Cost Accounting, Analysis and Control

Develops the analytical method behind Cost Accounting, Analysis and Control, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Cost Accounting, Analysis and Control
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**ACF-10**

INTERMEDIATE

Effective Budgeting and Cost Control

Takes participants through Budgeting and Cost Control using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Budgeting and Cost Control
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

ACF-11

INTERMEDIATE

Enterprise and Operation Risk Management

Covers Enterprise and Operation Risk Management from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Enterprise and Operation Risk Management
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**ACF-12**

ADVANCED

Feasibility Studies, Preparation Analysis and Evaluation

Develops the analytical method behind Feasibility Studies, Preparation Analysis and Evaluation, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Feasibility Studies, Preparation Analysis and Evaluation
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced**ACF-13**

FOUNDATION

Finance for Non Financial Officers

Takes participants through Finance for Non Financial Officers using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Finance for Non Financial Officers
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Foundation**ACF-14**

ADVANCED

Financial Management and Modeling

Covers Financial Management and Modeling from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Financial Management and Modeling
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Advanced

ACF-15

ADVANCED

Financial Statement Analysis and Performance Evaluation

Develops the analytical method behind Financial Statement Analysis and Performance Evaluation, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Financial Statement Analysis and Performance Evaluation
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Advanced

ACF-16

INTERMEDIATE

Financial Strategies and Financial Management Skills

Takes participants through Financial Strategies and Financial Management Skills using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Financial Strategies and Financial Management Skills
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

ACF-17

INTERMEDIATE

Internal Auditing

Examines Internal Auditing in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Internal Auditing
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

ACF-18

INTERMEDIATE

Internal Capital Adequacy Assessment Process "ICAAP"

Develops the analytical method behind Internal Capital Adequacy Assessment Process ICAAP, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Internal Capital Adequacy Assessment Process ICAAP
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

ACF-19

INTERMEDIATE

International Public Sector Accounting Standards "IPSAS"

Takes participants through International Public Sector Accounting Standards IPSAS using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of International Public Sector Accounting Standards IPSAS
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-20

ADVANCED

Investment Analysis and Equity/debt Valuation

Covers Investment Analysis and Equity/debt Valuation from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Investment Analysis and Equity/debt Valuation
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

ACF-21

INTERMEDIATE

Investment and Fixed Assets Management

Develops the analytical method behind Investment and Fixed Assets Management, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Investment and Fixed Assets Management
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-22

INTERMEDIATE

Managing Financial Risks

Takes participants through Financial Risks using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Financial Risks
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ACF-23

INTERMEDIATE

Portfolio Management and Investment Strategies

Covers Portfolio Management and Investment Strategies from framework and standards through preparation to interpretation, with spreadsheet exercises worked in session.

CORE CURRICULUM

- Core framework of Portfolio Management and Investment Strategies
- Cost analysis and profitability measurement
- Financial statement analysis and ratios
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

ACF-24

INTERMEDIATE

Preparing Financial Statement and Annual Report

Develops the analytical method behind Preparing Financial Statement and Annual Report, so participants can build the numbers, test the assumptions and present conclusions to decision-makers.

CORE CURRICULUM

- Core framework of Preparing Financial Statement and Annual Report
- Risk, treasury and working capital management
- Modelling, valuation and investment appraisal
- Accounting framework and reporting standards
- Budget construction, forecasting and control

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

ACF-25

INTERMEDIATE

Treasury Management

Takes participants through Treasury Management using live statements and models, building the numeracy and analytical discipline needed to plan, challenge and report performance.

CORE CURRICULUM

- Core framework of Treasury Management
- Accounting framework and reporting standards
- Budget construction, forecasting and control
- Cost analysis and profitability measurement
- Financial statement analysis and ratios

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 16

Auditing & Assurance

17 PROGRAMMES · INTERNAL AUDITORS & ASSURANCE TEAMS

Internal audit and assurance programmes aligned to IIA and COSO practice, covering risk-based planning, fieldwork technique, fraud detection, quality assessment and certification preparation. Case-based throughout, with working papers and reporting exercises.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
1 module	14 modules	2 modules	AUD-01 to AUD-17

WHAT THIS DISCIPLINE COVERS

- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

AUD-01

INTERMEDIATE

Audit Manager Tools and Techniques

Covers Audit Manager Tools and Techniques from risk-based planning through fieldwork and evidence to reporting, producing defensible working papers and findings that withstand review.

CORE CURRICULUM

- Core framework of Audit Manager Tools and Techniques
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-02

INTERMEDIATE

Best Practices in Internal Auditing

Builds practical audit technique for Internal Auditing, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of Internal Auditing
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-03

INTERMEDIATE

Continuous Auditing

Develops the professional scepticism and method behind Continuous Auditing, with exercises in scoping, testing, evidence evaluation and escalation.

CORE CURRICULUM

- Core framework of Continuous Auditing
- Working papers, findings and audit reporting
- Quality assessment and professional standards
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-04

INTERMEDIATE

COSO-based Internal Auditing

Covers COSO-based Internal Auditing from risk-based planning through fieldwork and evidence to reporting, producing defensible working papers and findings that withstand review.

CORE CURRICULUM

- Core framework of COSO-based Internal Auditing
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-05

INTERMEDIATE

Creative Problem-Solving Techniques for Auditors

Builds practical audit technique for Creative Problem-Solving Techniques for Auditors, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of Creative Problem-Solving Techniques for Auditors
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-06

INTERMEDIATE

Financial Auditing for Internal Auditors

Develops the professional scepticism and method behind Financial Auditing for Internal Auditors, with exercises in scoping, testing, evidence evaluation and escalation.

CORE CURRICULUM

- Core framework of Financial Auditing for Internal Auditors
- Working papers, findings and audit reporting
- Quality assessment and professional standards
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-07

INTERMEDIATE

Financial Statement Fraud Detection for Internal Auditors

Covers Financial Statement Fraud Detection for Internal Auditors from risk-based planning through fieldwork and evidence to reporting, producing defensible working papers and findings that withstand review.

CORE CURRICULUM

- Core framework of Financial Statement Fraud Detection for Internal Auditors
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-08

INTERMEDIATE

Fraud Detection and Investigation for Government Auditors

Builds practical audit technique for Fraud Detection and Investigation for Government Auditors, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of Fraud Detection and Investigation for Government Auditors
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-09

INTERMEDIATE

Fraud Detection and Investigation for Internal Auditors

Develops the professional scepticism and method behind Fraud Detection and Investigation for Internal Auditors, with exercises in scoping, testing, evidence evaluation and escalation.

CORE CURRICULUM

- Core framework of Fraud Detection and Investigation for Internal Auditors
- Working papers, findings and audit reporting
- Quality assessment and professional standards
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-10

INTERMEDIATE

Fraud Investigation Tools and Techniques

Covers Fraud Investigation Tools and Techniques from risk-based planning through fieldwork and evidence to reporting, producing defensible working papers and findings that withstand review.

CORE CURRICULUM

- Core framework of Fraud Investigation Tools and Techniques
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

AUD-11

FOUNDATION

Introduction to IT Auditing

Builds practical audit technique for IT Auditing, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of IT Auditing
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

AUD-12

ADVANCED

ISO 9001 Lead Auditor Training "IRCA"

Develops the professional scepticism and method behind ISO 9001 Lead Auditor Training IRCA, with exercises in scoping, testing, evidence evaluation and escalation.

CORE CURRICULUM

- Core framework of ISO 9001 Lead Auditor Training IRCA
- Working papers, findings and audit reporting
- Quality assessment and professional standards
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
10 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

AUD-13

INTERMEDIATE

Operational Auditing: Evaluating Procurement and Sourcing

Covers Operational Auditing: Evaluating Procurement and Sourcing from risk-based planning through fieldwork and evidence to reporting, producing defensible working papers and findings that withstand review.

CORE CURRICULUM

- Core framework of Operational Auditing: Evaluating Procurement and Sourcing
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****AUD-14**

INTERMEDIATE

Operational Auditing: Evaluating the Supply Chain

Builds practical audit technique for Operational Auditing: Evaluating the Supply Chain, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of Operational Auditing: Evaluating the Supply Chain
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****AUD-15**

INTERMEDIATE

Performing an Effective Quality Assessment

A practitioner-level treatment of Performing an Effective Quality Assessment, giving participants the frameworks, tools and judgement the subject demands in internal audit functions.

CORE CURRICULUM

- Core framework of Performing an Effective Quality Assessment
- Working papers, findings and audit reporting
- Quality assessment and professional standards
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****AUD-16**

ADVANCED

Preparing for "CIA" Certification

Builds working command of CIA Certification through worked examples and case analysis, so participants can act on it and defend their decisions to stakeholders.

CORE CURRICULUM

- Core framework of CIA Certification
- Risk-based audit planning and scoping
- Fieldwork technique and evidence gathering
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****AUD-17**

INTERMEDIATE

Risk-Based Auditing: a Value Add Proposition

Builds practical audit technique for Risk-Based Auditing: a Value Add Proposition, using case files, sampling exercises and structured finding-writing practice.

CORE CURRICULUM

- Core framework of Risk-Based Auditing: a Value Add Proposition
- Control frameworks and COSO alignment
- Fraud indicators, detection and investigation
- Working papers, findings and audit reporting
- Quality assessment and professional standards

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate**

DISCIPLINE 17

Law & Legal

30 PROGRAMMES · LEGAL COUNSEL, CONTRACT & COMPLIANCE STAFF

Legal programmes for in-house counsel, contract managers and non-lawyers who carry legal exposure. Modules cover contract and commercial law, dispute resolution, evidence, drafting and sector-specific regimes, always framed around practical risk management rather than academic theory.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
2 modules	27 modules	1 module	LAW-01 to LAW-30

WHAT THIS DISCIPLINE COVERS

- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

LAW-01

ADVANCED

Advanced Procurement, Contract Management & Effective Negotiation

Examines Procurement, Contract Management & Effective Negotiation through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Procurement, Contract Management & Effective Negotiation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Advanced

LAW-02

INTERMEDIATE

Airline Contract Law

Covers the practical application of Airline Contract Law, from obligation and risk identification through drafting and negotiation to dispute handling.

CORE CURRICULUM

- Core framework of Airline Contract Law
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-03

INTERMEDIATE

Alternative Dispute Resolution "ADR"

Builds working legal literacy in Alternative Dispute Resolution ADR, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Alternative Dispute Resolution ADR
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-04

INTERMEDIATE

Business Law

Examines Business Law through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Business Law
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-05

INTERMEDIATE

Case File Preparation and Disclosure

Examines Case File Preparation and Disclosure in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Case File Preparation and Disclosure
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-06

INTERMEDIATE

Civil Law and Procedure

Builds working legal literacy in Civil Law and Procedure, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Civil Law and Procedure
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-07

INTERMEDIATE

Collecting Electronic / Digital Evidence

Examines Collecting Electronic / Digital Evidence through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Collecting Electronic / Digital Evidence
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-08

INTERMEDIATE

Construction Adjudication

Equips participants to apply Construction Adjudication to a professional standard, combining current best practice with structured exercises drawn from live commercial and regulatory legal practice.

CORE CURRICULUM

- Core framework of Construction Adjudication
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-09

INTERMEDIATE

Corporate Acquisitions and Disposals

Builds working legal literacy in Corporate Acquisitions and Disposals, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Corporate Acquisitions and Disposals
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-10

INTERMEDIATE

Corporate Governance for Lawyers

Examines Corporate Governance for Lawyers through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Corporate Governance for Lawyers
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-11

INTERMEDIATE

Courtroom Skills and Giving Evidence

Covers the practical application of Courtroom Skills and Giving Evidence, from obligation and risk identification through drafting and negotiation to dispute handling.

CORE CURRICULUM

- Core framework of Courtroom Skills and Giving Evidence
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-12**

INTERMEDIATE

Criminal Law and Procedure

Builds working legal literacy in Criminal Law and Procedure, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Criminal Law and Procedure
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-13**

INTERMEDIATE

Digital Copyright and Licensing

Examines Digital Copyright and Licensing through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Digital Copyright and Licensing
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-14**

INTERMEDIATE

Dilapidations - Claims, Obligations and Settlement Mechanisms

Equips participants to apply Dilapidations - Claims, Obligations and Settlement Mechanisms to a professional standard, combining current best practice with structured exercises drawn from live commercial and regulatory legal practice.

CORE CURRICULUM

- Core framework of Dilapidations - Claims, Obligations and Settlement Mechanisms
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-15**

INTERMEDIATE

Discrimination and the Law

Builds working legal literacy in Discrimination and the Law, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Discrimination and the Law
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

3 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-16**

INTERMEDIATE

Drafting Legislation

Examines Drafting Legislation through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Drafting Legislation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

LAW-17

INTERMEDIATE

Effective Audit Committees

Examines Audit Committees in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Audit Committees
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****LAW-18**

FOUNDATION

Effective Legal Writing for Non-Lawyers

Builds working legal literacy in Legal Writing for Non-Lawyers, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Legal Writing for Non-Lawyers
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation****LAW-19**

INTERMEDIATE

Effective Management of Legal Risk

Examines Management of Legal Risk through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Management of Legal Risk
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****LAW-20**

INTERMEDIATE

Employment Law: Practice & Skills

Covers the practical application of Employment Law: Practice & Skills, from obligation and risk identification through drafting and negotiation to dispute handling.

CORE CURRICULUM

- Core framework of Employment Law: Practice & Skills
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****LAW-21**

INTERMEDIATE

FIDIC Conditions of Contract for Works of Civil Engineering Construction

Builds working legal literacy in FIDIC Conditions of Contract for Works of Civil Engineering Construction, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Scope, terminology and governing principles
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****LAW-22**

FOUNDATION

Fundamentals of International Oil and Gas Law "IOG"

Examines International Oil and Gas Law IOG through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of International Oil and Gas Law IOG
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation**

LAW-23

INTERMEDIATE

Judicial Ethics and Case Management

Examines Judicial Ethics and Case Management in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Judicial Ethics and Case Management
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-24

INTERMEDIATE

Law Evidence Procedure, Complaints Handling and Investigation

Builds working legal literacy in Law Evidence Procedure, Complaints Handling and Investigation, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Law Evidence Procedure, Complaints Handling and Investigation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-25

INTERMEDIATE

Law-Making and Legislative Drafting

Examines Law-Making and Legislative Drafting through statute, precedent and worked drafting exercises, equipping participants to identify exposure early and act on it commercially.

CORE CURRICULUM

- Core framework of Law-Making and Legislative Drafting
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-26

INTERMEDIATE

Legality for Letters of Credit

Covers the practical application of Legality for Letters of Credit, from obligation and risk identification through drafting and negotiation to dispute handling.

CORE CURRICULUM

- Core framework of Legality for Letters of Credit
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-27

INTERMEDIATE

Mergers & Acquisitions

Builds working legal literacy in Mergers & Acquisitions, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Mergers & Acquisitions
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-28

INTERMEDIATE

Regulation of Investigatory Powers Act

Converts Regulation of Investigatory Powers Act into implementable internal practice, with exercises in documentation, gap analysis and conformity evidence.

CORE CURRICULUM

- Core framework of Regulation of Investigatory Powers Act
- Legal framework, sources and obligations
- Contract drafting, review and negotiation
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
5 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

LAW-29

INTERMEDIATE

Reinsurance Contract Wordings and Disputes

Covers the practical application of Reinsurance Contract Wordings and Disputes, from obligation and risk identification through drafting and negotiation to dispute handling.

CORE CURRICULUM

- Core framework of Reinsurance Contract Wordings and Disputes
- Dispute resolution and settlement mechanisms
- Evidence, procedure and case preparation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate**LAW-30**

INTERMEDIATE

Telecommunications Law and Regulation

Builds working legal literacy in Telecommunications Law and Regulation, using redlining, clause analysis and case discussion drawn from commercial practice.

CORE CURRICULUM

- Core framework of Telecommunications Law and Regulation
- Regulatory compliance and governance duties
- Legal risk identification and mitigation
- Legal framework, sources and obligations
- Contract drafting, review and negotiation

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

**Classroom / Live
Virtual**

LEVEL

Intermediate

DISCIPLINE 18

INGO & Non-Profit Management

9 PROGRAMMES · NGO LEADERSHIP, PROGRAMME & CSR STAFF

Institutional development programmes for non-profit and international organisations: governance, capacity building, social marketing, CSR and donor-funded project delivery. Modules reflect the accountability and sustainability demands placed on the sector.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
4 modules	3 modules	2 modules	NGO-01 to NGO-09

WHAT THIS DISCIPLINE COVERS

- Institutional governance and board practice
- Organisational capacity and systems building
- Strategic and programme planning
- Donor-funded project cycle management
- Social marketing and community engagement
- Accountability, impact and sustainability

NGO-01

INTERMEDIATE

Management of Institutional Work of Organizations

Addresses Management of Institutional Work of Organizations against the governance, accountability and sustainability standards expected of donor-funded and non-profit organisations.

CORE CURRICULUM

- Core framework of Management of Institutional Work of Organizations
- Institutional governance and board practice
- Organisational capacity and systems building
- Strategic and programme planning
- Donor-funded project cycle management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

NGO-02

FOUNDATION

Capacity Building in Non-profit Organizations

Builds institutional capability in Capacity Building in Non-profit Organizations, with tools for governance, planning and impact evidence that satisfy board and donor scrutiny.

CORE CURRICULUM

- Core framework of Capacity Building in Non-profit Organizations
- Strategic and programme planning
- Donor-funded project cycle management
- Social marketing and community engagement
- Accountability, impact and sustainability

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Foundation

NGO-03

FOUNDATION

Governance of Boards of Directors in Non-Profit Organizations

Addresses Governance of Boards of Directors in Non-Profit Organizations against the governance, accountability and sustainability standards expected of donor-funded and non-profit organisations.

CORE CURRICULUM

- Scope, terminology and governing principles
- Social marketing and community engagement
- Accountability, impact and sustainability
- Institutional governance and board practice
- Organisational capacity and systems building

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Foundation

NGO-04

INTERMEDIATE

Creativity in Social Marketing

Builds institutional capability in Creativity in Social Marketing, with tools for governance, planning and impact evidence that satisfy board and donor scrutiny.

CORE CURRICULUM

- Core framework of Creativity in Social Marketing
- Institutional governance and board practice
- Organisational capacity and systems building
- Strategic and programme planning
- Donor-funded project cycle management

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION

5 Days

FORMAT

Classroom / Live
Virtual

LEVEL

Intermediate

NGO-05**ADVANCED****Strategic Planning of Organizations**

Develops the judgement behind Strategic Planning of Organizations, using decision simulations, structured debrief and feedback on observed behaviour.

CORE CURRICULUM

- Core framework of Strategic Planning of Organizations
- Strategic and programme planning
- Donor-funded project cycle management
- Social marketing and community engagement
- Accountability, impact and sustainability

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced****NGO-06****INTERMEDIATE****Corporate Social Responsibility CSR**

Builds institutional capability in Corporate Social Responsibility CSR, with tools for governance, planning and impact evidence that satisfy board and donor scrutiny.

CORE CURRICULUM

- Core framework of Corporate Social Responsibility CSR
- Social marketing and community engagement
- Accountability, impact and sustainability
- Institutional governance and board practice
- Organisational capacity and systems building

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Intermediate****NGO-07****FOUNDATION****Supervisory Skills in Non-profit Organizations**

Builds leadership capability in Supervisory Skills in Non-profit Organizations, pairing behavioural diagnostics with practice sessions that translate directly into team performance and decision quality.

CORE CURRICULUM

- Core framework of Supervisory Skills in Non-profit Organizations
- Institutional governance and board practice
- Organisational capacity and systems building
- Strategic and programme planning
- Donor-funded project cycle management

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation****NGO-08****FOUNDATION****Project Management for Non-profit Organizations**

Builds institutional capability in Project Management for Non-profit Organizations, with tools for governance, planning and impact evidence that satisfy board and donor scrutiny.

CORE CURRICULUM

- Core framework of Project Management for Non-profit Organizations
- Strategic and programme planning
- Donor-funded project cycle management
- Social marketing and community engagement
- Accountability, impact and sustainability

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Foundation****NGO-09****ADVANCED****Executive Program of Social Responsibility**

Addresses Executive Program of Social Responsibility against the governance, accountability and sustainability standards expected of donor-funded and non-profit organisations.

CORE CURRICULUM

- Core framework of Executive Program of Social Responsibility
- Social marketing and community engagement
- Accountability, impact and sustainability
- Institutional governance and board practice
- Organisational capacity and systems building

PREREQUISITE

For experienced practitioners; prior exposure to the subject is assumed.

DURATION**5 Days****FORMAT****Classroom / Live
Virtual****LEVEL****Advanced**

DISCIPLINE 19

English Language

4 PROGRAMMES · ALL LEVELS, PLACEMENT TESTED

General, occupational and examination-focused English delivered by qualified language instructors. Programmes begin with a placement assessment and follow a CEFR-referenced progression, with accessible provision available for visually impaired participants.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
0 modules	4 modules	0 modules	ENG-01 to ENG-04

WHAT THIS DISCIPLINE COVERS

- Placement assessment and CEFR level mapping
- Grammar accuracy and lexical range
- Speaking fluency and listening comprehension
- Reading strategy and written production
- Workplace and sector-specific vocabulary
- Examination technique and timed practice

ENG-01

INTERMEDIATE

English Language Skills

Delivers structured, level-appropriate work on English Language Skills, with continuous assessment, corrective feedback and a clear progression path between levels.

CORE CURRICULUM

- Core framework of English Language Skills
- Placement assessment and CEFR level mapping
- Grammar accuracy and lexical range
- Speaking fluency and listening comprehension
- Reading strategy and written production

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
10 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ENG-02

INTERMEDIATE

English Language for the Visually Impaired

Builds accuracy and fluency in English Language for the Visually Impaired through graded practice across the four skills, supported by placement testing and progress checkpoints.

CORE CURRICULUM

- Core framework of English Language for the Visually Impaired
- Speaking fluency and listening comprehension
- Reading strategy and written production
- Workplace and sector-specific vocabulary
- Examination technique and timed practice

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ENG-03

INTERMEDIATE

English for Special Purposes

Develops confident practical use of English for Special Purposes in workplace situations, with the balance of skills adjusted to the group's entry level.

CORE CURRICULUM

- Core framework of English for Special Purposes
- Workplace and sector-specific vocabulary
- Examination technique and timed practice
- Placement assessment and CEFR level mapping
- Grammar accuracy and lexical range

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

ENG-04

INTERMEDIATE

Preparation for "TOEFL & IELTS" Exam

Delivers structured, level-appropriate work on Preparation for TOEFL & IELTS Exam, with continuous assessment, corrective feedback and a clear progression path between levels.

CORE CURRICULUM

- Core framework of Preparation for TOEFL & IELTS Exam
- Placement assessment and CEFR level mapping
- Grammar accuracy and lexical range
- Speaking fluency and listening comprehension
- Reading strategy and written production

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

DISCIPLINE 20

Special Needs Programmes — Visually Impaired

7 PROGRAMMES · BLIND & VISUALLY IMPAIRED PARTICIPANTS

Accessible programmes designed for blind and visually impaired participants, delivered with screen-reader technology, braille and audio-first materials. Content mirrors the mainstream catalogue while adapting pace, materials and assessment to each participant's assistive setup.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
0 modules	7 modules	0 modules	SNB-01 to SNB-07

WHAT THIS DISCIPLINE COVERS

- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery
- Core subject content at mainstream standard
- Individual pacing and one-to-one support
- Communication and workplace confidence
- Independent practice and progression planning

SNB-01

INTERMEDIATE

Training on Electronic Devices (Screen Readers)

Delivered in an accessible format with adapted materials and assistive technology, this module covers Training on Electronic Devices at the same standard as the mainstream programme.

CORE CURRICULUM

- Core framework of Training on Electronic Devices
- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery
- Core subject content at mainstream standard
- Individual pacing and one-to-one support

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
20 Sessions	Classroom / Live Virtual	Intermediate

SNB-02

INTERMEDIATE

English Language Course (All Levels)

Builds accuracy and fluency in English Language Course through graded practice across the four skills, supported by placement testing and progress checkpoints.

CORE CURRICULUM

- Core framework of English Language Course
- Core subject content at mainstream standard
- Individual pacing and one-to-one support
- Communication and workplace confidence
- Independent practice and progression planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
10 Days	Classroom / Live Virtual	Intermediate

SNB-03

INTERMEDIATE

Computer Course

Delivered in an accessible format with adapted materials and assistive technology, this module covers Computer Course at the same standard as the mainstream programme.

CORE CURRICULUM

- Core framework of Computer Course
- Communication and workplace confidence
- Independent practice and progression planning
- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
10 Days	Classroom / Live Virtual	Intermediate

SNB-04

INTERMEDIATE

Human Development Courses

Provides supported, individually paced instruction in Human Development Courses, using accessible materials and continuous one-to-one feedback.

CORE CURRICULUM

- Core framework of Human Development Courses
- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery
- Core subject content at mainstream standard
- Individual pacing and one-to-one support

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION	FORMAT	LEVEL
20 Sessions	Classroom / Live Virtual	Intermediate

SNB-05

INTERMEDIATE

Effective Communication Tools

Examines Communication Tools in depth and converts it into repeatable workplace method, so participants return able to apply it without external support.

CORE CURRICULUM

- Core framework of Communication Tools
- Core subject content at mainstream standard
- Individual pacing and one-to-one support
- Communication and workplace confidence
- Independent practice and progression planning

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SNB-06

INTERMEDIATE

Effective Speakers and Listeners

Strengthens both the technical and the decision-making side of Speakers and Listeners, preparing participants to deliver it and to lead others through the same process.

CORE CURRICULUM

- Core framework of Speakers and Listeners
- Communication and workplace confidence
- Independent practice and progression planning
- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SNB-07

INTERMEDIATE

Effective Telephone Skills and Etiquette

Develops applied capability in Telephone Skills and Etiquette, moving from governing principles to supervised practice so that participants can work with confidence in accessible learning environments.

CORE CURRICULUM

- Core framework of Telephone Skills and Etiquette
- Assistive technology and screen-reader fluency
- Accessible material and audio-first delivery
- Core subject content at mainstream standard
- Individual pacing and one-to-one support

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
3 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

DISCIPLINE 21

Special Needs Programmes — Deaf & Hard of Hearing

10 PROGRAMMES · DEAF & HARD-OF-HEARING PARTICIPANTS

Programmes for deaf and hard-of-hearing participants delivered in Arabic sign language with visual-first materials and qualified interpreters. The stream covers language support, digital skills, social integration and content creation, structured into progressive levels.

FOUNDATION	INTERMEDIATE	ADVANCED	CODES
4 modules	6 modules	0 modules	SND-01 to SND-10

WHAT THIS DISCIPLINE COVERS

- Sign-language delivery and interpreter support
- Visual-first materials and demonstration
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills
- Social integration and community participation
- Portfolio and practical assessment

SND-01

FOUNDATION

Arabic Language Supporting Course (Reading and Writing) Level 1

Delivers structured, level-appropriate work on Arabic Language Supporting Course Level 1, with continuous assessment, corrective feedback and a clear progression path between levels.

CORE CURRICULUM

- Core framework of Arabic Language Supporting Course Level 1
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

SND-02

FOUNDATION

Arabic Language Supporting Course (Reading and Writing) Level 2

Builds accuracy and fluency in Arabic Language Supporting Course Level 2 through graded practice across the four skills, supported by placement testing and progress checkpoints.

CORE CURRICULUM

- Core framework of Arabic Language Supporting Course Level 2
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills
- Social integration and community participation
- Portfolio and practical assessment

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

SND-03

INTERMEDIATE

Arabic Sign Language Course

Develops confident practical use of Arabic Sign Language Course in workplace situations, with the balance of skills adjusted to the group's entry level.

CORE CURRICULUM

- Core framework of Arabic Sign Language Course
- Social integration and community participation
- Portfolio and practical assessment
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SND-04

INTERMEDIATE

Social Integration Course

Provides supported, individually paced instruction in Social Integration Course, using accessible materials and continuous one-to-one feedback.

CORE CURRICULUM

- Core framework of Social Integration Course
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SND-05**INTERMEDIATE****Religious Culture Course**

Delivered in an accessible format with adapted materials and assistive technology, this module covers Religious Culture Course at the same standard as the mainstream programme.

CORE CURRICULUM

- Core framework of Religious Culture Course
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills
- Social integration and community participation
- Portfolio and practical assessment

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SND-06**FOUNDATION****English Language Course Level 1**

Develops confident practical use of English Language Course Level 1 in workplace situations, with the balance of skills adjusted to the group's entry level.

CORE CURRICULUM

- Core framework of English Language Course Level 1
- Social integration and community participation
- Portfolio and practical assessment
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

SND-07**FOUNDATION****English Language Course Level 2**

Delivers structured, level-appropriate work on English Language Course Level 2, with continuous assessment, corrective feedback and a clear progression path between levels.

CORE CURRICULUM

- Core framework of English Language Course Level 2
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills

PREREQUISITE

No prior experience assumed; suitable as an entry point to the discipline.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Foundation

SND-08**INTERMEDIATE****Social Media Course**

Provides supported, individually paced instruction in Social Media Course, using accessible materials and continuous one-to-one feedback.

CORE CURRICULUM

- Core framework of Social Media Course
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills
- Social integration and community participation
- Portfolio and practical assessment

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SND-09**INTERMEDIATE****Digital Content Creation Course**

Delivered in an accessible format with adapted materials and assistive technology, this module covers Digital Content Creation Course at the same standard as the mainstream programme.

CORE CURRICULUM

- Core framework of Digital Content Creation Course
- Social integration and community participation
- Portfolio and practical assessment
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
20 Sessions

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

SND-10**INTERMEDIATE****Computer Course (4 Levels)**

Provides supported, individually paced instruction in Computer Course, using accessible materials and continuous one-to-one feedback.

CORE CURRICULUM

- Core framework of Computer Course
- Sign-language delivery and interpreter support
- Visual-first materials and demonstration
- Graded levels with progression checkpoints
- Literacy, digital and workplace skills

PREREQUISITE

Assumes working familiarity with the subject area or a related role.

DURATION
10 Days

FORMAT
**Classroom / Live
Virtual**

LEVEL
Intermediate

From enquiry to measured outcome.

01

Select

Identify modules by discipline and code, or send us the role competencies you need covered.

02

Scope

We confirm level, duration, delivery mode and any tailoring to your systems and documentation.

03

Schedule

Dates are fixed around your operational load; in-house cohorts run at your site or ours.

04

Deliver

Practitioner-led delivery with materials, exercises and assessment included.

05

Report

Attendance, assessment outcomes and evaluation data returned to your training function.

DELIVERY FORMATS

FORMAT	GROUP SIZE	BEST SUITED TO
Public course	8–18	Individual professionals; cross-company networking.
In-house cohort	10–25	Whole teams; tailoring to internal systems and data.
Live virtual	8–20	Distributed teams; phased delivery across weeks.
Laboratory / site	6–12	Technical and HSE modules requiring equipment access.

STANDARD SCHEDULE PATTERN

DURATION	CONTACT HOURS	ASSESSMENT
3 days	18 hours	Practical exercise and attendance certificate.
5 days	30 hours	Case assignment and end-of-module assessment.
10 days	60 hours	Staged assessment with a final applied project.
20 sessions	40–60 hours	Placement test, progress checks and exit level report.

All programmes include course materials, exercises, assessment and a certificate of completion. Durations shown are the standard pattern; in-house cohorts can be condensed, extended or split into phased blocks.

Start a **conversation.**

For corporate training, professional development or consultation inquiries, contact our Istanbul office.

REQUEST A PROGRAMME PROPOSAL

Public courses

Scheduled open enrolment in Istanbul, published by quarter.

In-house cohorts

Delivered at your site and tailored to your systems and data.

Live virtual

Phased delivery for distributed teams, same materials and assessment.

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