

WELCOME TO BA GRIFFIN

BA Griffin is an international consulting firm specializing in project and program management, due diligence, resource management, capacity development, training and consulting.

We are registered in Ireland and Nigeria with a business presence in the United States and Dubai. Our core objective is to develop human capital base with a strong bias for transformational leadership channelled towards improved productivity and national development. Our extensive growth has been due to the high level of technical expertise within the firm which has led to the growth of several institutions and individuals who have associated with us.

We operate an effective business model to match our client needs in a sustainable manner, build more capable organization and secure more profitable and lasting results.

We partner with clients to identify their highest-value opportunities, address their most critical challenges and assist in the transformation of their organizations.

ABOUT OUR COURSES

Please note that although our courses are open, we can always accommodate as many participants as you intend to train in your organization at any time.

Our course locations are not limited to the venues specified in our brochure. We could also run our programs in the location of choice to suit the needs of our clients.

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FINANCE AND ACCOUNT

BUDGETING AND STRATEGIC CORPORATE PLANNING

COURSE OVERVIEW

- Budgeting skills for public sector organizations.
- International Financial Reporting Standards.
- International Budgeting standards.
- Contemporary Strategic Planning Ideologies and skills.
- Strategic Planning in an uncertain world.
- Case studies in Budgeting and Strategic Corporate Planning.

TARGET AUDIENCE

- Finance Director.
- Corporate Executives.
- Auditors.
- Treasurer.
- Public sector workers seeking to improve budgeting and strategic planning skills.

LEARNING OUTCOMES

In this program, delegates will be taken through recent and important issues in budgeting and strategic corporate planning for public sector organizations, with emphasis on globalised standards that are relevant to many jurisdictions across the world. New budgeting skills are examined, delegates are taken through relevant skills on Microsoft Excel, towards assisting them in building and integrating spreadsheets and cross-referencing, in the budgeting process. Also, Delegates are made to appreciate the connectivity of different roles within the organization whereby strategic planning of an organization change, determines the ultimate success or failure of the organization.

FINANCIAL STATEMENT ANALYSIS FOR EMERGING ECONOMIES

COURSE OVERVIEW

- Quantitative and qualitative analysis and reporting.
- Balance Sheet Information Balance Sheet.
- Income Statement and Statement of Cash flow.
- A closer look at profits.
- Analysis of Final Accounts.
- Ratio.
- Fundamental and Technical analysis.
- Forecasts and Security Analysis.
- Pros and Cons of a market-based Equity Figure.

TARGET AUDIENCE

- Finance managers in public and private practice.
- Auditors.
- Finance Directors.
- Financial Controllers.
- Capital Market Regulators.
- Capital Market Operators (Stockbrokers, Asset Managers, Fund Managers).
- Bursar.

LEARNING OUTCOMES

Delegates are afforded the opportunity of learning tested, and contemporary techniques of financial statement analysis in this program, especially in view of the growing complexities involved in analysing and making sense of the final accounts and reports of companies. Case studies involving auditing failures and auditors liabilities and responsibilities and the growing fury over conflict of interest are also discussed.

Location and Dates

London : 25th - 29th May, 6th - 10th Apr.
Dubai : 6th - 10th Dec, 5th - 9th Jul.
Kigali : 6th - 10th Apr, 6th - 10th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 28th Jun - 2nd Jul, 8th - 12th Mar.
London : 14th - 18th Dec, 20th - 24th Apr.
Kigali : 16th - 20th Nov, 25th - 29th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

FINANCIAL PLANNING FOR ORGANISATIONAL EFFECTIVENESS

COURSE OVERVIEW

Effective financial planning contributes significantly to organisational effectiveness. This has made organisations to pay premium attention to planning their finances. This course has been structured to enable participants know how to plan the finances of their organisations well.

COURSE CONTENT

- Valuating the Financial Health of organisations.
- Using cashflow to identify warning signals.
- Appraising organisation using Financial Analysis.
- Appraisal of a Project: Documented Cashflows.
- Measuring Risks and Returns.
- Sources of Finance.
- Evaluating Investment Options.
- Investments.
- Asset Value.
- Economic Value Added (EVA).
- Use of Financial Budgets: Strategic Costing.
- The Impact of Activity Based Costing Marginal Costing and full Costing.

TARGET AUDIENCE

Senior and Middle Management Staff responsible for making financial decisions.

LEARNING OUTCOMES

Participants will understand the fundamentals of financial planning and also identify how to use financial planning to enhance the effectiveness of their organisations.

FINANCE AND ACCOUNTING FOR NON-ACCOUNTANTS

COURSE OVERVIEW

Non-accountants need to understand the basic principles of finance and Accounting to facilitate their operations and decisions for sustained results. They need to relate their decisions to financial considerations. This course is designed to help participants with no formal background in finance and accounting to develop an understanding of the essential features of these functions and apply them in their work situations.

COURSE CONTENT

- Overview of Finance and Accounting.
- Principles of Book Keeping.
- Operation of impress Accounts.
- Preparation of Bank Reconciliation.
- Cost Control Techniques.
- Cost/Benefit and Break-even Analysis.
- Public/Private Sector Accounting.
- Responsibility/Stewardship accounting.
- Preparation, Analysis and Interpretation of Finance and Accounting Reports.
- Budgeting and Budgetary Control.
- Computer Application to Finance and Account.

TARGET AUDIENCE

Non-accountants who are owners of business, and Heads of Department, Sections, and Units of organisation.

LEARNING OUTCOMES

This course will enable participants to know Finance and Accounting principles and procedures, enable participants to apply the principles and procedures in their activities, and enable participants to analyse and prepare Financial Statements.

Location and Dates

Dubai : 10th - 14th May, 7th - 11th Jun.
London : 26th - 30th Oct, 27th - 31st Jan.
Atlanta : 11th - 15th May, 6th - 10th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 10th - 14th Aug, 4th - 8th May.
London : 10th - 14th Aug, 15th - 19th Jun.
Dubai : 22nd - 26th Mar, 11th - 15th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BUDGETING AND BUDGETARY CONTROL

COURSE OVERVIEW

Budgeting is the core activity of financial management used to make organisations effective and efficient in service delivery. Organisations deliberately strengthen their acts of budgeting as part of their financial management, to enhance their effectiveness. This course has been designed to educate participants on how to prepare and use budgets in their organisations.

COURSE CONTENT

- The planning process.
- Budgeting: In the Beginning.
- Budgeting: The Next Stage.
- Budgeting: Final Stages.
- Budgeting: Implementation.
- Application of Quantitative Techniques to Budgeting.
- Information Technology and Budgeting.
- Management Control Systems.
- Alternative Budgeting Approaches.
- Modern Performance Management & Evaluation.

TARGET AUDIENCE

This course will enable participants to identify the techniques of preparing and using budgets, encourage participants to apply the techniques in their organisation.

LEARNING OUTCOMES

Directors of finance; Heads of departments, sections and units and Budget Officers of organisations.

FINANCIAL INSTITUTION ANALYSIS: CAMELS APPROACH

COURSE OVERVIEW

- Overview of CAMELS
- Earnings Ability
- Capital Adequacy
- Asset Quality
- Management Competence
- Liquidity Risk
- Sensitivity to Market Risk
- Composite Rating

TARGET AUDIENCE

Risk Professionals, Financial Professionals, Auditors and Bankers.

LEARNING OUTCOMES

Participants will be equipped to distinguish the risks in the different business lines and products offered by financial institutions and recognise how they are reflected in the financial statement. Understand the components of bank financial statements and key ratios used in bank analysis. Recognise the impact of differing accounting standard and policies e.g. provisioning, asset valuation, securitization etc. on the financial statement. Use the camels framework (capital, asset quality, management, earnings, liquidity and security to market risk) and key ratio to make a preliminary assessment of the performance and financial health of a bank.

Location and Dates

Kigali : 25th - 29th May, 16th - 20th Mar.
London : 27th - 31st Jul, 23rd - 27th Mar.
Atlanta : 3rd - 7th Feb, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 1st - 5th Jun, 7th - 11th Sep.
London : 24th - 28th Aug, 20th - 24th Jan.
Dubai : 5th - 9th Jan, 6th - 10th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARD WORKSHOP

COURSE OVERVIEW

- Introduction to IPSAS.
- Conceptual framework for general purpose financial reporting by public sector entities.
- Reporting and Disclosure.
- Accounting and Financial Reporting for service concession arrangements.
- Provisions, Contingent Liabilities and Contingent Assets.
- Presentation of Financial Statements and Cash Flow Statements.
- Presentation of budget information in Financial Statements.
- Accounting policies, Changing in Accounting Estimates and Errors.
- Revenue and related Costs.
- Foreign Exchange Rates.
- Consolidates and Separate Financial Statements.
- Transitioning to the Accrual basis of Accounting.
- Impairment of non-cash generating Assets and cash generating Assets.

TARGET AUDIENCE

Directors at all levels in charge of finance, Directorates of Government Services, Internal and External Auditors and Accounts officers.

LEARNING OUTCOMES

Participants will know what IPSAS is all about, understand necessary steps required for adopting and implementing the standards, identify the challenges related to the implementation of the standards, enhance transparency and accountability in the use of financial resources in public sector organisations.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS) WORKSHOP

COURSE OVERVIEW

- The importance of Standards of Financial Reporting.
- The Legal Framework for Developing International Reporting Standards.
- Concepts in International financial Reporting Standards.
- Policies and Revenues.
- Application of the Standards in the Public and Private Sectors.
- The importance of using Resource Accounting and Budgeting in Public sector organisations.
- Review of Developments in current international Financial Reporting Standards and Specific Technical Areas.

TARGET AUDIENCE

Senior and middle Management Staff in charge of Finance and Accounting.

LEARNING OUTCOMES

Participants will be introduced to the Standard Financial Reporting Format and adopt the Standards in their organisation.

Location and Dates

London : 20th - 24th Apr, 15th - 19th Jun.
Dubai : 24th - 28th May, 21st - 25th Jun.
Kigali : 20th - 24th Jul, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 20th - 24th Jan, 26th - 30th Oct.
London : 18th - 22nd May, 6th - 10th Apr.
Dubai : 13th - 17th Sep, 26th - 30th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

EFFECTIVE INTERNAL AUDITING

COURSE OVERVIEW

- The Internal Audit Process.
- Preparing for Internal Audit.
- Gathering Evidence of Conformance.
- Types of Internal Audit.
- Observation, Sampling and Interviewing Audit Objectives.
- Reporting Audit Findings.
- Challenges of Audit Reporting.
- Management Expectations on Internal Reports.
- IIA Professional Standards.
- Audit Responsibilities.
- Verifying Corrective Actions.

TARGET AUDIENCE

Internal Auditors of Organisations.

LEARNING OUTCOMES

This course will enable Participants to know the elements of Effective Internal Auditing, Identify the Techniques and Skills for Internal Auditing. Stimulate the participants to use the skills in carrying out Effective Internal Auditing functions.

FORENSIC AUDITING

COURSE OVERVIEW

- Overview of Forensic Auditing.
- White Collar Crime and Business Risk.
- The Blade Economy: Awareness and Profile.
- Money Laundering and Proceeds of Crime.
- Government and Business Risk Overview.
- Nature, Types and Scale of Fraud.
- Limitations of Traditional Audit Techniques.
- Detection using the Forensic Toolkit.
- Use of Publicly Available Information.
- Interviewing in a Stressed Environment.
- Assessing Quantum of Loss.
- Reporting.
- Dealing with Legal Practitioners and Handling Court Cases.

TARGET AUDIENCE

Internal and External Auditors.

LEARNING OUTCOMES

At the end of the course Participants will understand the concept of forensic auditing, be able to identify the techniques and skills for the forensic auditing, stimulate participants to get their organisations to adopt the use of forensic auditing.

Location and Dates

Kigali : 4th - 8th May, 19th - 23rd Oct.
Atlanta : 17th - 21st Aug, 14th - 18th Dec.
London : 22nd - 26th Jun, 13th - 17th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 23rd - 27th Nov, 23rd - 27th Mar.
London : 19th - 23rd Oct, 23rd - 27th Nov.
Dubai : 12th - 16th Jul, 8th - 12th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

EFFECTIVE PUBLIC PROCUREMENT MANAGEMENT

COURSE OVERVIEW

- Overview of the Public Procurement Process.
- Understanding Public Sector Organisations.
- Code of Ethics in Public Procurement.
- Procurement Methods.
- Planning Public Procurement.
- Bid Procedures and Related Systems for Detecting and Preventing Fraud and Corruption.
- Contract Principles.
- Contract Administration for Goods, Works and Services.
- Monitoring and Evaluating the procurement process.
- E-Procurement.

TARGET AUDIENCE

Middle Level Management Staff in Charge of Procurement and Public Sector Organisations.

LEARNING OUTCOMES

At the end of this course, Participants will understand the elements of Effective Procurement, comprehend the skills for effective procurement and would be stimulated to handle procurements in their organisations effectively.

FINANCIAL MODELLING AND FORECASTING TECHNIQUES USING MICROSOFT EXCEL

COURSE OVERVIEW

- Basics of Financial Modelling in Excel.
- Understanding the interpretation of complex financial earnings models.
- Modelling best practices and troubleshooting.
- Projection drivers selection and development.
- Financial statement projection (including supporting schedules).
- Excel functionality.
- Financial Analysts.
- Further analysis and tax implications on analysis.
- Implication of Accounting Standards on financial models.
- Understanding and interpretation of methodologies the way it is done in the industry.
- Discounted cash flow models.

TARGET AUDIENCE

- Financial Controllers and Directors.
- Accountants.
- Bankers.

LEARNING OUTCOMES

Modelling is a valuable financial skill and is the most challenging use of excel by finance professionals. It is practiced by world leading companies by consultants and senior managers. With this skills, you move from the basic technical accountancy to the analytical business performance management. You can evaluate business projects, build sensitive analysis, perform equity research, prepare management accounts, budgets, forecasts and carry out vast number of other applications. This course empowers you with the skills of a financial consultant, capable of accurately modelling complex financial situations in any business.

Location and Dates

Dubai : 9th - 13th Feb, 10th - 14th May.
London : 4th - 8th May, 10th - 14th Aug.
Kigali : 22nd - 26th Jun, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 27th Sep - 1st Oct, 8th - 12th Nov.
London : 20th - 24th Apr, 14th - 18th Dec.
Atlanta : 22nd - 26th Jun, 4th - 8th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ACCOUNTING AND DISCLOSURE RULES FOR FINANCIAL INSTRUMENTS AND INSTITUTIONS

COURSE OVERVIEW

- Financial Instruments and Institutions.
- Nature and Regulation of Depository Institutions.
- Thrifts.
- Interest Rate Risk and Net Interest Earnings.
- Credit Risk and Losses.
- Fair Value Accounting for Financial.
- Instruments: Concepts, Disclosures, and Investment Securities.
- Mortgage Banks.
- Securitizations.
- Elements of Structured Finance Transactions.
- Commercial Banks.
- Derivative and Hedging.
- Market Risk Disclosures.
- Lessors and Lease Accounting.
- Reinsurance Accounting and Disclosure.

TARGET AUDIENCE

Officers, Analyst, Managers, Auditors and Regulators of Financial Institutions.

LEARNING OUTCOMES

This course provides a comprehensive guide to the analysis of financial instruments and institutions using accounting information and disclosures that are publicly available in financial reports. It is primarily meant for users of financial reports who must confront the complex, voluminous, and changing nature of financial reporting rules for financial instruments and institutions. The primary goal of the course is to provide these users with the tools necessary to construct as coherent a story as possible about how financial institutions and also nonfinancial firms generate or destroy value using financial instruments. The course shows how financial reports provide clues to the construction of such a story through fair value accounting for financial instruments and accompanying estimation sensitivity and risk disclosures that users can, with focused effort, piece together and interpret in a consistent and conceptually sound fashion.

Location and Dates

Dubai : 25th - 29th Oct, 22nd - 26th Mar.

London : 6th - 10th Apr, 1st - 5th Jun.

Atlanta : 13th - 17th Jul, 25th - 29th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PROJECT FINANCIAL MANAGEMENT

COURSE OVERVIEW

- Accounting Principles and Financial Statements.
- Mastering Project Performance Objectives.
- Public Sector Projects: Cost-Benefit Analysis and Value for Money Concept.
- Commercial Project Objects: The Risk and the Rewarding Relationship.
- Using financial criteria to measure Project Success.
- Identifying Critical Success Factors and Developing Key Performance Indicators (KPIs).
- Working Capital Management and Cash Flow Improvement.
- The Time-Cost Quality Triangle.
- Project Finance Basics.
- Making Business Case for the Project.
- Project Cost Estimation: Three Point Method and Monte Carlo Simulation.
- Project Finance Appraisal Techniques Public Sector Project Approval Methods.
- Preparing Winning Project Bids and Proposals.
- Project Budgeting and Contingency Funds.
- Monitoring and Controlling Project Costs.

TARGET AUDIENCE

Senior and Middle Level Management Staff responsible for managing the Finances of Specific Projects and Private Accounting Practitioners.

LEARNING OUTCOMES

This course enables the participants to understand, analyse, Interpret and use Financial Statements, use Profit and Cash Flow as tools for measuring project success. Stimulate Participants to apply the new knowledge for effective Project Management.

Location and Dates

Kigali : 6th - 10th Jul, 13th - 17th Jan.

London : 24th - 28th Feb, 20th - 24th Jul.

Dubai : 6th - 10th Dec, 26th - 30th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRATEGIC FINANCIAL MANAGEMENT

COURSE OVERVIEW

- Introduction to Financial Strategy.
- Working Capital Management.
- Sources of Finance: Equity.
- Sources of Finance: Debt.
- Weight Average Cost of Capital (WACC).
- Share Valuations.
- Capital Asset Pricing Model.
- Risk.
- Capital Investment Appraisal and Measurement.
- Impact of Financing Decisions.

TARGET AUDIENCE

Senior and Middle Level Management Staff responsible for Financial Control and Strategic Planning as well as Heads of Projects.

LEARNING OUTCOMES

Participants will be able to identify strategic financial management tools; Assess and evaluate proposed strategies of organisations; evaluate financial management options.

FORENSIC ACCOUNTING

COURSE OVERVIEW

Introduction

What is forensic accounting? What is corporate fraud? What are some famous examples of fraud? What is corporate culture? How can you safeguard against misconduct? How important are the codes of conduct? How can you decide if a crime has been committed? How is money laundering defined? Fraud Background

What is the psychology of fraud? What are some indicators of management fraud? How can individual perpetrators be spotted? How does classic criminology view fraud? What approaches can you take to prevent fraud? What systems based risk factors are there? Fraud Investigations

- What are the general principles of fraud investigations?
- What are the first steps of fraud investigations?
- What is the purpose of the fraud investigation?
- What are some possible problems?
- How should you investigate management fraud?
- What is the importance of analytical review?
- How should you investigate employee fraud?
- What are IT approaches to fraud investigation?

Non-fraud work

How are unlisted entities valued? What types of valuation are there? How can you deal with matrimonial disputes? What is "asset tracing"? How is asset tracing relevant to fraud?

TARGET AUDIENCE

This course is aimed at accountants with an interest in the field of forensic accounting and forensic accountants who wish to refresh their knowledge the basics of the topic.

LEARNING OUTCOMES

Delegates will be able to identify misconduct including fraud and money laundering, gain an understanding of how to prevent fraud, plan and conduct fraud investigations. They will also develop an understanding of non-fraud work such valuations and asset tracing, understand the role of a forensic accountant as an expert witness.

Location and Dates

Kigali : 12th - 16th Oct, 21st - 25th Sep.
London : 5th - 9th Oct, 10th - 14th Feb.
Dubai : 4th - 8th Oct, 12th - 16th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 28th Sep - 2nd Oct, 24th - 28th Feb.
Kigali : 2nd - 6th Nov, 24th - 28th Aug.
Dubai : 16th - 20th Aug, 21st - 25th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

FINANCIAL ANALYSIS, AUDITING AND ACCOUNTING STANDARDS

COURSE OVERVIEW

This programme explores the impact of the legislation, SEC Rulings and Guidance and Auditing Standards on control issues in information technology. It provides information to assist in planning, organising and execution of the organisation's assessment of IT activities. This course will discuss tools available to perform the assessment of IT general controls, demonstrate a process using CobiT Online tools, and provide a hands-on assessment case study. In addition, there will be discussion of control issues of End-User Computing and techniques of assessment as well as control issues with Service Organisations and assessment techniques. Class format: Small and group exercises, facilitator presentations, and feedback from the facilitator.

TARGET AUDIENCE

- Financial, Auditing and IT staff.
- Supervisors.
- Managers who are involved in assuring compliance with Sarbanes-Oxley law and need to understand the IT issues and assessment methodology.

LEARNING OUTCOMES

By the end of the course, participants would:

- Understanding of the new developments and requirements of the IAS and IFRS.
- Understanding of the requirements of the Sarbanes-Oxley law, the SEC rulings that can impact the Information Technology function within your organisation.
- Understanding of the potential impact of the SEC's Management Guidance and the revised Auditing Standard No. 5 which supersedes Auditing Standard No. 2.
- Identifying the relationship of controls provided by the IT application and the IT environmental (general) controls on which the application depends with the "key" financial controls of the business.
- Understanding the Framework requirements and alternatives available for assessing IT general controls.

Location and Dates

Dubai : 11th - 15th Oct, 12th - 16th Jul.
Atlanta : 11th - 15th May, 6th - 10th Jan.
Kigali : 7th - 11th Dec, 20th - 24th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

FINANCIAL AND MARKET RISK MANAGEMENT

COURSE OVERVIEW

The course covers the most important aspects of the art of market risk management, as seen from both the trader's and the enterprise risk manager's point of view. The measurement of market risk and its use for position management, regulatory purpose and risk/return optimisation is explored in detail. From simple linear instruments to exotic options and complex pricing models, the course will give you the knowledge and skills to tackle the challenges of the modern practice of market risk management. The course starts by describing the tools used on the trading desks to measure, control and mitigate the unwanted risks, on both plain vanilla and complex instruments and portfolios. A discussion of the technological challenges involved in the implementation of an enterprise-wide risk management system completes the course. The delegates will use their excel skills to build tools that will help them to prototype their own risk management engine.

TARGET AUDIENCE

The course will be of value to professionals in the following areas:

- Analysts.
- Portfolio Managers.
- Traders.
- Risk Managers.
- Investment Support Staff.
- Accountants.
- Regulators.
- Individual Investors.

LEARNING OUTCOMES

By the end of the course, participants would better understand:

- Linear risk.
- Interest Rate risk.
- Non-linear risk.
- Complex Interest Rate risk.
- Exotic instruments.
- Advanced market risk and enterprise-wide risk management.
- Multi-asset products.
- Problems of risk management.
- Using the risk measures.
- Rules of the game.

Location and Dates

Atlanta : 1st - 5th Jun, 11th - 15th May.
London : 14th - 18th Dec, 20th - 24th Jan.
Kigali : 7th - 11th Sep, 24th - 28th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CORPORATE FINANCE: STRATEGIES FOR CREATING SHAREHOLDER VALUE

COURSE OVERVIEW

- Measure the impact of major strategic and operating decisions on shareholder value.
- Evaluate and prioritise strategic investments including capital expenditures, organic growth, mergers and acquisitions and restructuring alternatives.
- Determine the consequences of financing strategies for value creation.
- Accurately estimate firms' and divisions' cost of capital and its relation to financial structure.

TARGET AUDIENCE

- Executives who participate in strategic decisions such as capital budgeting, financial planning and mergers and acquisitions.
- Managers with P&L or Balance Sheet responsibilities.
- Executives in financial advisory functions such as consultants, accountants, commercial bankers and investment bankers.

LEARNING OUTCOMES

Senior BA Griffin faculty member and other leading experts bring together academic and practical experience in this collaborative program. Each day, you'll join your peers in the classroom to learn the latest methodologies and frameworks in corporate finance.

Through lectures, cases, discussions and a review of current research, you will explore important questions and find answers as to what investments you should make, what should be divested and the impact financing strategy can have on your bottom line. In short, you'll learn how to effectively integrate financing and investment decisions to maximise value creation.

RISK BASED AUDITING

COURSE OVERVIEW

Recent, high profile corporate scandals have highlighted the need for internal audit work to address critical business and management issues which drive an organisation's success. Internal audit have a key role to play in providing assurance to the board, generally via the audit committee, that governance, risk and control are adequate and effective within their organisation. To do this effectively and efficiently, internal audit need to adopt a risk based approach to their work. It does not matter where your organisation sits on the risk maturity continuum from risk naïve to risk enabled, this course will help to define the approach you should adopt. The pre-course questionnaire will ensure that you work with other similar organisations so that you learn the best approach for your internal audit function.

TARGET AUDIENCE

This course is designed for heads of audit and senior audit managers who will be involved in carrying out risk based internal audit assignments.

LEARNING OUTCOMES

- Applying real risk based internal auditing into your organisation.
- Learning how to write risk based audit reports that make an impact.
- Using a risk based approach to redefine and refocus your audit activities.
- Action planning to consider how best to implement this approach into your organisation.
- Building a toolkit that you can take back to the office to develop real RBIA for your own company.

Location and Dates

Atlanta : 14th - 18th Sep, 6th - 10th Jul.
London : 14th - 18th Dec, 17th - 21st Feb.
Kigali : 1st - 5th Jun, 9th - 13th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 26th - 30th Jul, 2nd - 6th Aug.
Kigali : 14th - 18th Sep, 14th - 18th Dec.
Atlanta : 14th - 18th Sep, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

MORTGAGE BANKING, STRATEGY ANALYSIS AND CREDIT ADMINISTRATION

COURSE OVERVIEW

This intensive programme fuses the strategic concerns of professionals in the mortgage markets, with the need for better risk management. It is especially concerned with high occurrences of losses in the mortgage markets of developing and emerging economies, and seeks to offer new paradigms by which this can be reduced. Legal impediments towards finding redress for lenders, or towards perfecting documents and such like problems, are also discussed in the program, with a view to finding lasting solutions.

TARGET AUDIENCE

- Mortgage Bankers.
- Strategists.
- Credit Administrators.
- Mortgage Industry Regulators.

LEARNING OUTCOMES

- Importance of mortgage markets in the global economy.
- Mortgage banking strategy, and Strategy Risks.
- Mortgage credit - the peculiarities.
- Preventing losses in mortgage loans.
- Legal and regulatory considerations.

CREDIT AND OPERATIONAL RISK MANAGEMENT FOR MORTGAGE SECTOR

COURSE OVERVIEW

This program is designed to enhance the understanding of practitioners in the mortgage sector in the area of risk management. The holistic approach ensures that they reconsider the risk ramifications of present activities and also think in terms of metrics. The other aspect of the program deals with the need to evolve a standard operating procedure for risk management in mortgage banks and amongst regulators. The evolution of such SOP, will however require a mastery of the subject of risk itself, which is offered in this programme.

TARGET AUDIENCE

- Mortgage Professionals
- Risk Managers
- Mortgage Regulators

LEARNING OUTCOMES

- Fundamental of Credit Risk.
- Operational Risk - the dimensions.
- New developments in Risk Management.
- Application of risk management body of knowledge to mortgage markets.
- Developing a workable risk policy and manual.
- Enterprise-wide Risk Management.
- Case studies of emerging economies.

Location and Dates

Atlanta : 10th - 14th Feb, 23rd - 27th Nov.
Dubai : 26th - 30th Jan, 1st - 5th Mar.
London : 2nd - 6th Mar, 17th - 21st Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 6th - 10th Jul, 24th - 28th Feb.
Atlanta : 7th - 11th Dec, 24th - 28th Aug.
Dubai : 19th - 23rd Apr, 16th - 20th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

COST MANAGEMENT: STRATEGIES FOR BUSINESS DECISIONS

COURSE OVERVIEW

This programme provides strategic tool for analysing and managing costs, enabling the participants to look at the bigger picture and ensure that the methods used when identifying strategies are geared toward the financial risk and cost management of the business.

TARGET AUDIENCE

- Financial managers/directors.
- Accountants can also get a good grip on developing important tools for planning and decision making.

LEARNING OUTCOMES

By the end of the programme you will have a greater understanding of and have developed the following key attributes:

- Product Costing Systems.
- Concepts and Design Issues.
- Activity-Based Management.
- Managing Customer Profitability.
- Process Costing and Cost Allocation.

FUNDAMENTALS OF CREDIT MANAGEMENT AND COLLECTION PROCEDURE

COURSE OVERVIEW

While there is no one absolute right way to handle the credit, collections, and accounts receivable functions, there are a few that are totally and irrefutably wrong. It is the mission of this course to identify both for the participants.

TARGET AUDIENCE

- Banking.
- Supervisors of Banks.
- Development partners.
- Government agencies for poverty eradication.
- NGOs.
- Donor Agencies.
- Researchers and more.

LEARNING OUTCOMES

- The First Step: Approving the Credit.
- The Second Step: Billing.
- The Third Step: Collecting the Money.
- Accounts Receivable Issues.
- Handling Deduction Issues.
- Interacting with Sales and Marketing.
- Customer Relations and Customer Visits.
- Letters of Credit and Other Security Interests.
- Legal Considerations Surrounding Credit.
- Bankruptcy.
- Technology in the Credit and Collections Department.
- Professionalism and the Future of the Credit Profession.

Location and Dates

London : 18th - 22nd May, 15th - 19th Jun.
Kigali : 24th - 28th Feb, 24th - 28th Aug.
Atlanta : 10th - 14th Feb, 12th - 16th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 6th - 10th Jul, 17th - 21st Aug.
Dubai : 19th - 23rd Jul, 12th - 16th Apr.
London : 3rd - 7th Feb, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PENSION FUND RISK MANAGEMENT: FINDING LASTING SOLUTION TO PENSION PLAN LIABILITY

COURSE OVERVIEW

This programme is designed for practitioners in the pension fund industry as well as regulators, who are concerned by the pension fund black hole that has resulted from the wrong calculations and calibration of pension plan liabilities the world over. A history of the evolution of pension planning will enable delegates to have a perspective which will help them in preparing for the future. Peculiar risk issues facing developing economies will also be discussed, towards enabling delegates to reduce the effect of erosion on pension funds occasioned by risk. Investment opportunities will also be considered, which could help fund managers in better protecting their funds and maximising profits.

TARGET AUDIENCE

- Pension industry professional.
- Actuaries and Insurance practitioners.
- Pension Regulators.

LEARNING OUTCOMES

- The Malthusian Reality - World population explosion and the pension black hole.
- The Macroeconomics of pension management.
- Financial calibrations to help in solving pension black hole.
- Investment options for the pension fund manager.
- Risk Management issues in developing economies' pension fund management.

ENTERPRISE RISK MANAGEMENT FOR EMERGING ECONOMIES

COURSE OVERVIEW

Enterprise Risk Management is an important aspect of risk management in today's financial landscape. It has since been realised that risk cannot be treated or understood with a tunnel vision. The ERM therefore offers an eagle eye view to the subject of risk management and is a good place to start to rethink the subject of risk. The ongoing risk management failures indicate more than ever that the world had an impaired understanding of risk in the past. This program offers a broad-minded overview of the subject of risk management especially from a global best practices point of view.

TARGET AUDIENCE

- Risk Managers.
- Risk and Financial Analyst.
- Bankers.
- Regulators of Financial Industry.
- Finance Managers and Controllers.

LEARNING OUTCOMES

- Enterprise Risk Management defined.
- Defining major risk classifications.
- Risk mitigation and control - The risk management framework.
- The important of ERM as a global view.
- Risk analysis strategies.
- Quantitative risk analytics.
- Risk measurement and modelling.
- The new paradigms of risk.
- Defining and measuring 'unknown unknowns'.
- Case studies in Enterprise Risk Management.

Location and Dates

Atlanta : 20th - 24th Jul, 2nd - 6th Nov.
London : 27th - 31st Jan, 10th - 14th Feb.
Kigali : 13th - 17th Jul, 21st - 25th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 7th - 11th Dec, 24th - 28th Aug.
Dubai : 9th - 13th Aug, 27th Sep - 1st Oct.
Atlanta : 19th - 23rd Oct, 27th - 31st Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INVESTMENT ANALYSIS AND FUND MANAGEMENT

COURSE OVERVIEW

This training course looks at the topic from a global as well as local perspective. Whether you are involved in investing in domestic markets or internationally, for institutions, pension holders or private clients, this training course offers the opportunity for you to advance your real-world investing skills through structured study, group exercises and investment simulations. An essential training course for anyone needing to understand investment analysis and fund management as well as the products that drives it.

TARGET AUDIENCE

- Portfolio/Fund/Asset managers.
- Investment analyst/advisors/strategist.
- Private bankers/investors.
- Head of Investment.
- Pension fund/Trustee Managers.
- Regulators.
- Auditors and Actuaries.
- Securities dealers.

LEARNING OUTCOMES

- Fundamentals of investment analysis and fund management.
- Different types of fund management and investment styles.
- Asset allocation within the investment decision making process.
- Investment performance measurement and verification.
- Construction superior equity portfolios using behavioural finance theory.
- How to develop framework/frameworks to accommodate real and tangible asset portfolios.
- Analysis of pension fund management companies.
- Treasury bills investment.
- Commercial papers, bankers acceptances and other money market investments.
- Investment management in emerging economies the peculiarities.
- Suggested strategies in a depressed investment environment.

FINANCIAL STATEMENT FRAUD

COURSE OVERVIEW

In this training we will discuss the nature of financial statement fraud as well as review the detection and investigation techniques of financial statement fraud. The course will assess the basic financial statement frauds that have been committed and appreciate the importance of internal controls and risk management. You will investigate accounting, and financial statement fraud, as well as study the recent cases and how to detect these frauds. You will become aware of the fact that financial accounting scandals or corporate reporting scandals are often committed by trusted executives of large companies.

TARGET AUDIENCE

Professionals who are involved in the audit and preparation of financial statements as well as investors should come. Also senior management should obtain an awareness of financial statement fraud.

LEARNING OUTCOMES

- Learn the antecedents and consequences of fraud and economic crime in our society.
- Develop a general understanding of the role of the accounting profession in preventing and detecting fraud.
- Appreciate development in the field of investigative and forensic accounting in CA firms.
- Understand the basic financial fraud schemes that are employed by management and/or others in the perpetration of financial statement fraud.
- Become familiar with the 'red flags' which could indicate that one or more financial statement fraud schemes have been perpetrated.
- You will learn the investigative techniques and detection methods.
- Gain a better understanding of some of the major financial statement fraud schemes that have been committed and written about in the media.
- How to recognise fraudulent processes and the different forms that it might encompass.
- The steps that can be taken to prevent financial statement fraud from occurring within an organisation.

Location and Dates

Kigali : 15th - 19th Jun, 23rd - 27th Mar.
Atlanta : 6th - 10th Apr, 13th - 17th Jan.
London : 1st - 5th Jun, 24th - 28th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 3rd - 7th May, 23rd - 27th Aug.
Kigali : 21st - 25th Sep, 15th - 19th Jun.
London : 24th - 28th Aug, 12th - 16th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PAYMENT SYSTEMS AND RISK

COURSE OVERVIEW

- The Flow of Money.
- Payments System Overview and Work Program.
- Financial Market Utility and Wholesale.
- Payment Networks.
- Retail Payment Networks.
- Wire Transfer and NIBSS Examination.
- Payment Service Provider Supervision.
- Payment Supervision among Regulators.
- Mobile Banking and Mobile Payment.
- Cyber Security and Threats.
- Payment Exam Data Analysis and Exam Scope.
- Virtual Currency and Risk Watch.

TARGET AUDIENCE

- Banking Supervision.
- Payment Systems Operators.
- Economist and Banking/Finance Professionals.
- Credit Management.
- Researchers and Statisticians.

LEARNING OUTCOMES

Upon Completion of this course, the participant, at a minimum, will be able to demonstrate the following skills:

- Define key components and key players in the payment industry.
- Describe, at a high level, the various payment channels, networks and systems.
- Describe the risks, mediations and controls related to various payment types, payment channels and systems.
- Identify key principles based on exam guidelines.
- Conduct risk-focused payment system exam.

ASSET MANAGEMENT

COURSE OVERVIEW

The course aims to give a comprehensive introduction to what makes the institutional investment management business tick. It will help delegates to see their role in an industry and business context and gain a better understanding of the operational processes underpinning successful performance and client service.

The programme incorporates the latest research and thinking on the industry from IMA and others and includes input from experienced senior practitioners.

TARGET AUDIENCE

All managers and supervisors, especially those new to the investment management sector or transferring into management roles, those on fast-track development programmes or experienced practitioners who want refresher training. No prior industry experience is necessary to attend the course, however, knowledge of financial terminology would be advantageous.

LEARNING OUTCOMES

- Understand the Nigeria institutional investment marketplace and the key factors impacting upon it.
- Understand Industry developments and the main challenges to the industry.
- Understand the financial dynamics of a firm, including investment fees, costs and profitability.
- Understand the investment process including different approaches to asset management.
- Identify different business models within the sector and their impact on management, culture and competence.
- Identify the operational processes underpinning successful business development and client service.
- Understand some of the important risks within institutional business and ways of mitigating these risks.
- Understand the impact of Nigeria and international regulations on the industry.

Location and Dates

Kigali : 25th - 29th May, 27th Apr - 1st May.
London : 2nd - 6th Mar, 18th - 22nd May.
Atlanta : 3rd - 7th Aug, 10th - 14th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 22nd - 26th Mar, 19th - 23rd Jul.
Atlanta : 3rd - 7th Aug, 25th - 29th May.
Kigali : 24th - 28th Aug, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ADVANCED REGULATORY COMPLIANCE IN PAYMENT SYSTEMS

COURSE OVERVIEW

- Data Security Lessons of 2015
- Crime Profile and Profitability - The Motives
- Biometric Security
- PCI Compliance
- The Basics
- Physical Security for Digital Systems
- Consumers Helping
- Smartphone-based Fraud Tactics
- Facial Farce and other methods
- Mobile Wallet Miscommunication

TARGET AUDIENCE

- Banking Supervision.
- Payment Systems Operators.
- Economist and Banking Finance Professionals.
- Credit Management.
- Researchers and Statisticians .

LEARNING OUTCOMES

Upon completion of the course, participants should understand the different forms of electronic money, how money moves through the world's banking systems, how security is achieved in payment systems, how electronic banking works and the unique role of Nigeria payment systems in world commerce. After taking this course, participants should be able to review the selection and design of appropriate payment security method to fit a particular business model using various underlying technologies, such as mobile platforms, as they undergo rapid change.

Location and Dates

Kigali : 27th - 31st Jan, 27th Apr - 1st May.

London : 13th - 17th Jan, 7th - 11th Sep.

Dubai : 8th - 12th Mar, 24th - 28th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PROJECT MANAGEMENT

ADVANCED PROJECT IMPLEMENTATION TECHNIQUES

COURSE OVERVIEW

- The relationship between Project Management, Operations and Organisation Strategy.
- Business Value.
- Project Management Body of Knowledge.
- Resourcing Project: Human Capital, finance, Technology and Time.
- Organisational Influence on Project Life Cycle.
- Project Management Process Groups and Teams.
- Project Information.
- Managing Complex Project Implementation.
- Project Stakeholder Governance and Management.
- Business Consideration in Project Implementation.
- Control Techniques in Project Implementation.
- Transition Techniques.

TARGET AUDIENCE

Senior Executives in Public and Private Sector Organisations and NGO's involved in Project Management who have also attended the basic Course in Project Management.

LEARNING OUTCOMES

The aim of this course is to deepen the knowledge of participants in Project Implementation and Techniques, enable participants to become more effective team members of their projects, build the capacity of Participants to enable them assume responsibilities in their areas of expertise in Projects implementation.

PROJECT MANAGEMENT / PROGRAM MANAGEMENT, FINANCE AND VALUATION

COURSE OVERVIEW

- Project management in perspective.
- History of Project Management.
- How to Manage a Project.
- Project Management Activities.
- Project Control Variables.
- The Traditional Triple Constraints (Time, Cost & Scope).
- Project Management Process Methodology.
- How to Manage Failing Projects / review of remedial actions.
- Overview of PRINCE 2 / PMP certifications.
- Project Scope, Time, Cost, HR, Communication & Risk Management.

TARGET AUDIENCE

- Investment and Commercial Bankers.
- Project Managers.
- Top Executive and Professionals.
- Project Controllers.
- Executives of Manufacturing Industries and Mortgages Firms.

LEARNING OUTCOMES

Delegates are made to understand why project management skills are viewed in today's world as very important in view of the emphasis that should be placed on 'execution' of mandates. In this program, we review key platform of project management qualifications including PRINCE 2 and PMP. With case studies taken from Harvard Business Review, candidates are given a life-changing experience which is meant to influence their approach to work and management going forward. Resources management, including issues of cost, human resources, time, scope, etc. are well covered by our team of qualified and certified project manager.

Location and Dates

Kigali : 28th Sep - 2nd Oct, 9th - 13th Nov.
Atlanta : 2nd - 6th Mar, 6th - 10th Jan.
London : 27th - 31st Jan, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 9th - 13th Mar, 24th - 28th Aug.
Atlanta : 15th - 19th Jun, 28th Sep - 2nd Oct.
Kigali : 3rd - 7th Aug, 17th - 21st Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INFRASTRUCTURE PROJECT PLANNING AND CONTROL

COURSE OVERVIEW

- Infrastructure Project definition.
- Business case.
- Organization structures.
- Infrastructure Project lifecycles.
- Work Breakdown Structures (WBS).
- Estimating.
- Infrastructure Project Management Plan.
- Risk management.
- Quality management.
- Change and configuration management.
- Basic network principles.
- Precedence or Activity on Node (AoN) diagrams.
- Lester diagram.
- Float.

TARGET AUDIENCE

Public and Private sector project management professionals in general and those who are desirous of mastering of the all-important subject of Infrastructure Project planning and control and better financial management.

LEARNING OUTCOMES

This course is designed for Public and Private sector project management professionals in general and those who are desirous of mastering of the all-important subject of Infrastructure Project planning and control and better financial management.

PROJECT FINANCING STRATEGIES - OPPORTUNITIES AND CHALLENGES

COURSE OVERVIEW

- Characteristics of Project Financing.
- Infrastructure Projects, BOT, PPP.
- Legal Issues.
- Off take.
- Analysis of Cash flow and Debt Structuring.
- Capital Markets.
- Analysis by Project Sponsors.
- Other Issues in the Structuring of Limited Recourse Project Financings.
- Review of the Role of the Model in Project Finance.
- Models Limited Recourse Transactions.
- Modelling Best Practice.
- Specific Issues.

TARGET AUDIENCE

- Project Finance & Risk departments.
- Structured Finance Bankers: arrangers, asset-based and syndicated lenders.
- Project Sponsors: Project Managers, Business Development Executives.
- Financial Advisers and Analysts.
- Surveyors.
- Policy officers from government agencies / Privatisation specialist.
- Credit Risk Managers / Development Banks / Rating Agencies.
- Investment Analysts / Fund Managers / Institutional Investors.
- Insurance Specialists / Project Underwriters / Re-insurers.
- Legal Counsel.

LEARNING OUTCOMES

Spot the weaknesses in your project package: select the best structure to get you to a “financial close”. Develop a risk system to tackle any project package. Gain ideas to cut down on the third-party costs! Work out which funding market to approach next... Find out the latest in Public Private Partnerships (PPP). Factor in and understand the “loose structures” tolerated in some funding markets. Integrate Project IRR Ideas - with the downside expectations of the financiers. Develop negotiation skills and tactics to achieve the best possible deal! Reduce your time and cost to get to a financial close.

Location and Dates

Dubai : 7th - 11th Jun, 5th - 9th Jul.

London : 23rd - 27th Mar, 25th - 29th May.

Atlanta : 10th - 14th Feb, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 27th - 31st Jul, 11th - 15th May.

Atlanta : 12th - 16th Oct, 23rd - 27th Nov.

Dubai : 6th - 10th Sep, 17th - 21st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INFRASTRUCTURE MANAGEMENT ACCOUNTING

COURSE OVERVIEW

- Infrastructure Management and Accounting.
- Finance, Strategy, and Strategic Infrastructure Management.
- Accounting, Finance and Infrastructure Management.
- Cost.
- Infrastructure Finance.
- Project Revenue and Cash Flows.
- Creating the Project Budget.

TARGET AUDIENCE

This course is designed for Public and Private sector project accounting officers in general and those who are desirous of mastering of the all-important subject of infrastructure planning and control and better financial management.

LEARNING OUTCOMES

Infrastructure Management Accounting is meant to improve the business skills of project managers. This course covers the basics of infrastructure management accounting and finance, including insights into cost accounting, budgeting, and tracking project profitability. Most important, it provides project managers with a foundation of knowledge about the basics of business practices necessary to apply new skills to projects that they manage.

PUBLIC PRIVATE PARTNERSHIP AND CONCESSIONING

COURSE OVERVIEW

- Dynamic of Public Private Partnership in global economic development.
- Increasing role of PPP in International Project Financing.
- The Roles of Private Equity Companies.
- Globalised PPP Formats and best practices.
- Risk factors in PPP transactions.
- Costing and valuation issues under Public Private Partnerships.
- The role of host communities and government perception.
- Case studies of PPP successes and failures in Russia and India.
- Regulatory Issues in PPP transactions.

TARGET AUDIENCE

Professionals in:

- Project Financing.
- Privatization and Commercialization.
- International Finance.
- Private Equity.
- Corporate and Commercial banking.
- Government regulatory agencies.

LEARNING OUTCOMES

Due to the observed inadequacies of government in funding the management of community projects, the bias of late has been for the adoption of the Public-Private Partnership structures in the financing, implementation and maintenance of major project that have developmental impact on the citizenry. This program assists delegates to appreciate the importance of this recent phenomenon and its growing importance. Delegates will be taken through the rudiments and through observes success and failures in Nigeria and other countries. Delegates at the end of the program will be able to analyse and execute PPP projects with better efficiency and appreciation.

Location and Dates

Dubai : 26th - 30th Jul, 23rd - 27th Feb.
Atlanta : 16th - 20th Nov, 14th - 18th Dec.
London : 20th - 24th Jan, 13th - 17th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 2nd - 6th Aug, 26th - 30th Jan.
Atlanta : 23rd - 27th Nov, 27th - 31st Jan.
Kigali : 20th - 24th Jul, 22nd - 26th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

IMPROVING PRODUCTIVITY THROUGH QUALITY AND COST REDUCTION

COURSE OVERVIEW

Productivity in simplest terms means getting the most out of the least put in. This is a structured program designed to measure departmental workloads and uncover ways to streamline and organise workflows for greater efficiencies. It also analyses various workflows, suggesting ways to increase efficiency and obtain estimates or actual counts of your key work volumes. This training aims at improving organisational productivity in a continuous basis. The main area of focus will be looking at achieving operations activities such as cost, quality, dependability, flexibility and speed.

At the end of the session participants will be able to improve productivity within their working environment through problem solving. The session will also expose participants towards ways of measuring productivity within an organisation.

TARGET AUDIENCE

This programme will prove to be a useful and productive for all those who are interested in reducing the cost of production without any negative effect on quality of their product.

LEARNING OUTCOMES

At the end of the programme, participants are able to:

- Improve organisation's productivity by using problem solving techniques.
- Find workable, effective solutions to production problems while retaining high standards of quality.
- Improve the ability and skills of understanding productivity and achieve performance objectives.
- Identify types of wastes in organisations and save costs.
- Enhance organisational competitiveness in a turbulent business environment.

Location and Dates

Atlanta : 26th - 30th Oct, 14th - 18th Sep.

Dubai : 26th - 30th Jul, 5th - 9th Jan.

Kigali : 20th - 24th Jul, 11th - 15th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

LEADERSHIP AND MANAGEMENT

CORPORATE GOVERNANCE AND ECONOMIC RESTRUCTURING IN EMERGING ECONOMIES

COURSE OVERVIEW

- Corporate Governance in Financial Institutions.
- Code of Good practices on Transparency in Monetary & Financial Policies.
- Corporate Governance and Social Responsibilities.
- Contemporary issues in Corporate Governance.
- Case study of Enron Collapse.
- Key principles and platforms of economic development.
- The Sarbanes-Oxley-Act.
- In-depth discussion in Corporate Governance.
- Country Case Studies.
- On-Going Global Economic Crisis.

TARGET AUDIENCE

- Top Executive with Interest in Corporate Governance.
- Directors and Managers in Public & Private Practices.
- Principal Officers in Key MDAs.
- Investment and Commercial Bankers (Treasurers & Treasury Staff, Relationship Managers, Operations & Control).

LEARNING OUTCOMES

Delegates are exposed to the imperatives of corporate governance in today's public and private sector dynamics, especially transparency in financial management which are essential pre-requisites for promoting economic growth and reducing poverty prioritized codes and standards that represents those 'FUNDAMENTAL' Internationally, regionally and domestically accepted codes and standards that all African Countries should strive to observe within their Capabilities are discussed in detail. After the course delegates will be able to serve as change agents in the all-important quest for a better society where things work.

STRATEGIC PLANNING AND MANAGEMENT OF ORGANISATIONAL CHANGE

COURSE OVERVIEW

- Strategy defined.
- The core platforms of a good strategy.
- How to plan and evolve a strategy.
- The different levels of organizational statements (mission, vision, value, strategy statements etc.).
- The planning process.
- Leadership and change management.
- The challenge of organizational change.
- Tested ideas on how to manage organizational change.
- Case studies from world renowned companies on organizational change management.

TARGET AUDIENCE

- Managers and Team Leaders.
- CEOs and Directors.
- Human Resources Managers.
- Leaders and Change Drivers of all persuasion.

LEARNING OUTCOMES

Organizational change has become the imperative for many organizations as they stare down failure and loss of business in the ongoing global crisis which has affected most organizations across sectorial divides. Yet driving such change is an immense difficulty. This program seeks to analyse the need for strategy in most organizations, and how they can set about planning one and implementing it. In the same vein, change management as a challenge will be dissected, with copious examples from case studies involving international organizations and how some of them have been able to cope. This is an essential course for middle to senior manager.

Location and Dates

Atlanta : 11th - 15th May, 19th - 23rd Oct.
Kigali : 13th - 17th Apr, 27th - 31st Jan.
Dubai : 13th - 17th Dec, 26th - 30th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 23rd - 27th Nov, 1st - 5th Jun.
Atlanta : 9th - 13th Nov, 17th - 21st Feb.
Dubai : 27th Sep - 1st Oct, 9th - 13th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

LEADERSHIP COMPETENCES FOR EFFECTIVE CORPORATE GOVERNANCE

COURSE OVERVIEW

- Leadership defined – the challenges of leadership and followership.
- Interviewing skills and psychometric analysis.
- Case studies in leadership.
- Leadership and economic development- the role of leaders in economics and social emancipation.
- Leadership styles and perspectives.
- Corporate Governance in Financial Institutions.
- Code of Good practices on Transparency in Monetary & Financial Policies.
- Corporate Governance and social Responsibilities.
- Contemporary issues in Corporate Governance.
- Case study of Enron Collapse.

TARGET AUDIENCE

All professionals in supervisory, managerial and also executive functions and those aspiring for those roles in their different organizations.

LEARNING OUTCOMES

Leadership competence involves developing shared values on the role of effective leader, applying appropriate leadership styles in their work environment, identifying and applying motivational tools for the achievement of corporate objectives. It also involves corporate governance and social responsibilities, contemporary issues in corporate governance.

BUILDING AND SUSTAINING A SUCCESSFUL BUSINESS

COURSE OVERVIEW

- Preparation of business plan / proposal defence.
- Cost management and sustainability strategy.
- Financial forecasting strategic inputs.
- Customer Relations.
- Preparation of Cash Book and Bank Reconciliation.
- Preparation and interpretation of financial statements.
- Salary / wage administration and retirement planning.
- Quality Control and quality assurance strategies for efficient business delivery.

TARGET AUDIENCE

- Microcredit / SMEs.
- Cooperative Societies.
- Extension Workers.
- Retiring Workers.
- Management consultants.
- Federal & State government.
- Banks & other Financial Institutions.

LEARNING OUTCOMES

There are sufficient evidence to suggest that one of the major problems of building and sustaining business is the inability of the operators to obtain funds from relevant financial institutions. The reasons include poor packaging of business proposals, inadequate record keeping, inadequate costing structure, poor accounting records, absence of retirement / succession plan, and disregard to quality control and quality assurance among others. The training seek to give a comprehensive package that will address funding problems and improve performance in the sub-sector.

Location and Dates

Kigali : 10th - 14th Aug, 8th - 12th Jun.
Dubai : 24th - 28th May, 19th - 23rd Apr.
London : 2nd - 6th Mar, 26th - 30th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 12th - 16th Oct, 7th - 11th Sep.
Atlanta : 6th - 10th Jan, 2nd - 6th Mar.
Dubai : 19th - 23rd Apr, 6th - 10th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BUSINESS DEVELOPMENT AND RELATIONSHIP SKILLS

COURSE OVERVIEW

- Understanding Relationship Dynamic.
- Negotiation Skills.
- Shifting emphasis to long term relationships.
- Handling objections.
- Emotional Intelligence.
- Managing Tension & Stress.
- Using interpersonal styles.
- Developing presentation skills.
- Gaining new confidence.
- Understanding the decision-making criteria.

TARGET AUDIENCE

This course is designed for Public and Private Sector professionals in general and those who are desirous of mastering the all-important subject of business development and better relationship management skills.

LEARNING OUTCOMES

Delegates to this program will acquire relevant skills in the areas of understanding relationship dynamics, dealing with disagreement and gaining new confidence that assist in developing good business in a sustainable manner are also discussed. After this training, delegates will be empowered with highly relevant and current skills that will enhance business success and improve interpersonal relationships in the workplace.

PRODUCTIVITY AND EFFICIENCY ENHANCEMENT TECHNIQUES FOR PUBLIC SECTOR INSTITUTIONS

COURSE OVERVIEW

- Characteristics of an Efficient Institution.
- Developing core values.
- Enhancing Techniques for Public sector.
- Productivity techniques.
- Improving Public Sector productivity.
- Implementing Productivity Improvement Schemes.
- Public Sector Productivity measurement frameworks.
- Managing the Human Resource for sustained results.
- Delegation and Authority.
- Quality Service Delivery: The Service Charter.

TARGET AUDIENCE

- Managers and Team Leaders.
- CEOs and Directors.
- Human Resources Managers.
- Leaders and Change Drivers of all persuasion.
- Management Consultants.

LEARNING OUTCOMES

Participants at the end of the training will be able to introduce effective performance in their work place, develop core values, productivity techniques, and improve public sector productivity. It will also enhance delegation and authority, Quality Service Delivery: The Service Charter. It will also bring about productivity and efficiency to the public sector.

Location and Dates

Atlanta : 10th - 14th Aug, 7th - 11th Sep.
Kigali : 13th - 17th Jul, 9th - 13th Mar.
London : 25th - 29th May, 6th - 10th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 24th - 28th May, 8th - 12th Mar.
London : 10th - 14th Feb, 14th - 18th Dec.
Kigali : 18th - 22nd May, 10th - 14th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

LEADERSHIP AND OPERATIONAL RISK MANAGEMENT

COURSE OVERVIEW

- Leadership defined – the Challenges of Leadership and followership.
- Leadership and team building.
- Interviewing Skills and psychometric analysis.
- Case studies in Leadership.
- Leadership styles and perspectives.
- Operational Risk.
- Physical Security breaches.
- Systemic Failures.
- Inappropriate business practice.

TARGET AUDIENCE

- All middle management and senior management staff.
- All staff aspiring to leadership positions within teams.
- All team leaders.

LEARNING OUTCOMES

This course covers the challenges of leadership and followership, leadership styles and perspectives, case studies in leadership. Identifying, characterize, and assess threats to the vulnerability of critical assets to specific threats determine the risk (i.e. the expected consequences of specific types of attacks on specific assets) and identifying ways to reduce those risks.

ACHIEVING SERVICE EXCELLENCE AND RELATIONSHIP MANAGEMENT

COURSE OVERVIEW

- Service Excellence defined.
- Achieving Service Excellence in a challenging environment.
- Dealing with difficult customers (the cultural and environmental issues).
- The art of customer relationship management.
- Vendor Management (relating with contractors and suppliers – issues of professionalism and ethics).
- Achieving equilibrium between profitability and customer delight.
- The blurred distinction between Internal and External Customers.
- Common mistakes in relationship management.
- Case studies in relationship management and service delivery (best practices from around the world).

TARGET AUDIENCE

- All staff (whether in contract with external or internal customers).

LEARNING OUTCOMES

For many public sector organizations who are looking at standardizing their operations and measuring up to the best and the best in service delivery, this program offers a study of best practices and new thinking from around the world. Also, we shall look at the peculiarities of the Nigerian environment and consider cultural and environmental issues which will require that service providers keep thinking on their feet. This program will set out to change the paradigm of service providers and all workers in general, by opening their eyes to the subtle competition around them, and the inherent, yet inevitable changes taking place in the public sector.

Location and Dates

Dubai : 1st - 5th Mar, 17th - 21st May.
London : 22nd - 26th Jun, 16th - 20th Nov.
Kigali : 5th - 9th Oct, 10th - 14th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 2nd - 6th Mar, 11th - 15th May.
London : 2nd - 6th Nov, 10th - 14th Feb.
Kigali : 27th Apr - 1st May, 11th - 15th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ADVANCED LEADERSHIP SKILLS FOR EFFECTIVE MANAGEMENT

COURSE OVERVIEW

- Effective Management.
- The Effective Manager.
- Management and Leadership Convergence.
- Strategic Thinking.
- Emotional Intelligence.
- Building and Managing Successful Teams.
- Team Motivation and Management.
- Problem-solving and Decision-making.
- Interpersonal Relationship.
- Effective Presentation.
- Effective use of ICT.

TARGET AUDIENCE

Senior and Middle Level Management Staff and Heads of Department, Sections and Units of Organisation.

LEARNING OUTCOMES

The aim of this course is to introduce participants to the indices of effective management, enable participant to identify the Leadership Skills required for effective management, enable participants to use the leadership skills to manage effectively in their organisation.

BEST PRACTICES AND MANAGEMENT OF PROCUREMENT FUNCTION

COURSE OVERVIEW

- Principles of Procurement.
- Project Start-up.
- Risk Allocation model.
- Business Case.
- 5 Procurement Strategy.
- Market Assessment.
- Market Creation.
- Produce Requirement.
- Supplier Selection.
- Proposal Evaluation.
- Contract Preparation.
- Bid Evaluation.
- Project Closure.
- Delivery.
- Contract Management.

TARGET AUDIENCE

- Procurement officers.
- Consultants.
- And other key Support Service Staff whose roles may be seen as negligible but whose Procurement skills, or lack of it, may impact hugely on the Organisation.

LEARNING OUTCOMES

Procurement is the key strategic element to measure supplier performance and to manage the organization's supplier relationships; employ best practices and monitor marketing trends; and to research and keep up with emerging technologies. Organizations are beginning to recognize the value-added benefits that trained procurement staff can bring to their organization. This has engendered us to review the current procurement practices, acquaint participants with the Nigeria Procurement Act and provide them with up-to-date knowledge, tools, techniques and global best practices so they can optimize their functions and create enhanced value for their organizations.

Location and Dates

Dubai : 18th - 22nd Oct, 9th - 13th Aug.
Kigali : 13th - 17th Apr, 20th - 24th Jan.
Atlanta : 24th - 28th Feb, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 15th - 19th Nov, 4th - 8th Oct.
London : 13th - 17th Apr, 9th - 13th Nov.
Atlanta : 13th - 17th Apr, 24th - 28th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BLUE OCEAN STRATEGY

COURSE OVERVIEW

- Value Innovation.
- Red Strategy (Old) V Blue Strategy (New).
- Strategy Canvas.
- Four Actions Framework.
- Eliminate / Raise / Create Grid.
- Pioneer / Migrator / Settler Map.
- Buyer Utility Map.
- Buyer Experience Cycle.
- Profit Model.
- Fair Process: Engagement, Explanation and Expectation.
- Creation Nets and Open Innovation.

TARGET AUDIENCE

Senior Managers, Department Heads and Directors.

This course is particularly beneficial for those involved in looking at their organisation's future direction and strategy.

LEARNING OUTCOMES

This course begins with an overview of the concepts and fundamental principles which underline Blue Ocean Strategy. The course develops from an obvious theoretical framework towards real life business situations in a local and international context. The central theme of this course is the challenges and rewards of Blue Ocean Strategy, its methods and techniques. Participants can be expected to gain such invaluable knowledge and practical skills, in order to: Develop Strategy in a creative, participative and Structured way; Understand a range of practical tools and techniques to help analyse and develop future strategy; Acquire invaluable skills to perform SWOT analyses; Acquire skills to bring about strategic change in organisations; Strengthen their leadership skills through an examination and application of the key concepts; and start developing Blue Ocean Strategy for their own Organisation.

TENDERS MANAGEMENT AND ADMINISTRATION

COURSE OVERVIEW

- Overview of Contract management and Contracting principles.
- Types of contracts and tendering process, ITT preparation, Technical tenders and evaluations.
- Commercial tenders and evaluations, Award, post award management.
- Safety in contracts, milestones, payment terms.
- Challenges in contracts management.
- Negotiations, non-performance remedies, work scope preparations, legal aspect of contracting.
- Performance measurement.
- Public contracting legislations, contract documents, performance bonds etc.
- Exercises and case studies

TARGET AUDIENCE

- Tenders management Executives.
- Procurement and contract managers.
- Commercial officers.
- Contract engineers.
- Managers.
- Payment Officers.
- Auditors and Accountants.
- Others.

LEARNING OUTCOMES

The course will focus on the global best practices in tenders management and administration as well as understanding the preparation of tenders documents, ITT, award decisions and post award processes, the roles of all the parties in the tenders management and administration roles implementation phase of a contract, at the end of the course, participants should understand clearly the contracting and implementation processes. Managing the contractor and performance. The course will involve classroom discussion / presentations, tasks, assignments and case studies.

Location and Dates

Dubai : 5th - 9th Jul, 19th - 23rd Jan.

London : 19th - 23rd Oct, 13th - 17th Jul.

Atlanta : 4th - 8th May, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 17th - 21st Feb, 9th - 13th Nov.

Atlanta : 14th - 18th Dec, 6th - 10th Apr.

London : 14th - 18th Dec, 16th - 20th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRATEGY AND EXEMPLARY LEADERSHIP

COURSE OVERVIEW

- Overview of the duties and Responsibilities of Leaders.
- Strategic Leadership.
- Exemplary Leadership.
- Identification of Personal Leadership Styles.
- Self-development and Personal Effectiveness.
- Leading and Managing Self Excellently.
- Empathizing with Team Members.
- Developing Team Members.
- Creating Performance - Enhancing Environment.
- Handling Difficult Situations.
- Effective Monitoring and Evaluation of the Impact of Personal Style on Team Members.
- Motivating Team Members.

TARGET AUDIENCE

Senior and Middle Level Management Staff; Heads of department; Sections; and Units; and Chairmen and Secretaries of Committees and Task forces.

LEARNING OUTCOMES

The objectives of this course are to enable participants to learn the attributes of Strategic and Exemplary Leadership; Introduce participants to the strategies for effective leadership; Encourage participants to imbibe and apply the new knowledge in their organisations.

CRISIS MANAGEMENT AND CONTINGENCY PLANNING

COURSE OVERVIEW

Industrial strike actions, wars and natural disasters are just a few of the situations that could cripple the functions of government, large businesses and organisations. Participants will learn how and when to invoke a crisis management plan and what immediate actions should be taken to ensure an effective recovery in event of a crisis.

TARGET AUDIENCE

For those who are required to manage or lead a team of skilled staff, from different disciplines, in the response to and recover from a major civil or organisational emergency. Including administrative and facility managers, officers with the responsibility for crisis or disaster management, including business continuity staff and emergency planners.

LEARNING OUTCOMES

By the end of the course you will be able to:

- Develop a crisis management plan based on the best practice tools and techniques.
- Identify the composition and function of a crisis team.
- Create and test a Crisis Management Plan for your organisation.
- Prepare your organisation to deal with crisis effectively.
- Communicate information effectively to your partners, stakeholders and staff.

Location and Dates

Dubai : 23rd - 27th Feb, 15th - 19th Mar.
London : 16th - 20th Nov, 16th - 20th Mar.
Atlanta : 17th - 21st Feb, 27th - 31st Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 12th - 16th Oct, 16th - 20th Nov.
Dubai : 19th - 23rd Apr, 1st - 5th Mar.
London : 25th - 29th May, 21st - 25th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INSPIRATIONAL LEADERSHIP FOR GOVERNMENT EXECUTIVES

COURSE OVERVIEW

Leadership, particularly good leadership, is critically needed in organisations, as it is the aspect of the human resource that influences the making and implementation of decisions. Organisations, therefore, take deliberate steps to develop their leaders and equip them with the requisite skills for effective leadership necessary for peak performance. In this course, participants will be exposed to the skills critically needed for them to become effective and inspiring leaders.

TARGET AUDIENCE

- Permanent Secretaries.
- Directors.
- Deputy Directors.
- Assistant Directors.
- Heads of Standing Committees.
- Task Forces in the Public Sector.

LEARNING OUTCOMES

- Know the essential elements of inspirational leadership.
- Be exposed to the skills for inspirational leadership.
- Be empowered to provide inspirational leadership in their organisations.
- Evaluation of own Leadership Style and Skills.
- Effective Conflict Resolution and Management.
- Problem-Solving and Decision-Making.
- Leadership Roles and Function.
- Leadership Styles.
- Inspirational Leadership.
- Emotions and Emotional Intelligence.
- Influence, Authority and Power.

LEADERSHIP AND STRATEGY FOR SENIOR MANAGERS

COURSE OVERVIEW

This programme is specifically designed for managers who are either new to the role of strategic management or who have had little formal training in the subject and wish to develop their existing skill sets. The programme establishes the best practices supporting the role of the strategic leader. Participants will be requested to use live examples of strategic plans and evaluate their effectiveness.

TARGET AUDIENCE

This programme is specifically focused on the role of the strategic leader however will be equally useful for aspiring managers who see strategic leadership as a key development opportunity.

LEARNING OUTCOMES

- Understand the role of the leader in the strategic planning process.
- Identify the importance and practice the skills of visionary and inspirational leadership.
- Streamline process, structure and strategy to support attainment of business objectives.
- Analyse and critically assess business / organisational performance.
- Decision making enhancement to support strategic planning and its implementation.
- Linking business processes to organisational strategy and sustainable success.
- Building new processes and critically evaluating existing structures.
- Strategy implementation, review and evaluation.
- Evaluating your plan against corporate objectives.
- Stakeholder development.

Location and Dates

London : 20th - 24th Apr, 16th - 20th Nov.
Dubai : 3rd - 7th May, 21st - 25th Jun.
Kigali : 14th - 18th Dec, 6th - 10th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 12th - 16th Oct, 14th - 18th Dec.
Kigali : 1st - 5th Jun, 16th - 20th Mar.
Dubai : 28th Jun - 2nd Jul, 16th - 20th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

POLICY ANALYSIS, LEADERSHIP AND EXECUTIVES MANAGEMENT SEMINAR

COURSE OVERVIEW

Delegates are taken through current macroeconomic policies in the context of leadership strategies; apply appropriate techniques for analysing and managing sectoral policies and programmes; analyse the effects of leadership issues and changes in macroeconomic policies on different sectors of the economy and highlight the procedures for tracking developments in the implementation of sectoral policies.

TARGET AUDIENCE

- Top business executives.
- Managers and those in leadership positions.
- Policy makers and administrators.
- Public Officers.
- Investment and Commercial Bankers.
 - Treasurers & Treasury Staff, Operations & Control.
 - Market Supervision.
 - Statisticians / Researchers.
 - Finance Directors, Finance Controllers.

LEARNING OUTCOMES

- Sectoral Policies and Development Strategies in the Context of Overall Macroeconomic Policy Framework.
- Nature and Dimensions of Sectoral Policy and Institutional Reforms.
- Determinants and Measurement of Sectoral Performance.
- Analysis of Sectoral Performance and Intersectoral Linkages.
- Management of Sectoral Policies and Programmes.

DELIVERING DYNAMIC COMPETITIVE STRATEGIES FOR SUSTAINABILITY

COURSE OVERVIEW

Business that want to be successful in dynamic markets need to continually monitor and analyse the competitive environment and develop successful competitive strategies.

TARGET AUDIENCE

Those who want to develop and implement dynamic competitive strategies as well as optimise strategies for business sustainability.

LEARNING OUTCOMES

- Understanding of the different stages of the strategy development cycle and how each stage can be harnessed to achieve maximum potential for your business.
- Competence in understanding and exploiting state-of-the-art strategy development frames..
- Ability to use a range of effective tools and techniques to support dynamic competitive strategy development..
- Ability to visualize dynamic competitive strategies through the use of strategy maps and balanced scorecards..
- The opportunity to exchange experience with competitive intelligence experts and peers from a range of industries, and share experience and knowledge of dynamic competitive strategy development and implementation.
- Understanding of how dynamic competitive strategies influence the competitiveness of your business.

Location and Dates

Atlanta : 13th - 17th Jan, 11th - 15th May.
Kigali : 25th - 29th May, 16th - 20th Nov.
Dubai : 23rd - 27th Aug, 19th - 23rd Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 23rd - 27th Feb, 17th - 21st May.
Atlanta : 21st - 25th Sep, 6th - 10th Apr.
London : 12th - 16th Oct, 13th - 17th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INSPIRATIONAL LEADERSHIP AND TEAM BUILDING

COURSE OVERVIEW

- Acquire leadership skills required to manage self and others to deliver on set goals.
- Understand the cognitive ability to monitor one's own emotions and others' especially as it relates to interpersonal behaviours and relationships. .
- Effective goal setting and performance evaluation.
- Acquire simple techniques to ignite innovation and problem solving in a team.
- How to select the right candidate for the job and avoid selecting unsuitable candidates.
- Motivation by good knowledge and beliefs sharing.
- Possess the skills to prepare, structure, conduct and follow-up interviews effectively.
- Acquire key interviewing skills.

TARGET AUDIENCE

- Permanent Secretaries.
- Directors.
- Deputy Directors.
- Assistant Directors.
- Heads of Standing Committees.
- Task Forces in the Public Sector.

LEARNING OUTCOMES

On completion of this course, delegates will have the techniques necessary to motivate and energize individuals within their teams. Participants will learn practical ways to lead, organize and empower people in order to achieve improved performance and outstanding results.

LEADERSHIP: MENTORING AND COACHING STRATEGIES

COURSE OVERVIEW

- Strategies for providing leadership and direction.
- Coaching and mentoring: policies and strategies.
- Strategic coaching and mentoring techniques.
- Strategies for leading transformational change.
- Leading equality and diversity in the work place.
- Business continuity planning.

TARGET AUDIENCE

This course is designed for senior officials who have additional responsibilities to identify, develop, coach and mentor staff who are strategic to the achievement of corporate goals and objectives.

LEARNING OUTCOMES

Participants would be able to:

- Discuss various strategies and techniques or develop and implement coaching and monitoring policies.
- Apply leadership coaching and mentoring skills.
- Conduct reconciliation exercise on the fuel importation and the invoicing process.
- Appreciate the importance of equality and diversity.
- Deliver organizational change.

Location and Dates

Dubai : 2nd - 6th Feb, 3rd - 7th May.
London : 9th - 13th Nov, 25th - 29th May.
Atlanta : 27th Apr - 1st May, 8th - 12th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 1st - 5th Mar, 26th - 30th Jan.
London : 16th - 20th Mar, 27th - 31st Jan.
Atlanta : 24th - 28th Aug, 25th - 29th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CREATING STRATEGIC BUSINESS PROCESS AND SUSTAINABILITY

COURSE OVERVIEW

- The strategies of growth and integration in business making policies.
- The Triple Bottom Line: - Environmental, Economic and Social perspectives.
- Implications of sustainability for business ethics.
- Ethics and business making.
- Executing strategic action plans.
- Understanding and managing the risk factor.
- Business contexts and scenarios.
- Team planning, monitoring and control (Succession planning).
- Alignment of goals with resources and Challenges in difficult times.
- Travel and accommodation to be paid for at source by delegates.

TARGET AUDIENCE

This course is designed for senior officers who have responsibility for delivering part or whole of corporate business goals.

LEARNING OUTCOMES

Delegates will at the end of the course be better able to:

- Identifying 'sustainability' as a key goal for business ethics.
- Managing potentially scarce resources.
- Delivering goals in challenging times.
- Understanding the business, social and political contexts that impacts on business.
- Identifying, Analysing and taking critical business decisions for growth.
- Understanding business ethics and enterprise structuring.
- Understanding the Four Dynamics of Sustainable Business: - Economic, Social, Environmental and institutional.
- Acquire practical tools for assessing business impact (economic analysis of investment operations).
- Understanding the role of communication in business sustainability.

LEADERSHIP STRATEGY AND CRISIS MANAGEMENT

COURSE OVERVIEW

- Overview of leadership.
- An effective Leader----Tools for self-definition.
- Motivation-The key to effective team building, management and retention.
- Goal setting and performance appraisal.
- Managing change for the bigger picture.
- Interpreting and influencing public opinion.
- Strategic thinking and Leadership.
- Corporate Governance and Social responsibility.
- Effective communication, public speaking and Negotiation skills.
- Empowerment through delegation and mentoring.
- Managing competition and challenges in a competitive and dynamic business environment.
- Management of Crises in a complex situation.

TARGET AUDIENCE

This programme is designed for managers who seek effective leadership strategies and crisis management. It is aimed at managers at all levels, be it private or public sectors, who want to improve their leadership skills and build team spirit in the workforce. The course is also developed to increase productivity in groups.

LEARNING OUTCOMES

- Using Motivation as effective leadership strategy.
- Effective Management of resources.
- Emotional and competitive intelligence.
- Creating a winning culture and team environment.
- Change Management.
- Effective communication of vision and tasks for increased productivity.
- Management of financial and non- financial resources.
- Alignment of goals with resources and challenges.
- Goal setting and appraisal.
- Building loyalty and reward achievement.
- Crisis Management.

Location and Dates

London : 6th - 10th Apr, 9th - 13th Nov.

Dubai : 6th - 10th Sep, 26th - 30th Jul.

Atlanta : 20th - 24th Jan, 26th - 30th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 20th - 24th Apr, 3rd - 7th Feb.

Atlanta : 27th - 31st Jan, 14th - 18th Sep.

Dubai : 11th - 15th Oct, 23rd - 27th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

HUMAN RESOURCES

MANAGING THE TRAINING FUNCTION

COURSE OVERVIEW

- The Training Function.
- Types of Training and Development Activities.
- Developing Training Policies.
- Training Needs Identification and Analysis.
- Designing Training Programmes and Sessions.
- Preparing Training Budgets.
- Developing core Training Staff.
- Training for Change and Organisational Improvement.
- Managing the Transfer of Learning.
- Monitoring and Evaluating Training Programmes.
- Measuring Return on Human Resource Development Investment.
- Personal and Organisational Development.
- Information and Communication Technology – Based training Function.

TARGET AUDIENCE

Training Manager, Human resource management officers, and Establishment Personnel Officers in-charge of training in Organisations.

LEARNING OUTCOMES

This course aims at enhancing participants to increase their capacity to plan, coordinate, and control their training activities, equip participants with the skills for making training activities to impact positively on the performances of their organisations.

HUMAN RELATIONS AND ETIQUETTE SKILLS FOR PUBLIC INSTITUTION

COURSE OVERVIEW

- Relating the concept of service delivery to key support staff.
- Overview of support functions and their impact on overall organisational success.
- Overview of the interrelationship of functions within an organisation and the total effect on organisational effectiveness.
- Management of company assets / properties.
- Cost Management.
- Skills for effective presentation of grievances and suggestions to management.
- Information Security.
- Time Management.
- Image Management.

TARGET AUDIENCE

This programme is designed for personnel who seek effective human relations and etiquette skills

LEARNING OUTCOMES

Delegates are taken through routine management functions and are made to appreciate the enormity of the tasks they handle which may have been taken for granted thus far. Delegates are made to appreciate the connectivity of different roles within the organisation and how their public conducts determines the ultimate success or failure of the organisation. The Repercussions of deliberate acts aimed at decimating the organisation is brought out vividly, with a view to drawing in support staff to see their roles as key stakeholders in the organisation. A paradigm shift is guaranteed after this program.

Location and Dates

London : 3rd - 7th Aug, 5th - 9th Oct.
Kigali : 8th - 12th Jun, 27th - 31st Jul.
Atlanta : 20th - 24th Jul, 2nd - 6th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 27th - 31st Jul, 14th - 18th Dec.
Kigali : 20th - 24th Apr, 20th - 24th Jan.
London : 19th - 23rd Oct, 6th - 10th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRATEGIC RECRUITMENT AND RETENTION MASTER CLASS

COURSE OVERVIEW

- Strategic Human Resources Management.
- Strategy Formulation.
- Implementing a Recruitment Strategy.
- Developing a Workforce Plan.
- Strategic Recruitment and Selection.
- Recruiting Campaign.
- Developing Skill Sets and Potentials of Staff.
- Campaign Monitoring and Reporting.
- Internal Communication and Relationship Management.
- Strategic Human Capital Development.
- Performance Management.
- Performance Evaluation in Human Capital Management.
- Recognising, Rewarding and Reinforcing Performance.

TARGET AUDIENCE

Directors, Deputy and Assistant Directors and Managers in charge of human resource management in organisations.

LEARNING OUTCOMES

The Objectives of this course are to introduce participants to the critical steps in the recruitment process; identify the procedures for appointing suitable personnel for organisations; mobilise participants to apply the new knowledge acquired at the course upon return to their respective offices.

DEVELOPING PRESENTATION SKILLS

COURSE OVERVIEW

- Overview of Training Methods and Skills.
- Types of Presentation Skills.
- Information and Communication Technology and Public Presentation.
- Preparing for Presentations.
- Effective Communication to Influence.
- Audience Management.
- Self-Management.
- Personal Effectiveness.
- Use of vocabulary to Build Relationships.
- Effective use of Visual Aids: Flip Charts and PowerPoint.

TARGET AUDIENCE

Trainers, Training Managers and Officers, Senior Executives and Officers involved in public speaking.

LEARNING OUTCOMES

At the end of this course, participants will be able to: identify the various presentation skills, know when and how to use the skills, apply the skills during their presentation effectively.

Location and Dates

Kigali : 23rd - 27th Mar, 13th - 17th Jul.
Atlanta : 12th - 16th Oct, 2nd - 6th Mar.
London : 15th - 19th Jun, 7th - 11th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 3rd - 7th Feb, 2nd - 6th Mar.
London : 3rd - 7th Aug, 5th - 9th Oct.
Dubai : 6th - 10th Sep, 23rd - 27th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PERFORMANCE MEASUREMENT AND APPRAISAL

COURSE OVERVIEW

- Overview of Organisational Performance management.
- Organisational Values, Mission and Objectives.
- Organisational Performance.
- Individual Performance.
- The Principles of Effective Performance Management.
- Performance Management in Multi-Cultural Organisation.
- Performance Measurement and Appraisal.
- Addressing the Performance Gap.
- Coaching and Counselling Skills.
- Career Development.
- Training and Development.
- Total Quality Management.
- Conflict and conflict Resolution Techniques.
- Problem-solving Techniques.
- Time Management.
- Personal Effectiveness.
- Performance-based compensation.

TARGET AUDIENCE

Senior and Middle Level Managers, Heads of Departments, Sections and Units as well as Human Resources Management and Development Managers of Organisations.

LEARNING OUTCOMES

At the end of this course, participants will be able to understand the central and critical factors affecting organisational performance; acquire the skills for managing the work place in order to guarantee effective performance; design effective performance systems for organisations.

FORMULATING AND IMPLEMENTING HUMAN RESOURCES POLICIES

COURSE OVERVIEW

- Aims and Objectives of Human Resources Policies.
- Principles of Human Resources Policies.
- Essential Characteristics of Sound Human Resource Policies.
- Origin and Sources of Human Resource Policies.
- Human Resources policies Formulation Process.
- Situational Variables in Policy Formulation.
- Policy Formulation Methods.
- Policy Implementation Policy Administration, Monitoring and Evaluation.
- Policy and Strategic Plans.
- Legal context of Human Resources Policies.

TARGET AUDIENCE

Senior and Middle Level Human Resources Managers responsible for human resources management and development in organisations.

LEARNING OUTCOMES

This course aims at enabling participants to: Formulate human resource policies with strategic plans; develop the criteria for effective polices; Implement and monitor human resources policies.

Location and Dates

Atlanta : 13th - 17th Jan, 6th - 10th Apr.
Dubai : 15th - 19th Mar, 19th - 23rd Jul.
London : 7th - 11th Dec, 10th - 14th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 12th - 16th Apr, 2nd - 6th Aug.
Atlanta : 22nd - 26th Jun, 23rd - 27th Mar.
Kigali : 9th - 13th Nov, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SETTING STANDARDS FOR ORGANISATIONAL EFFECTIVENESS

COURSE OVERVIEW

- Organisational Values and Mission.
- Organisational Effectiveness: An Overview.
- Performance Standards.
- Fundamentals of Setting Performance Standards.
- Coaching and Counselling Skills.
- Effective Communication.
- Monitoring and Evaluating Organisational Performance.
- Performance-based Compensation System.

TARGET AUDIENCE

Corporate Planners, Heads of Departments, Sections and Units as well as Human Resources Managers.

LEARNING OUTCOMES

At the end of this course, participants will be able to: Acquire knowledge on the fundamentals of organisational effectiveness; understand how to set realistic standards for organisations; identify ways of enhancing organisational effectiveness through standards setting.

HOW TO WRITE HUMAN RESOURCES POLICIES AND PROCEDURE

COURSE OVERVIEW

HR policies provide fundamental organisational rules and guidelines relating to the practices and behaviour of the people in the organisation. This training is designed to provide participants with the skills and understanding to develop and implement HR policies that are relevant, clear and effective in their organisations.

Participants will be guided through the fundamentals of HR policy development and implementation as well as exploring the range of HR policies that should be considered when developing a workplace policy manual.

TARGET AUDIENCE

This program would suit HR professionals with 1-5years experience looking for an introductory course on developing effective HR policies.

LEARNING OUTCOMES

Upon completion of the training, participants should be able to:

- Understand the fundamentals of HR policies and procedures and their role within the organisation.
- Identify the range and scope of HR policies needed in an organisation.
- Understand how to structure and write effective policies and procedures.
- Identify where to source HR policy templates and guidelines.
- Monitor, review, evaluate and modify HR policies.

Location and Dates

Atlanta : 15th - 19th Jun, 28th Sep - 2nd Oct.

Kigali : 19th - 23rd Oct, 6th - 10th Jul.

Dubai : 15th - 19th Mar, 16th - 20th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 26th - 30th Oct, 27th - 31st Jul.

Dubai : 5th - 9th Apr, 6th - 10th Dec.

Atlanta : 18th - 22nd May, 7th - 11th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PROFESSIONAL ASSERTIVENESS AND OFFICE MANAGEMENT SKILLS

COURSE OVERVIEW

Today's directors are looking for professional administrators who they can rely on to be their right hand person, and who have the ability to be involved in the business and look after their clients.

To do this, administrators not only need to develop strong management skills, but strong financial skills, advanced software and internet proficiency, project management abilities, solid interpersonal/communication skills and the ability to handle difficult situations. To do this, administrators not only need to develop strong management skills, but strong financial skills, advanced software and internet proficiency, project management abilities, solid interpersonal/communication skills and the ability to handle difficult situations.

TARGET AUDIENCE

- Executive/Personal Assistants.
- Executive Secretaries.
- Administrative Assistants.
- Secretaries.
- Office Managers.
- Research Assistants.
- Marketing Assistants.
- Legal Secretaries.

LEARNING OUTCOMES

- Expand your management capabilities and methods.
- Help your manager clarify his/her directions and know exactly what is expected of you.
- Use effective communication methods to gain respect and achieve outcomes.
- Deal with difficult situations, anxiety, conflict and other workplace stresses.
- Develop coaching and teaching skills to save time and reduce frustration.
- Build your personal action plan for real change and growth.
- Manage your manager and adjust your communications style to suite his/her needs.
- Sell your ideas assertively and effectively.
- Collaboratively create performance measures that help you develop.

Location and Dates

Dubai : 8th - 12th Nov, 12th - 16th Apr.
London : 25th - 29th May, 24th - 28th Aug.
Atlanta : 20th - 24th Jul, 22nd - 26th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

COMPETENCIES: DESIGN, DEVELOPMENT AND IMPLEMENTATION

COURSE OVERVIEW

This course will transform your organisation by encouraging and implementing the 20 competencies contained in the IPMA-HR Competency Model. Through discussion, exercises and assessments using the IPMA-HR model as a vehicle for dialogue about changes happening within and around HR, the program contributes an increased value to your organisation and helps your staff gain expertise on the roles of the Business Partner, HR Leader, and the Change Agent. Competencies: Design, Development and Implementation.

TARGET AUDIENCE

Managers, superintendents, supervisors and officers in the functions of human resources and/or training and development. The program is also very useful for line managers whose organisation is currently, or about to start, using competencies as a framework for recruiting, selecting and training employees.

LEARNING OUTCOMES

- Define competencies, their history and the important role they play in Human Resources and the organisation.
- Analyse the main components of a competency and the differences between each.
- Extract competencies from business plans and apply the steps needed in designing competency frameworks and models.
- Apply competencies in the recruitment and selection process.
- Use competencies for identifying training needs, talent pools and succession plans.
- Utilise competencies and behavioural indicators in performance appraisal systems.

Location and Dates

Atlanta : 3rd - 7th Feb, 6th - 10th Jan.
Dubai : 16th - 20th Aug, 13th - 17th Sep.
Kigali : 6th - 10th Apr, 18th - 22nd May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PERFORMANCE IMPROVEMENT AND ACCOUNTABILITY IN PUBLIC SERVICE

COURSE OVERVIEW

Good Governance is about delivering economy, efficiency and effectiveness in public services. It is crucial to the development of transparent, accountable, ably led, honest institutions whose mission is one of continuous enhancement. WBC concentrates on programmes which develop inspiring leaders, improve organisational and individual performance, build human resource capacity and reduce corruption and dishonesty. This programme will give delegates an insight into how to improve the performance of their organisation/department. It will utilise a number of international case studies where performance management has led to significant improvement in organisational performance and personal effectiveness. It will explore the value of the Balanced Scorecard methodology. It will focus on the benefits of improving service delivery and the issues surrounding performance, integrity, accountability and the prevention of fraud and corruption.

TARGET AUDIENCE

Leaders, managers and administrators in the public sector who wish to learn methods to improve their departmental performance and personal effectiveness. Individuals responsible for project management and implementation.

LEARNING OUTCOMES

- Understand the Balanced Scorecard.
- Develop performance measures for our place of work.
- Examine the benefits of charter standards to improve service delivery.
- Explore the importance of personal accountability in delivering improved performance.
- Rewards and sanctions and their place in a performance regime.
- How leadership style can affect performance.
- Apply public accountability concepts to administrative procedures.

ENHANCED PERFORMANCE AND STRATEGIC MANAGEMENT BOOT CAMP

COURSE OVERVIEW

This course will help delegates to understand the full relevance of performance and strategic management. It will also focus on identifying factors that can impact on organisation's performance, enable managers to plan for such factors, consider contingencies and evaluate resource levels as an ongoing process.

TARGET AUDIENCE

- Executives and Directors in all functions.
- Top and senior managers in public and private responsibilities.
- Civil servants and politicians.
- Professionals interested in developing leadership and management skills.

LEARNING OUTCOMES

- Creating Corporate Value.
- Introduction: Enterprise Governance.
- Performance.
- Developing Strategy.
- Transactional Excellence.
- Corporate Performance Management.
- Driving Performance through better Cost Management.
- Forecasting, Planning and Budgeting.
- Contemporary management strategies.
- Contemporary management ideologies and skills.

Location and Dates

Kigali : 25th - 29th May, 20th - 24th Jul.
Atlanta : 3rd - 7th Aug, 17th - 21st Feb.
London : 21st - 25th Sep, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 9th - 13th Nov, 27th Apr - 1st May.
Dubai : 17th - 21st May, 9th - 13th Feb.
Atlanta : 23rd - 27th Nov, 20th - 24th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BENCHMARKING FOR IMPROVE PERFORMANCE

COURSE OVERVIEW

This program is designed to enable senior and middle level management staff of organisations to enhance their skills in designing achievable benchmarks for tracking the performances of personnel, projects and programs towards achieving optimal results and cost efficiency. There is an increasing need for the skills taught in this program especially in view of organisations' attempt to streamline operations and tolerate less excess capacity. Key skills to be taught include those used presently by world-renowned organisations such as Accenture and other Fortune 500 companies. Our team of facilitators have worked with some of these large organisations in the recent past, and have accumulated hands-on experience that will come in handy to delegates.

After the program, delegates will be able to design and implement benchmarks and other enhanced tools, necessary for performance tracking and evaluation in today's work environment.

TARGET AUDIENCE

Executives, Managers and Supervisors who wish to achieve superior organisational performance through benchmarking.

LEARNING OUTCOMES

- Key skills in designing workable 'deliverables' in the workplace.
- Perspectives in Performance Tracking methodology.
- Enhancing optimality in objective setting and performance management in the workplace.
- Managing subordinates and superiors for better performance in the workplace.
- Benchmarking methodologies - perspectives.
- Visioning and agenda setting.
- Performance Management analytics.
- Performance Improvement measurement metrics.
- Contextual scenarios with performance improvement challenges.
- Case studies - Accenture UK

RECRUITMENT, INTERVIEWING AND SELECTION

COURSE OVERVIEW

Learn everything you need to know about employee selection in this training! Making the wrong hiring decision means throwing away a substantial investment of time and money on recruitment, training and benefits. This fundamentals training is your ticket to make the right hiring decisions and contribute more to your company's bottom line.

TARGET AUDIENCE

Professionals with two years or less of experience in hiring, including newly hired HR professionals, HR practitioners who lack formal training, non-HR specialists who recruit, interview and/or hire as part of their jobs, and long-time HR practitioners who want to reinforce or update their skills.

LEARNING OUTCOMES

- Improve your overall employee selection approach.
- Attract talent through innovative employee recruitment sources.
- Learn how to effectively use telephone screening and other methods to filter out the wrong applicants.
- Practice interviewing techniques to refine and develop your skills as an interviewer - including how to open and close the meeting.
- Understand how to ask the right questions to find out the information you need to know.
- Avoid interview "traps" - EEO and affirmative action.

Location and Dates

Dubai : 11th - 15th Oct, 1st - 5th Mar.

Atlanta : 7th - 11th Dec, 16th - 20th Nov.

London : 6th - 10th Jul, 22nd - 26th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 1st - 5th Mar, 19th - 23rd Jan.

Atlanta : 21st - 25th Sep, 6th - 10th Jul.

Kigali : 28th Sep - 2nd Oct, 27th - 31st Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

LEADING A PROJECT TEAM

COURSE OVERVIEW

This session's initial focus is on how to manage and level workloads among team members who are assigned to multiple projects. Participants will learn how to schedule a project so as to not over allocate any individuals, be able to establish a budget baseline, and effectively conduct a project review.

The secondary focus teaches the participants how project teams differ from most other business teams. Attendees will become familiar with the role and style of the project leader and the roles of the various project team members. The attributes of project team development will be explored including guidelines for managing remote or virtual team members.

By participating in several exercises and case studies, attendees will learn numerous proven techniques for resolving conflicts on projects. They will learn how to develop a project role and responsibility matrix as well as a project communications plan.

TARGET AUDIENCE

- Project Managers.
- Team Leaders.
- Individuals who are about to lead activity on a project.
- Project Managers wishing to gain some insight into their personal leadership style and how this impacts others.
- Project Managers wishing to refresh their people management skills.

LEARNING OUTCOMES

- Be able to manage resources in a matrix environment.
- Understand project leadership attributes, styles and team development.
- Utilise project resource allocation planning techniques.
- Conduct stakeholder analysis, define roles and responsibilities.
- Build a practical project communication plan.

Location and Dates

Kigali : 4th - 8th May, 27th Apr - 1st May.

London : 17th - 21st Feb, 6th - 10th Jul.

Atlanta : 28th Sep - 2nd Oct, 19th - 23rd Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

WORK ETHICS, ACCOUNTABILITY & CORRUPTION PREVENTION IN THE WORKPLACE

COURSE OVERVIEW

Module 1:

Ethics Defined.

The Nexus between Ethics, Accountability and Corporate Performance.

Management Strategies in Corruption Prevention.

Accountability in the Workplace.

Overview of Core Issues in Strategy, Policy and Corporate Governance.

Module 2:

Policy analysis; Models and approaches

Agenda-setting for policy actors and institutions

Corporate governance in public and private organisations

Case studies in the management of corruption issues in emerging economies

Module 3:

Conduct corporate vigilance strategy

Strategic alliance to support ethical workings

Effective anti-corruption policies and procedures

Develop proactive deterrence techniques

Overview of risks to the organisation and reflect on the latest international issues and trends

Module 4:

Identifying ethical and moral dilemmas

Moral versus ethical dilemmas

Stages of moral development

Ethical priority compass

Module 5:

Creating a foundation for ethical using the idea of values

What are values?

Identifying ethical values

The five-dimensional model of the person that gives us five core human values

Module 6:

Ethics in the real world

Three orientations to ethics: law, relationships and identity

Expanding the three orientations to describe seven world views

Applying the orientations in practice

Developing our own ethics

Self-awareness exercise

Guidelines for development of skills, understanding and strength

Module 7:

Principles of prevention

Principles of corruption prevention

Proactive approaches

Corruption risk management

Responding to corrupt conduct

Challenges in preventing corruption

Module 8:

Workplace accountability

Employee accountability

Personal responsibility

Management and leadership accountability

Organisational/corporate accountability

Team building

Customer relationships

Entire staff accountability

TARGET AUDIENCE

- Executives in emerging economy public sector departments.
- Middle and senior management staff of public parastatals.
- Management staff in coordinative positions.
- Directors of private companies and government parastatals.

LEARNING OUTCOMES

The subjects of ethics, accountability and corruption prevention are indeed interwoven and these issues continue to take more and more prominence in the public and private workplace and therefore needs to be well-examined while the approaches being utilised in dealing with these issues are analysed and refined. In this program, that is what we intend to do, as our highly experienced team of facilitators bring forward the issues from the perspective of emerging economies. How do organisations establish and communicate core values and promote and maintain ethical and professional behaviour? It will review latest approaches to identifying areas of risk and illustrate current techniques for reducing opportunities for misconduct. It will also explore how to encourage reporting of potential and actual wrongdoing through effective 'whistle blowing' procedures. After the program, delegates will be imbued with new insights that will enable them make a positive change in their present functions.

Location and Dates

Kigali : 19th - 23rd Oct, 6th - 10th Jul.

Atlanta : 6th - 10th Jan, 4th - 8th May.

Dubai : 21st - 25th Jun, 22nd - 26th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

AVIATION AND LOGISTICS

BEST PRACTICES IN AVIATION FACILITATION FOR EMERGING ECONOMIES

COURSE OVERVIEW

- Basics for Facilitation.
- Airport Facilitation.
- ICAO and its Role in Facilitation.
- National / Airport Facilitation.
- Programs / committees.
- ICAS Annex 9 update.
- Security vs Facilitation.
- Aviation Security and IATA's role.
- The Role of IATA in Facilitation.
- Team Building and Leadership.
- Simplifying passenger Travel (SPT).
- Immigration Trends and Fraud.
- Document Detection.
- Persons with Reduced Mobility (PRMs).
- Control Authorities Working Group.
- Advance Passenger.
- Information / Data Exchange.
- Emerging Facilitation Legislation.

TARGET AUDIENCE

- General Managers and Senior Officers.
- Civil Aviation Administrators.
- Supervisory Staff, National Council Agencies (Immigration, Customs Border police).
- Facilitation Officers (Government, Airport and Airline Headquarters based).
- Duty Officers.

LEARNING OUTCOMES

Participants will benefit the following:

Enhanced understanding of national obligations under international agreements, Greater recognition of the roles played by governments, Airport Authorities and Airlines. Ability to improve customer service in your facility through development and implementation of appropriate solutions. Ability to accelerate passenger and freight processing while reducing organizational costs through application of appropriate technologies and techniques. Exchange of experience and solutions to local issues with peers from around the world. Heightened confidence in decision making through application of acquired knowledge through role-play and team scenario resolution exercise.

Location and Dates

London : 3rd - 7th Aug, 13th - 17th Jan.
Kigali : 10th - 14th Feb, 1st - 5th Jun.
Dubai : 22nd - 26th Nov, 10th - 14th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BEST PRACTICES IN AVIATION AND MARITIME CARGO SECURITY AND CONTROL

COURSE OVERVIEW

- The Threat to Civil Aviation: Past, Present and Future.
- International and National security Legislation.
- Security Programmes: Annex 17 & Manual.
- Access Control.
- Control of Passengers and Baggage.
- Security of Cargo, Catering and Stores.
- Security Programme Adjustments.
- Contingency Planning.
- Response to Major Security Emergencies.
- Threat Assessment and Risk Management.
- Job Analysis, Job Description and Recruitment.
- Staff motivation: Deployment, Briefing & Supervision.
- Technology and Equipment.

TARGET AUDIENCE

- Representatives from Civil Aviation Authorities.
- Experienced Managers from airline operators, airport operators and airport service providers including those involved with either passenger and / or cargo operations.
- Experienced airline and airport security managers and supervisors.
- Members of aviation related board of directors.
- Appropriate authorities for aviation security.
- Police authorities.
- Narcotics control authorities.
- Border control authorities.
- Armed Forces representatives involved in airport security operations.

LEARNING OUTCOMES

The participants will learn how to build a safe and secure Global Air Transportation System through the implementation of enhanced regulations, reliable technology and best management practices. Participants will also acquire knowledge, technique and skill in developing and managing international civil aviation security.

Location and Dates

Dubai : 1st - 5th Nov, 25th - 29th Oct.
London : 27th - 31st Jul, 20th - 24th Apr.
Atlanta : 10th - 14th Feb, 12th - 16th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CUSTOMS AND LOGISTICS CARGO COMPLIANCE AND SECURITY

COURSE OVERVIEW

- The Threat to Civil Aviation.
- Regulatory Authorities.
- Principles of Air Cargo Security.
- Cargo Security Acceptance.
- Exemption to Screening.
- Recognition and Handling of Improved Explosive Devices.
- X-Ray screening.
- Cargo Terminal Access control.
- Employee Security Awareness.
- Cargo Security Training Cargo Security Auditing.
- Handling a Bomb Threat and much more.

TARGET AUDIENCE

- Cargo services and operational managers.
- Cargo acceptance and handling staff.
- Customs officers.
- Security managers.
- Risk management specialists.
- Aviation and AVSEC inspectors.
- Terminal and airport managers.

LEARNING OUTCOMES

Participants will gain in-depth knowledge of the latest security initiatives, their implementation and implications. An in-depth review selected government programs relating to air cargo security, plan and execute effective crisis management strategies, minimize operational exposure through proper risk management techniques and benefit from "hand-on" learning with industry leaders. There will be a review and discussion of Annex 17 recommendations and guidelines.

STRATEGIC COST AND QUALITY MANAGEMENT FOR AIR / SEAPORTS

COURSE OVERVIEW

- Strategic Business Planning.
- Airport Total Quality Management.
- Business Process re-engineering.
- Master Planning.
- Corporate Governance.
- Human Resources and Change Management.

TARGET AUDIENCE

- Senior managers and individuals who expect to become senior managers in future, from the airport / aviation industry, Global airport operators Consultants, investment, banking and financial institutions whose Clientele include airport or airlines.
- Civil aviation authorities thinking of commercializing / privatising their airport operations.

LEARNING OUTCOMES

The program is designed to enable participants understand best-management practices confronting modern commercial airports serving wide diversity of aviation clients. A challenging course integration exercise enables participants to apply strategies and develop effective working relationships with other participants from all over the world. Permit participants to develop corporate strategies for addressing making opportunities and competitive threats. Demonstrate the use of various performance management systems such as Balanced Scorecard and Total Quality Management to ensure effective action towards adopted corporate strategies. Recognise appropriate methods for re-designing core airport process necessary to respond to customer and competitive demands. Recognise importance and best practices with regards to application of sustainability principles and environmental management planning. Understand the importance and modern approaches to airport good governance. Exposure to the latest insight available through the worlds' most important airline association.

Location and Dates

Kigali : 16th - 20th Nov, 4th - 8th May.
London : 23rd - 27th Nov, 13th - 17th Jan.
Dubai : 6th - 10th Dec, 28th Jun - 2nd Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 24th - 28th Aug, 20th - 24th Jul.
London : 11th - 15th May, 23rd - 27th Mar.
Atlanta : 14th - 18th Dec, 2nd - 6th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

COMMUNICATION AND PUBLIC RELATIONS

STRATEGIC CORPORATE PUBLIC RELATIONS

COURSE OVERVIEW

- Overview of organizational Vision, Mission, Values and Strategies.
- Linking Public Relations to Organisational Strategy.
- Types of Corporate Public Relations Strategies.
- Identifying and Engaging Key Shareholders.
- Employee Relations Strategy.
- Media Relations Strategy.
- Community Relations Strategy.
- Reputation Management Strategy.
- Managing Relationship Programme.
- Monitoring and Evaluating the PR Strategies.

TARGET AUDIENCE

Heads of Public Relations Departments and other departments, Committees and Task Forces.

LEARNING OUTCOMES

This course will enable participants to know the relationship between public relationship, public relations and corporate strategies, participants will identify the strategies for managing corporate image, participants will be able to use the strategies effectively in the course of carrying out their day to day function.

STRATEGIC COMMUNICATION

COURSE OVERVIEW

- Contemporary Corporate Communication.
- Corporate Media Strategies.
- How the Media Works.
- Essentials of media Handling.
- Effective Writing of Press Briefs and Releases.
- Media Presentation Skills.
- Staging Effective Press Conferences.
- Media Interviews.
- Public Speaking.
- Audience Analysis.
- Techniques for Managing Corporate Reputation.
- Marketing and Advertisement.
- Crisis Management.
- Social Responsibility in the Media Industry.
- Budgets for Media Relations.
- Monitoring and Evaluating Media Relations Strategy.

TARGET AUDIENCE

Public Relations Practitioners new to the function.

LEARNING OUTCOMES

This course helps to introduce participants to the types of relationship maintained with the media, enable participants to identify the skills needed for effective relationship with the media, Stimulate participants to make their organisations to relate well with the media.

Location and Dates

Atlanta : 17th - 21st Aug, 14th - 18th Sep.
Kigali : 16th - 20th Nov, 17th - 21st Aug.
London : 5th - 9th Oct, 23rd - 27th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 5th - 9th Apr, 21st - 25th Jun.
Kigali : 24th - 28th Aug, 6th - 10th Jul.
Atlanta : 28th Sep - 2nd Oct, 15th - 19th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTERPERSONAL COMMUNICATION

COURSE OVERVIEW

- General Introduction to Communication.
- The Communication Environment.
- Understanding Interpersonal Communication.
- Non-verbal Communication.
- Organisation Communication.
- Leadership Communication Skills.
- Communication and Conflict Management.

TARGET AUDIENCE

Directors, Senior Executives, Middle Management Executives, Project Team Leaders, Unit Heads, etc.

LEARNING OUTCOMES

An Interactive journey into interpersonal communication tailored to suit the needs of the rising executive who is eager to make an impact and move ahead.

Creating awareness on how we communicate for:

- Effective Organisational Communication.
- Develop Leadership Skills.
- Resolve Organisation Conflicts.

CORPORATE IMAGE MANAGEMENT

COURSE OVERVIEW

- The Nature of Public Relations.
- Organisational Culture and Change.
- Public Relations tools and Skills.
- Developing Best Practices.
- Planning Public Relations Campaign.
- Communication Theories.
- Writing for Public Relations.
- Public Speaking.
- Media Relations.
- Building and Managing Corporate Image.
- Events Management.
- Crisis Management in Public Relations.
- Securing and Sponsorship of Events.
- Ethical Considerations in Public Relations.
- Monitoring and Evaluating Public Relations Activities.

TARGET AUDIENCE

Managers responsible for the public relations of organisations.

LEARNING OUTCOMES

This course will enable participants to understand the elements of public relations, introduce participants to the skills for public relations, stimulate participants to manage the public relations functions of their organisations effectively.

Location and Dates

Kigali : 17th - 21st Feb, 18th - 22nd May.
Atlanta : 1st - 5th Jun, 19th - 23rd Oct.
London : 13th - 17th Jan, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 19th - 23rd Jul, 27th Sep - 1st Oct.
Atlanta : 9th - 13th Mar, 10th - 14th Aug.
London : 27th - 31st Jul, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CRISIS MANAGEMENT STRATEGIES AND TECHNIQUES

COURSE OVERVIEW

- Nature and Types of Organisational crisis.
- Public Relations and Organisational crisis.
- Crisis Management Strategies and Techniques.
- Skills for Managing crisis.
- Information Management.
- Planning and Timely Implementation of Crisis Management Activities.
- Cost of Crisis Management.
- Managing the Crisis Management Team.
- Assessing Organisational crisis Management capabilities.
- Evaluating Crisis Management Programmes.

TARGET AUDIENCE

Heads of Public Relations Departments, Sections, Units and Private Public Relations Practitioners.

LEARNING OUTCOMES

This course will enable participants know the nature and types of crisis encountered by organisations, Introduce participants to the strategies for managing organizational crisis, encourage participants to handle crisis effectively.

BUILDING AND MAINTAINING CORPORATE BRANDS

COURSE OVERVIEW

- Organisations and Corporate Social Responsibility.
- The Operating Environment.
- Reputation Management.
- Strategic Employee Relations.
- Best Practices in Community Relations.
- Stakeholder Engagement and Relationship Building.
- Building and Maintaining Brand and Corporate Positions.
- Corporate Responsibility Programmes.
- Crisis Management.
- Using Media Strategies.
- Monitoring and Evaluation.

TARGET AUDIENCE

Heads of Public Relations Departments and Private Public Relations Practitioners.

LEARNING OUTCOMES

This course will enable participants to know the importance of organisations maintaining cordial relationship with the host communities, introduce participants to the strategies for engaging with the host communities, and stimulate participants to make their organisations contribute positively to the development of their host communities.

Location and Dates

Dubai : 8th - 12th Mar, 19th - 23rd Jul.
Kigali : 27th - 31st Jan, 15th - 19th Jun.
Atlanta : 14th - 18th Dec, 20th - 24th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 13th - 17th Jan, 25th - 29th May.
London : 1st - 5th Jun, 24th - 28th Feb.
Dubai : 19th - 23rd Jul, 5th - 9th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ADVANCED WRITING SKILLS FOR EXECUTIVES

COURSE OVERVIEW

- Public relations and the Written Word.
- Types of Documents used in Public Relations.
- Effective Speech Writing.
- Press Briefs.
- News bulletins.
- Feature Articles and Documentaries.
- Use of Language, Grammar and word Economy.
- Writing for Different Media and Audience.
- Effective Presentation Types and Skills.
- Proof-Reading.
- Packaging of Documents.
- Effective Use of ICT in Writing.

TARGET AUDIENCE

Heads and Deputy Heads of Public Relations Departments and Private Public Relations Practitioners.

LEARNING OUTCOMES

The aim of this course is to provide experienced Public Relations Practitioners the platform on which to share experiences on the use of the written word in the management of the corporate images of organisations.

PLANNING AND MANAGING PUBLIC RELATIONS

COURSE OVERVIEW

- Overview of Public Relations Activities.
- Integrating Public Relations into Organisational Activities.
- Planning of Media Relations: Radio, Television and Newspaper Interviews; and press Conferences.
- Planning Press Releases.
- Planning Documentaries on Organisations.
- Managing Corporate Image and reputation.
- Managing Relationships.
- Building and Managing the Public Relation Teams.
- Techniques and Skills for Public Relations Planning and Management.
- Corporate Social Responsibilities.
- Budgets and Value-for-Money in Public Relations.
- Monitoring and Evaluating Public Relations Activities.

TARGET AUDIENCE

Heads and Deputy Heads of Public Relations Departments.

LEARNING OUTCOMES

This course will enable participants to know the basic activities of the public relations function, lead participants to identifying the strategies and skills for planning and managing public relations activities, stimulate participants to be effective in planning and managing public relations activities.

Location and Dates

London : 16th - 20th Nov, 14th - 18th Dec.
Dubai : 27th Sep - 1st Oct, 13th - 17th Dec.
Kigali : 20th - 24th Jan, 20th - 24th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 17th - 21st Aug, 8th - 12th Jun.
London : 10th - 14th Feb, 6th - 10th Jul.
Dubai : 6th - 10th Dec, 13th - 17th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
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STRATEGIC CORPORATE PUBLIC RELATIONS

COURSE OVERVIEW

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- Techniques for Managing Corporate Reputation.
- Marketing and Advertisement.
- Crisis Management.
- Social Responsibility in the Media Industry.
- Budgets for Media Relations.
- Monitoring and Evaluating Media Relations Strategy.

TARGET AUDIENCE

Public Relations Practitioners new to the function.

LEARNING OUTCOMES

This course helps to introduce participants to the types of relationship maintained with the media, enable participants to identify the skills needed for effective relationship with the media, Stimulate participants to make their organisations to relate well with the media.

Location and Dates

Atlanta : 17th - 21st Feb, 11th - 15th May.
Kigali : 28th Sep - 2nd Oct, 6th - 10th Jul.
Dubai : 1st - 5th Mar, 19th - 23rd Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 27th - 31st Jul, 23rd - 27th Nov.
Atlanta : 14th - 18th Dec, 16th - 20th Nov.
Kigali : 10th - 14th Feb, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
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INTERPERSONAL COMMUNICATION

COURSE OVERVIEW

- General Introduction to Communication.
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- Organisation Communication.
- Leadership Communication Skills.
- Communication and Conflict Management.

TARGET AUDIENCE

Directors, Senior Executives, Middle Management Executives, Project Team Leaders, Unit Heads, etc.

LEARNING OUTCOMES

An Interactive journey into interpersonal communication tailored to suit the needs of the rising executive who is eager to make an impact and move ahead.

Creating awareness on how we communicate for:

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CORPORATE IMAGE MANAGEMENT

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- Events Management.
- Crisis Management in Public Relations.
- Securing and Sponsorship of Events.
- Ethical Considerations in Public Relations.
- Monitoring and Evaluating Public Relations Activities.

TARGET AUDIENCE

Managers responsible for the public relations of organisations.

LEARNING OUTCOMES

This course will enable participants to understand the elements of public relations, introduce participants to the skills for public relations, stimulate participants to manage the public relations functions of their organisations effectively.

Location and Dates

London : 8th - 12th Jun, 14th - 18th Sep.

Dubai : 2nd - 6th Aug, 16th - 20th Feb.

Atlanta : 9th - 13th Mar, 6th - 10th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 14th - 18th Dec, 10th - 14th Feb.

London : 26th - 30th Oct, 25th - 29th May.

Kigali : 24th - 28th Feb, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CRISIS MANAGEMENT STRATEGIES AND TECHNIQUES

COURSE OVERVIEW

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- Cost of Crisis Management.
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- Assessing Organisational crisis Management capabilities.
- Evaluating Crisis Management Programmes.

TARGET AUDIENCE

Heads of Public Relations Departments, Sections, Units and Private Public Relations Practitioners.

LEARNING OUTCOMES

This course will enable participants know the nature and types of crisis encountered by organisations, Introduce participants to the strategies for managing organizational crisis, encourage participants to handle crisis effectively.

BUILDING AND MAINTAINING CORPORATE BRANDS

COURSE OVERVIEW

- Organisations and Corporate Social Responsibility.
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- Reputation Management.
- Strategic Employee Relations.
- Best Practices in Community Relations.
- Stakeholder Engagement and Relationship Building.
- Building and Maintaining Brand and Corporate Positions.
- Corporate Responsibility Programmes.
- Crisis Management.
- Using Media Strategies.
- Monitoring and Evaluation.

TARGET AUDIENCE

Heads of Public Relations Departments and Private Public Relations Practitioners.

LEARNING OUTCOMES

This course will enable participants to know the importance of organisations maintaining cordial relationship with the host communities, introduce participants to the strategies for engaging with the host communities, and stimulate participants to make their organisations contribute positively to the development of their host communities.

Location and Dates

Atlanta : 21st - 25th Sep, 14th - 18th Dec.

Dubai : 25th - 29th Oct, 5th - 9th Apr.

London : 14th - 18th Sep, 3rd - 7th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 18th - 22nd Oct, 5th - 9th Jan.

London : 25th - 29th May, 7th - 11th Sep.

Kigali : 19th - 23rd Oct, 6th - 10th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ADVANCED WRITING SKILLS FOR EXECUTIVES

COURSE OVERVIEW

- Public relations and the Written Word.
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- News bulletins.
- Feature Articles and Documentaries.
- Use of Language, Grammar and word Economy.
- Writing for Different Media and Audience.
- Effective Presentation Types and Skills.
- Proof-Reading.
- Packaging of Documents.
- Effective Use of ICT in Writing.

TARGET AUDIENCE

Heads and Deputy Heads of Public Relations Departments and Private Public Relations Practitioners.

LEARNING OUTCOMES

The aim of this course is to provide experienced Public Relations Practitioners the platform on which to share experiences on the use of the written word in the management of the corporate images of organisations.

PLANNING AND MANAGING PUBLIC RELATIONS

COURSE OVERVIEW

- Overview of Public Relations Activities.
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- Planning Press Releases.
- Planning Documentaries on Organisations.
- Managing Corporate Image and reputation.
- Managing Relationships.
- Building and Managing the Public Relation Teams.
- Techniques and Skills for Public Relations Planning and Management.
- Corporate Social Responsibilities.
- Budgets and Value-for-Money in Public Relations.
- Monitoring and Evaluating Public Relations Activities.

TARGET AUDIENCE

Heads and Deputy Heads of Public Relations Departments.

LEARNING OUTCOMES

This course will enable participants to know the basic activities of the public relations function, lead participants to identifying the strategies and skills for planning and managing public relations activities, stimulate participants to be effective in planning and managing public relations activities.

Location and Dates

Atlanta : 13th - 17th Jul, 23rd - 27th Nov.
Dubai : 10th - 14th May, 12th - 16th Apr.
Kigali : 20th - 24th Apr, 28th Sep - 2nd Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 14th - 18th Dec, 20th - 24th Jan.
London : 20th - 24th Jul, 19th - 23rd Oct.
Dubai : 2nd - 6th Aug, 13th - 17th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PLANNING AND STRATEGY

SUCCESSFUL PLANNING, ORGANISING AND CONTROL

COURSE OVERVIEW

The environment of current business requires an increased focus on practices and skills in planning projects and work, properly organising tasks and one's work to improve productivity and delegating work to empowered staff. Businesses and indeed, all organisations, find themselves needing more productive methods of planning, more appropriate goals and effective means of accomplishing work. A focus on using productive best practices allows for effective and efficient management of work and making changes in the organisation.

TARGET AUDIENCE

The course is designed for anyone who desires to learn practical management techniques that will assist them in developing good planning techniques, using skills to organise themselves and others and developing effective delegation skills. The course is appropriate for those who are responsible for managing any type of group or team or those who want to learn some skills to be able to better manage their work.

LEARNING OUTCOMES

- Recognise internal and external influences on our daily planning.
- Use basic planning process tools to plan work and project strategy.
- Understand and develop skills necessary to complete work on time.
- Learn how to organise work and projects to complete them successfully.
- Understand how delegation can be used in planning and organising.
- Understand the characteristics of colleagues who do work in our teams.
- Develop positive interpersonal techniques for better team relationships.
- Develop the ability to make higher quality decisions as work is planned and organised.

BALANCED SCORECARD-PLANNING AND MAPPING A STRATEGY

COURSE OVERVIEW

Risk and governance are critical focus areas for every organisation - however, most organisations, regardless of size or level of sophistication are struggling to understand what risk and governance means to them and, more importantly, how to manage these areas strategically.

Most organisations tackle both risk and governance in one of two ways...they either ignore them (and hope for the best) or create a bureaucratic system to manage them.

Either response is inadequate as in the event of an incident or a breach of governance there is no clear and simple framework to minimise the impact.

This course aims to explore the areas of risk and governance and then link it to an organisation's Balanced Scorecard or other strategy management frameworks.

"Best practice" risk analysis methods, 'best practice' governance frameworks and, importantly, how to apply these best practices to any business or government organisation will be examined.

TARGET AUDIENCE

All those responsible for analysing existing processes and improving the performance of existing systems/process using measurement/KPI setting and analysis.

Executives who have either used balanced scorecard or are planning to use/work with balanced scorecard or another form of strategy mapping, measurement and evaluation.

LEARNING OUTCOMES

Real Skill Building

This course will transfer key skills to executives:

- How to identify strategic risk.
- How to develop a governance framework to manage this risk.

Customised Approach

- This will not be a 'classroom based' course, but rather facilitated learning, using case study learning methodologies.
- While the course will be based on the most recent thinking in risk and governance, the approach will emphasize application and practicality.

Location and Dates

Dubai : 16th - 20th Aug, 6th - 10th Sep.

London : 16th - 20th Nov, 24th - 28th Feb.

Atlanta : 15th - 19th Jun, 6th - 10th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 27th Sep - 1st Oct, 15th - 19th Mar.

Atlanta : 2nd - 6th Mar, 26th - 30th Oct.

London : 15th - 19th Jun, 19th - 23rd Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

EFFECTIVE POLICY ANALYSIS AND DEVELOPMENT MASTERCLASS

COURSE OVERVIEW

Anyone involved in the public policy process needs to possess strong analytical skills, and be able to effectively apply those skills within a complex political environment.

This course reviews analytical strategies that are essential for effective policy development. It covers the nature and role of policy analysis, interactions among social institutions, markets, and government, how to conduct effective policy analysis, how to manage the policy development process, and how to produce sound, persuasive policy reports.

The course is organised into a series of modules, each of which involves a formal presentation of material followed by structured discussions and case work. Participants are encouraged to relate elements of each module to their current preoccupations and practices.

All modules are supported by written notes and guides for additional reading.

TARGET AUDIENCE

This course will be of high value to all those involved in planning for, and producing, policy at a local and central government level, including policy analysts who are new to their role, or analysts who would like to refresh their policy skills.

LEARNING OUTCOMES

- What policy analysis involves and its typical institutional settings.
- The attributes of effective policy analysts.
- What role government plays in society and its limitations and strengths compared with other social institutions, including markets.
- How to integrate market analysis, benefit-cost analysis into your policy development work.
- How to clearly scope and develop your policy ideas and present your policy analyses effectively for multiple audiences.
- How to work effectively with others to promote sound policy solutions.

Location and Dates

Dubai : 4th - 8th Oct, 1st - 5th Mar.

Atlanta : 14th - 18th Dec, 12th - 16th Oct.

Kigali : 8th - 12th Jun, 16th - 20th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

EFFECTIVE PROGRAM EVALUATION IN GOVERNMENT MASTERCLASS

COURSE OVERVIEW

How well are government programs working? Who are they affecting? What are their effects? Could they be improved? More than ever before, politicians, advisors, policy analysts, public sector managers, funding partners, and many other interested parties need quality information on the success or otherwise of specific programs.

This course offers an introduction to program evaluation techniques and how they can be used to generate quality information about program performance and its enhancement.

Drawing on state-of-the-art methods for evaluation research, the course gives participants the knowledge and tools needed to effectively commission and conduct program evaluations. It also recognises the constraints that many public sector managers and analysts work under, and how those constraints limit the scale of evaluation work.

TARGET AUDIENCE

All those involved in planning for, and producing programme evaluations at a local, state and federal level, including public sector managers involved in:

- Managing government programs.
- Monitoring, assessing and reviewing programs.
- Implementing policies, projects and programs.
- Policy development and analysis.

LEARNING OUTCOMES

- Understand the role of evaluation in the contemporary public sector.
- Understand the needs of the evaluation sponsor.
- Establish the focus, scope and purpose of an evaluation.
- Develop a suitable and manageable research design.
- Implement and manage an evaluation.
- Organise interviews, surveys and other data collection methods.
- Manage and combine primary and secondary data.
- Be familiar with a range of quantitative and qualitative methods for data analysis.
- Build organisational learning into the evaluation process Understand the uses of evaluation results.

Location and Dates

Kigali : 2nd - 6th Mar, 27th - 31st Jul.

Dubai : 25th - 29th Oct, 24th - 28th May.

Atlanta : 24th - 28th Feb, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRATEGIC CHANGE MANAGEMENT IN GOVERNMENT MASTERCLASS

COURSE OVERVIEW

Many organisations, including government agencies, are set up to promote stability, routine, and predictability in our lives and in our interactions with others. Yet our operating contexts are subject to continual pressures for change. Those pressures come from multiple sources.

When should organisations embrace and pursue change? How much change should be introduced? What parts of a system should be maintained? When change is handled badly, many problems can arise. When it is done well, change can open up many opportunities previously unrealised. Politicians, advisors, policy analysts, and public sector managers increasingly need to be effective change managers.

This course draws on state-of-the-art theory and practice of change management to produce insights for achieving successful change. Participants will gain the knowledge and tools needed to effectively plan and implement change efforts across a wide range of organisational settings, with a special focus on the public sector.

Approaches to change management can be simple or sophisticated. Strategies used in any given instance will depend on time constraints and resource considerations. As well as introducing participants to the fundamentals of carefully-planned change management, the course recognises that frequently change must be managed in urgent, difficult, and near-crisis conditions.

TARGET AUDIENCE

All those involved in policy planning and implementation within local and central government agencies, including public sector managers involved in: Designing and managing government programs; Monitoring and assessing programs; Implementing policies, projects and programs; Policy development and analysis.

LEARNING OUTCOMES

- Interpret current programs and structures and effectively assess the need for change.
- Use evidence to build the case for change.
- Examine models for leading change.
- Create a change agenda.
- Strategies for change leadership – building and communicating the case for change.
- Process steps needed to make change happen.

Location and Dates

Kigali : 8th - 12th Jun, 11th - 15th May.
Dubai : 18th - 22nd Oct, 12th - 16th Apr.
Atlanta : 4th - 8th May, 1st - 5th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

RISK EVALUATION AND MANAGEMENT

COURSE OVERVIEW

The importance of risk management can hardly be overstated. Awareness of risk has increased as we currently live in a less stable economic and political environment. The purpose of this risk management training course is to provide managers with a solid understanding of business risk and how to manage it.

This risk management course looks at risk from different perspectives and analyses the possibilities for managing it in each situation. It focuses primarily on operational, project, and reputation risk management.

TARGET AUDIENCE

Ideal for managers and business owners looking to develop their business but with the aim of minimising any potential hazards along the way.

LEARNING OUTCOMES

- To appreciate the need for the management and review of risk.
- To provide a framework & process for the management of risk.
- To Understand a variety of techniques to identify, assess, manage & monitor risks.
- To enable the delegates to have experience in using some of these techniques.
- To understand the importance of planning and implementing identified risk management actions.
- To understand the overall management of risk process.

Location and Dates

Dubai : 8th - 12th Nov, 16th - 20th Aug.
Kigali : 24th - 28th Aug, 23rd - 27th Nov.
London : 19th - 23rd Oct, 27th - 31st Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRATEGIC THINKING AND PLANNING

COURSE OVERVIEW

This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organisational approaches.

TARGET AUDIENCE

Executives, division leaders and other senior managers involved in the formation and implementation of strategic planning.

LEARNING OUTCOMES

- Identify strategic planning issues in order to develop a unique competitive advantage.
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace.
- Align your organisation with our strategic planning goals by integrating strategy, objectives, metrics and performance.
- Identify evolving strategic patterns and generate ideas on how they can be applied to your organisation.
- Incorporate customer needs into your strategic planning.
- Use a case study to examine the strategic planning process in detail.
- Recognise how the actions of customers, competitors and your own company determine the outcomes in your markets.
- Determine the best approach to effectively implement your strategic planning.

ORGANISATION AND WORKFORCE PLANNING

COURSE OVERVIEW

Strategic Workforce Planning is the most sought after skill in talent management today and the new SWP (Strategic Workforce Planner) program offers the first professional certification of its kind in the industry. SWP conferees have demonstrated both subject matter expertise and proficiency in solving some of the most pressing challenges in business. Master this critical skill today and move your career and your organisation's objectives forward simultaneously.

The term Workforce Planning has been around for years and has been used to signify many different things. But true Strategic Workforce Planning builds upon quantitative activities such as headcount planning and workforce analytics and uses that data as part of a qualitative decision framework that can inform and transform organisational strategy.

TARGET AUDIENCE

- HR Practitioners.
- HR Leadership.
- Line Recruiters.
- Talent Acquisition Management.
- Business Unit Managers and Directors.
- Corporate Operations or IT functions.
- Any dedicated team within the organisation working on a Workforce Planning initiative.

LEARNING OUTCOMES

Successful completion of this program enables organisations to benefit from a series of outcomes including:

- An ongoing advantage in knowing what skills the organisation will need and the ability to hire or develop people as needed.
- Better preparedness for business contingencies.
- Improved ability to adapt to a volatile economy and shorter product cycles.
- The ability to define future workforce gaps and present solutions for those gaps.
- Measurable action plans that can be incorporated into a human capital operating plan.
- Understanding of labor trends impacting the workforce including the effects of retirement, skills gaps, etc.

Location and Dates

Kigali : 15th - 19th Jun, 23rd - 27th Mar.
Dubai : 20th - 24th Sep, 19th - 23rd Jan.
London : 9th - 13th Mar, 9th - 13th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 14th - 18th Sep, 3rd - 7th Aug.
London : 16th - 20th Mar, 7th - 11th Dec.
Kigali : 8th - 12th Jun, 12th - 16th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PUBLIC RELATIONS

STRATEGIC MANAGEMENT: CORPORATE SOCIAL RESPONSIBILITY & CORPORATE REPUTATION

COURSE OVERVIEW

- You as a leader (Tools for self-definition and modification).
- Leadership strategies.
- Goals setting (resources, challenges and competition).
- Managing a Team (Selected or imposed).
- Reputation management.
- Ethics and communication in challenging times.
- Media relations and information communication technologies.
- Government relations (ministries, departments and agencies).
- Community and investor relations.
- Sponsorship and corporate social responsibility.

TARGET AUDIENCE

This programme is designed for individuals at senior and management levels whose day to day activities impact in one form or shape on the reputation of their unit/department or organization.

LEARNING OUTCOMES

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

- Explain the relationship between management and leadership.
- Align goals with resources and challenges.
- Utilize both emotional and competitive intelligence.
- Explain the key elements of corporate strategy.
- Relate strategic leadership to strategies and delivery of goals.
- Explain key components of corporate reputation management.
- Understand how organizations develop their corporate identities.
- Explain the nature of strategic public relations.
- Explain the link between how an organization wants to be seen and how it is seen.

ADVANCED SKILLS FOR PROTOCOL OFFICERS, PERSONAL ASSISTANTS AND SECRETARIES

COURSE OVERVIEW

- Strategic thinking and Leadership.
- Managing logistics.
- Event coordination and management.
- Delivering result under pressure.
- Managing negative news / challenging times.
- Dealing with difficult stakeholders.
- Public speaking and communication.
- Sustaining trust.

TARGET AUDIENCE

This programme is suitable for personnel who have responsibilities to ensure success, and indeed, the wellbeing of senior decision makers. If you are a member of the protocol team, personal / special assistant and / or member of the security detail, you hold a position of trust because the boss relies on you to get a lot of things done in very short time; hence there is the need for you to be current and ever.

LEARNING OUTCOMES

The skills and techniques acquired will enable you to:

- Provide direction and leadership required to get results.
- Demonstrate the ability to stay on top of difficult issues.
- Increase productivity by effective communication of vision and tasks.
- Acquire new tools for better management of events and ceremonies.
- Equipped with skills in strategic and competitive thinking.
- Build loyalty and trust.

Location and Dates

Atlanta : 21st - 25th Sep, 9th - 13th Nov.
London : 12th - 16th Oct, 8th - 12th Jun.
Dubai : 2nd - 6th Aug, 22nd - 26th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 5th - 9th Oct, 24th - 28th Feb.
Kigali : 28th Sep - 2nd Oct, 18th - 22nd May.
Dubai : 17th - 21st May, 22nd - 26th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PUBLIC SECTOR & PROCUREMENT

EFFECTIVE WAREHOUSE MANAGEMENT, STRATEGY AND CONTROL

COURSE OVERVIEW

This course is developed to provide an understanding of the role of an effective warehouse management in the end to end supply chain and also to learn best practices for warehouse operating processes and control.

This course will enable the participants to understand the importance of effective operating processes and the establishment of a performance management programme that ensures continuous improvements.

TARGET AUDIENCE

The course is designed for procurement and purchasing professionals, production and manufacturing professionals, warehouse and distribution professionals, logistics professionals and supply chain professionals who desire a modern approach to warehouse management and control.

LEARNING OUTCOMES

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

- Understand the role of warehouse in the value chain.
- Learn best practices for warehouse operating processes.
- Optimise the flow of goods across processes.
- Use inventory analysis and product classification.
- Leverage resources and develop new capabilities.
- Warehouse management techniques.
- Understand the importance of strategic location and structuring of the warehouse.
- Create a good warehouse with performance management and metrics.

STRATEGIES FOR EFFECTIVE PROCUREMENT AND MATERIAL MANAGEMENT

COURSE OVERVIEW

This course covers practical considerations essential to achieve major improvements in planning, buying, storing, and disposing of the vast array of materials and spare parts needed in the oil and gas industry. It exposes the participants to best practices when handling procurement and materials management.

TARGET AUDIENCE

This is designed for Managers and officers responsible for procurement, stores and materials planning, as well as facility managers and others whose duties relate to procurement and materials management.

LEARNING OUTCOMES

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

- Understand the strategic roles of procurement and materials management in Public and Private Sector Organizations.
- Identify the range of Professional Skills in Contract negotiation and Legal Framework in Procurement.
- Understand Warehousing Strategies.
- Explain Latest Developments in Materials Planning and control.
- Use Relevant Software in Handling Materials Information System.
- Understand procurement and materials management techniques.

Location and Dates

Kigali : 19th - 23rd Oct, 3rd - 7th Aug.

Dubai : 27th Sep - 1st Oct, 2nd - 6th Feb.

London : 14th - 18th Dec, 3rd - 7th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 1st - 5th Jun, 14th - 18th Sep.

Dubai : 23rd - 27th Feb, 22nd - 26th Mar.

Kigali : 2nd - 6th Nov, 27th - 31st Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

E-PROCUREMENTS AND PROCESS INTEGRATION

COURSE OVERVIEW

The use of electronic methods for public sector procurement has become increasingly popular. E-Procurement helps to deliver value for the tax payers and improves operational efficiency from advertising contracts to payment of suppliers in a very transparent way meeting global best practice in public sector procurement.

TARGET AUDIENCE

Senior staff involved in procurements as well as those involved in procurement-related operations.

LEARNING OUTCOMES

By the end of the training, participants would better understand:

- E-procurement process and techniques.
- Elements of E- procurement and ICT.
- Online marketing places and auctions.
- Secured web based business environment.

E-PROCUREMENT: EFFECTIVE BUSINESS PROCESS AND SUPPLY OPERATIONS

COURSE OVERVIEW

The use of electronic methods for public sector procurement has become increasingly popular. E-Procurement helps to deliver value for the tax payers and improves operational efficiency from advertising contracts to payment of suppliers in a very transparent way meeting global best practice in public sector procurement.

TARGET AUDIENCE

Senior staff involved in procurements as well as those involved in procurement-related operations.

LEARNING OUTCOMES

Delegates will have better understanding of;

- E-procurement process and techniques.
- E- procurement and ICT (recent developments).
- Managing online marketing places and auctions.
- Secured web based business environment.

Location and Dates

Dubai : 13th - 17th Dec, 23rd - 27th Aug.
Atlanta : 8th - 12th Jun, 16th - 20th Mar.
Kigali : 20th - 24th Jan, 2nd - 6th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 10th - 14th Aug, 27th - 31st Jan.
Dubai : 25th - 29th Oct, 26th - 30th Jan.
Kigali : 1st - 5th Jun, 16th - 20th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

MANAGING PUBLIC SECTOR PROCUREMENT

COURSE OVERVIEW

Procurements in public sector above set threshold that are expected to be executed in a way that guarantees free and fair access to, and, competition in a way that offers the most value to tax payers.

TARGET AUDIENCE

This course is designed for officers and managers responsible for procurement and / or contract management in the public sector.

LEARNING OUTCOMES

Delegates will have better understanding of:

- Procurement regulations for public sector contracts.
- International procurement thresholds.
- Recent challenges in public sector tendering.

STRATEGIES FOR TENDERING AND SUPPLIER RELATIONSHIP MANAGEMENT

COURSE OVERVIEW

A strategic, well managed tender process is a guaranteed route to securing significant savings and achieving tangible efficiencies. Though, the opportunities are significant, so are the risks if a project is not effectively run. Tendering is a complex activity requiring knowledge and expertise as well as time and resource in order to achieve value from outsourced services.

TARGET AUDIENCE

This course is designed for Officers and Managers in private organizations and Government departments, offices and agencies who want to acquire desired knowledge in handling an effective tender process and supplier relationship management. It is also designed for suppliers who are involved in tendering with the aim of having a competitive edge over that of their competitors.

LEARNING OUTCOMES

Delegates will at the end of the course be able to:

- Understand the tendering process and requirements.
- Acquire desired skills to manage an effective tender process.
- Differentiate various types of tender and selecting the suitable one for a specific project.
- Understand the various tender documents.
- Understand different advertisements for invitation to tender.
- Create an effective relationship management.
- Understand how to deal with tendering as a consortium.
- How to select the best tender.

Location and Dates

London : 27th - 31st Jul, 13th - 17th Apr.

Kigali : 3rd - 7th Aug, 8th - 12th Jun.

Dubai : 20th - 24th Sep, 9th - 13th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 17th - 21st Feb, 13th - 17th Jan.

Kigali : 11th - 15th May, 26th - 30th Oct.

Dubai : 19th - 23rd Apr, 1st - 5th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PUBLIC GOVERNANCE AND ACCOUNTABILITY

COURSE OVERVIEW

Governments at all levels have responsibility for using public resources for the larger benefit of all and in doing so have an obligation to be seen as adopting best practice and transparency not only in the allocation of public funds but also in decision making at all times.

TARGET AUDIENCE

This course is designed for those responsible for establishing framework for discharging government responsibilities including: preparation and execution of budgets, accounting standards, project monitoring and reporting procedures, risk management and general decision making techniques.

LEARNING OUTCOMES

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

- Provide leadership and direction for government goals and objectives.
- Provide rationale for critical government activities in a transparent and acceptable manner at all times.
- Apply best practice in management of public funds including budget preparation and execution.
- Apply internationally accepted best practice in decision making in a way to exclude corrupt practices and conflict of interest.
- Establish clear performance measurement criteria and practices.

Location and Dates

Atlanta : 19th - 23rd Oct, 25th - 29th May.

Kigali : 16th - 20th Nov, 2nd - 6th Mar.

London : 18th - 22nd May, 15th - 19th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

OIL AND GAS

COMPLEX NEGOTIATING SKILLS IN THE OIL AND GAS INDUSTRY

COURSE OVERVIEW

- Understanding your mandate.
- Knowing and analysing other parties in the negotiation.
- The use and adaptation of data for negotiating purposes.
- Holding the aces.
- Emotion and environment as negotiating tools.
- Closing and recording deal.

TARGET AUDIENCE

This course is designed for officer whose roles include negotiations or those involved in bi or multilateral meetings. Whether you are engaged in industrial/community relations, sales and purchasing or simply responsible for making policies acceptable; you must have what it takes to secure a win-win situation.

LEARNING OUTCOMES

Delegates will be acquiring additional skills to:

- Overview of the Oil and Gas.
- Conduct a win-win negotiation.
- Understand negotiating process.
- Avoid pitfalls in negotiations.
- Make and close deals for business benefit.

DYNAMICS OF PETROLEUM DEPOT OPERATIONS

COURSE OVERVIEW

- Product quality control.
- Depot Design Standards.
- Fire Prevention and Protection.
- Depot Emergency Preparedness Planning.
- Storage techniques.
- Product Receipts and Transfers.
- Marine Receipts.
- Product Measurements.
- Procedures.
- Equipment & Calibration.
- Stocks Accounting and Control.
- Depot Automation.
- Warehouse Controls.

TARGET AUDIENCE

This course is designed for personnel working in the petroleum depot operations and to acquire more knowledge on effective handling of depot operations, storage, design standards, depot automation and warehouse control.

LEARNING OUTCOMES

- Understanding the various functions within petroleum depot.
- Understanding the principles governing depot operations.
- Stocks taking, Accounting and control.
- Product receipts and transfer.
- Tank farm operations.

Location and Dates

Atlanta : 6th - 10th Jul, 15th - 19th Jun.
London : 20th - 24th Jul, 10th - 14th Feb.
Dubai : 19th - 23rd Jul, 9th - 13th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 25th - 29th May, 27th - 31st Jul.
Dubai : 24th - 28th May, 16th - 20th Feb.
Atlanta : 3rd - 7th Feb, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CRUDE OIL MARKETING: LEGAL AND OPERATIONS PERSPECTIVE

COURSE OVERVIEW

- Introduction to Crude Oil Marketing in Nigeria.
- The Law of Contract and Sales of goods Acts.
- Petroleum Marketing Laws and Regulations in Nigeria.
- Communication Skills in crude oil marketing.
- Techniques and Methods of effective Terminal export operations.
- Basic Management Concepts and Techniques for effective terminal operations for Crude Oil Export.
- Stores Management.
- Purchasing for Business Organization.

TARGET AUDIENCE

This is a bespoke course designed for Crude Oil marketing depot supervisors and Managers, Task Force Officers, Crude Oil Exporters and their representatives to update their knowledge of crude oil marketing and dynamics.

LEARNING OUTCOMES

At the end of the course, delegates would have acquired knowledge of:

- The Nigerian Crude Oil Marketing Procedures.
- Crude Oil Marketing in Nigeria, development, trends and Prospects.
- The various legislations guiding crude oil marketing in Nigeria.
- Sales of crude oil and the relevant legal framework.
- Effective stores management.

MATERIALS PRODUCTION PLANNING AND CONTROL

COURSE OVERVIEW

- Acquire the knowledge of production planning process.
- Understand production control methods.
- Determination of production control measures when and where necessary.
- Know the techniques of work study.
- Knowledge of Product development and planning.
- Understand the Production planning process.
- Planning production programmes.

TARGET AUDIENCE

Material production planning and control is becoming more and more important in material management. This course is therefore designed for senior officers and senior production officers involved in material production and planning with the aim of acquiring more knowledge of material production and planning process. To know the methods and how volumes are determined through sales forecast or operational requirements.

LEARNING OUTCOMES

- Overview of Material Production and Planning of production.
- Effective Planning Process and how volumes are determined through sales.
- Determination of volumes through sales forecast.
- Production operational requirements.
- Understand how to prepare production planning.
- Acquire the principles and processes of production planning and control.

Location and Dates

London : 7th - 11th Dec, 16th - 20th Mar.
Kigali : 27th - 31st Jan, 23rd - 27th Mar.
Dubai : 2nd - 6th Feb, 28th Jun - 2nd Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 6th - 10th Apr, 5th - 9th Oct.
Dubai : 15th - 19th Nov, 12th - 16th Apr.
Kigali : 18th - 22nd May, 20th - 24th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTRODUCTION TO MATERIALS MANAGEMENT

COURSE OVERVIEW

- Overview of Materials Management.
- Materials Management Techniques.
- Different departments that interact with materials management.
- Effective handling of materials.
- The supplies cycle and its impact.
- Materials management in supplies.

TARGET AUDIENCE

This course is designed for Supervisors and other Senior Personnel in Materials Management Department working in the Petroleum Industry. This is to acquire the desired knowledge of material management and the inter relationship of the departments involved.

LEARNING OUTCOMES

- The course is intended to teach the participants the management of materials and other resources.
- • To demonstrate the inter-relationship between departments involved in materials management functions.
- Determination, handling and usage of materials, goods and services.

CRUDE OIL TREATMENT: NEW TECHNIQUES IN THE OIL AND GAS INDUSTRY

COURSE OVERVIEW

- Introduction to Crude oil dynamics.
- Chemistry of Crude Oil.
- Crude Oil Flow Station Circuit.
- Characterization of Crude Oil.
- Crude Oil Emulsions.
- Treatment Methods.
- Thermal Treatment.
- Chemical Treatment, etc.

TARGET AUDIENCE

This is a course designed for crude oil supervisors, managers, Production Engineers, Field Chemists, Field Supervisors, Technologists, Gaugers and Technicians to equip them with the desired knowledge on how to solve the problem of crude oil impurities and their effects and of course the various crude oil treatments.

LEARNING OUTCOMES

At the end of the Course, Participants will be able to understand Crude Oil characterization and how to deal with the effects of impurities associated with it and become knowledgeable in all methods of Crude Oil Treatment Techniques.

Location and Dates

Kigali : 6th - 10th Jul, 16th - 20th Nov.

London : 17th - 21st Feb, 24th - 28th Aug.

Atlanta : 16th - 20th Mar, 13th - 17th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 9th - 13th Mar, 23rd - 27th Nov.

Atlanta : 10th - 14th Feb, 21st - 25th Sep.

London : 28th Sep - 2nd Oct, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CRUDE OIL STORAGE AND TRANSFER OPERATIONS

COURSE OVERVIEW

- Crude oil chemical and physical properties.
- Static measurement of crude oil.
- Fiscalisation of crude oil storage tanks.
- Positive Displacement Meter/Lact Units.
- Dynamic Flow Method of Crude Oil Measurements.
- Automatic Sampling Device.
- Crude Oil Gauging and Sampling Methods.
- DPR Procedure guide for static measurement of crude oil.
- Tank gauging.
- Test and analysis of crude oil.
- Types of Storage tanks.

TARGET AUDIENCE

This course is designed for Operating Engineers, Chemists, Laboratory Technicians, Operating Personnel and Terminal Operators to acquire the necessary knowledge of crude oil dynamics to be able to deal efficiently and effectively with the handling of crude oil transfer operations.

LEARNING OUTCOMES

- To update the skills, practices and principles of the course participants in petroleum measurement as it affects custody transfer in Nigeria.
- Elements of Crude oil chemical and physical properties.
- Crude oil storage methods.
- Procedural guide for crude oil measurement.
- Crude Oil testing and analysis.

CRUDE OIL EXPORT: TERMINAL OPERATIONS

COURSE OVERVIEW

- Overview of the Nigerian Crude Oil Export market operations and procedures.
- Crude Oil pipeline and marine transportation.
- Petroleum product knowledge, sampling and analysis techniques.
- The characteristics of Nigeria's Crude Oil operations storage and measurement techniques.
- Crude oil terminal operations, Records/Documentation and management.
- Reporting Techniques and Procedures.
- Meter proofing.
- Safety and fire-fighting and terminal operations.
- The Law of contract and the sale of goods Acts.
- Petroleum Marketing Laws and Regulations in Nigeria.
- Communication skills, techniques and Methods of effective terminal export operations.

TARGET AUDIENCE

The knowledge of petroleum products, crude oil terminal operations and petroleum marketing is crucial for the operators of crude oil in the petroleum industry. This course is designed for crude oil marketing and depot supervisors and managers, crude oil marketing terminal/Depot, Task Force Officials, Crude Oil exporters and their representatives.

LEARNING OUTCOMES

Delegates at the end of the course would have acquired knowledge of:

- The Nigerian crude oil export market and procedures.
- Crude oil marketing in Nigeria, development, trends and prospects.
- Terminal Operations for Crude oil export.
- Various legislations governing crude oil operations and marketing.
- Crude Oil measurement techniques.

Location and Dates

Kigali : 15th - 19th Jun, 6th - 10th Apr.
London : 19th - 23rd Oct, 8th - 12th Jun.
Atlanta : 11th - 15th May, 10th - 14th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 11th - 15th May, 20th - 24th Jul.
London : 12th - 16th Oct, 18th - 22nd May.
Dubai : 1st - 5th Mar, 27th Sep - 1st Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

FUNDAMENTALS OF UNITIZATION IN OIL AND GAS PRODUCTION

COURSE OVERVIEW

Recently, emerging developments abound in the oil and gas industry and one of which is unitization as a means of oil development and production. With increasing needs for production efficiency, cost reduction techniques and alternative funding sources, unitization as a production methodology is increasingly getting attention, consideration and acceptability.

TARGET AUDIENCE

This course is designed for Operating Engineers, Chemists, Laboratory Technicians, Operating Personnel and Terminal Operators to acquire the necessary knowledge of crude oil dynamics to be able to deal efficiently and effectively with the handling of crude oil transfer operations.

LEARNING OUTCOMES

The participants at the course will be able to:

- Discuss unitization as production concept.
- Identify stakeholders and their roles.
- Explain the accounting treatment and reporting.
- Understand the underlying laws and regulations both locally and international.

UNITISATION IN OIL AND GAS INDUSTRY: ISSUES AND CHALLENGES

COURSE OVERVIEW

The challenges of searching, boring and getting a substance that is hidden underground in vaguely defined sub-surface strata are numerous but none more important than answering the three questions:

- (i) Where is the resource? (ii) How much is there? and (iii) Who owns it?

As part of ongoing processes of managing oil and gas reserves, it is important for investors, operators and host governments to develop strategies for dealing with discoveries that extend beyond certain operational or geographical boundaries.

TARGET AUDIENCE

This course will be suitable for those responsible for joint management of oil and gas reservoir with multiple owners of rights in the discoveries.

LEARNING OUTCOMES

Participants will have better understanding of:

- Fundamentals and goals of unit formation.
- The rule of capture and boundary determination.
- Extant laws regulating pooling and unitisation.
- Unit operating agreements and accounting procedures.
- Governments' regulations and statutory agencies.

Location and Dates

Dubai : 1st - 5th Mar, 20th - 24th Sep.
Atlanta : 16th - 20th Nov, 20th - 24th Apr.
London : 27th - 31st Jan, 16th - 20th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 16th - 20th Feb, 22nd - 26th Mar.
London : 3rd - 7th Feb, 21st - 25th Sep.
Atlanta : 22nd - 26th Jun, 14th - 18th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CLUSTERED OIL & GAS FIELDS: DIRECTIONAL & MULTILATERAL DRILLING

COURSE OVERVIEW

Current and future oil and gas fields are expected to remain pockets of small hydrocarbons which reside in spaced out plays relatively remote from one another and pose challenges, greater risks as well as higher costs to operators. Exploits of such spaced out reservoirs require that they be grouped / clustered together in order to generate combined economic flow of hydrocarbons and rewarding revenue.

TARGET AUDIENCE

This course is designed for Operating Engineers, Chemists, Laboratory Technicians, Operating Personnel and Terminal Operators to acquire the necessary knowledge of crude oil dynamics.

LEARNING OUTCOMES

At the end of the course delegates will:

- Have better understanding of features and properties of clustered oil and gas fields.
- Have better understanding of clustered directional and multilateral drillings.
- Be able to adopt and implement directional and multilateral drillings.
- Implement enhanced oil recovery and decommissioning operations.
- Evaluating health and safety compliance management systems.
- Reporting the audit results for effective management decision making.

GEOPHYSICAL RESERVOIR CHARACTERISATION

COURSE OVERVIEW

This course is designed to bring practicing Geoscientists to date on recent approaches and techniques for achieving improved geophysical reservoir characterisation.

TARGET AUDIENCE

Geoscientists and related stakeholders

LEARNING OUTCOMES

Participants on this course will be better able to:

- Carry out geophysical characterisation of reservoirs using integrated well log and seismic data.
- Appreciate and apply latest techniques for seismic inversion and data analysis for estimation of potential reserves indicative contents.
- Seismic interpretation.
- Reserve estimations techniques.
- Mapping.
- Seismic attributes and inversion.
- 4D Seismic.

Location and Dates

Dubai : 12th - 16th Jul, 4th - 8th Oct.

Kigali : 5th - 9th Oct, 23rd - 27th Nov.

Atlanta : 13th - 17th Jul, 10th - 14th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 24th - 28th Aug, 9th - 13th Nov.

Kigali : 24th - 28th Feb, 23rd - 27th Nov.

Dubai : 2nd - 6th Feb, 23rd - 27th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

WORKSHOP ON SEISMIC DATA INTERPRETATION AND SUBSURFACE MAPPING

COURSE OVERVIEW

This course is designed for oil and gas specialists responsible for seismic data generation, interpretation and management.

TARGET AUDIENCE

Geophysicists and Geoscientists involved in oil and gas exploration.

LEARNING OUTCOMES

Participants on this course will have better understanding, appreciation and application of:

- Seismic acquisition.
- Seismic processing.
- Mapping of subsurface structures.
- Understanding the data and.
- Seismic interpretation.

REFINERY SHUTDOWNS AND TURNAROUNDS: PROCESS-LED MANAGEMENT APPROACH

COURSE OVERVIEW

Planning and managing shutdowns, turnarounds and outages in the process plant environment is a complex and demanding function. If turnarounds are not properly planned, managed and controlled, organisations run the risk of missing critical operational targets.

TARGET AUDIENCE

This programme is designed to be beneficial for managers and staff charged with the responsibility of keeping the plants running to achieve optimum productivity.

LEARNING OUTCOMES

- A greater appreciation of the key role of planning in the shutdown process.
- A better understanding of how the shutdown/turnaround must support the current objectives of the organisation and plan accordingly in a way that enhances the company's turnaround management capabilities.
- Provide a comprehensive understanding of effective turnaround management techniques and implementation incorporate latest developments in turnaround planning and management techniques and emerging industry trends.
- Make the turnaround planning and execution process efficient, professionally rewarding and with the minimum stress and conflict.

Location and Dates

Dubai : 2nd - 6th Feb, 26th - 30th Apr.

Atlanta : 17th - 21st Feb, 2nd - 6th Nov.

London : 24th - 28th Feb, 5th - 9th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 6th - 10th Apr, 13th - 17th Jul.

London : 28th Sep - 2nd Oct, 10th - 14th Aug.

Atlanta : 8th - 12th Jun, 2nd - 6th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

TANK FARM OPERATIONS: PERFORMANCE AND SUSTAINABILITY

COURSE OVERVIEW

The importance of effective management and handling of an Oil and Gas terminal cannot be over-emphasized. The processing, transporting and storing of crude oil or refined petroleum products in tank farms make it imperative for tank farm operators to efficiently manage their inventory and maximize their return on investment.

TARGET AUDIENCE

This course is designed for officials who work in the Oil and Gas refinery or product storage facility. It is specifically designed for Oil and Gas Operators, Facilities Managers, Marine Terminal Managers, Engineers, Safety and Environmental Personnel, Transfer Supervisors and Oil and Gas Cargo officials.

LEARNING OUTCOMES

Candidates at the end of the training programme will be able to:

- Develop good terminal management and handling skills.
- Acquire a comprehensive knowledge of operations & management of oil and oil product terminals.
- Apply safe practices and procedures during the various operations in terminals including oil spill contingency and emergency response plans.
- Apply proper planning and scheduling techniques in storage & transfer systems.
- Learn International Regulation and Standards for Oil and Gas Terminals.
- Learn different blending techniques.
- Do calculation for emissions discharges and dispersion.

Location and Dates

London : 7th - 11th Sep, 14th - 18th Dec.

Dubai : 3rd - 7th May, 23rd - 27th Feb.

Atlanta : 1st - 5th Jun, 27th - 31st Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PETROLEUM REFINERY DYNAMICS: PROCESS YIELDS OPTIMISATION

COURSE OVERVIEW

- Overview of Petroleum Refinery Operations-Crude Processes, Coking and Thermal Processes, Atmospheric Distillation, Vacuum Distillation, Desalting and different types of Coking.
- Overview of Crude Oil Yields Refinery Technology- Characteristics of Crude Oil, Crude Oil Products, Crude Oil Assay and Properties and Process Specifications.
- Motor Fuel Production Process-Fluid Catalytic Cracking, Hydrocracking, isomerization, hydro-treating, Alkylation and Catalytic Reforming.
- Blending for Product Specifications.
- Acid Gas Treating.
- Refinery Glass Plants.
- Sulfur Recovering Plants.
- Residue Reduction.
- Case Studies and Group Discussions.

TARGET AUDIENCE

This is a bespoke training course for professionals working directly or indirectly in the Petroleum Refinery industry. It is designed for Process Engineers, Technologists, Operating and Supervisory Personnel engaged in the refining activities who have a minimum of experience and who are required to understand and discuss issues related to their processes. It is also beneficial for technical sales personnel involved in selling equipment or supplies to the refining industry.

LEARNING OUTCOMES

Candidates at the end of the training programme will be able to:

- Develop personal competencies and build up expert knowledge of crude oil yield processes in a range of equipment.
- Equip themselves with all the processes associated with the processing of petroleum into finished products.
- Learn the basic tools for understanding the complex nature of Refining and its operations.
- Understand the basic components of refinery technology.
- Have an improved understanding of the operations, optimization, upgrading and modification of existing facilities for an improved profitability in business.
- Understand the overall Refinery Flow.

Location and Dates

Dubai : 6th - 10th Dec, 1st - 5th Mar.

London : 16th - 20th Mar, 16th - 20th Nov.

Kigali : 9th - 13th Mar, 10th - 14th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

OIL AND GAS RESERVOIR MANAGEMENT

COURSE OVERVIEW

This course will provide an insight into the oil & gas field operation processes and the role of petroleum engineering. It will explain the important concepts in reservoir and well drilling and intervention, productivity optimization, various recovery mechanisms, as well as covering various operational issues.

TARGET AUDIENCE

Process Engineers, Technologists, Operating and Supervisory Personnel engaged in the refining activities.

LEARNING OUTCOMES

- Gain an overall knowledge of various hydrocarbon production processes from the time a reservoir is discovered to end users.
- Understand the role of the petroleum/reservoir engineer in optimizing recovery.
- Familiarize with various surface and sub-surface equipment and processing facilities used in a typical oil & gas field.
- Gain a general knowledge about health, safety and environmental issues.
- Understand the role of petroleum economics in evaluating field development projects Indicative Contents.
- Energy types and global statistics (oil and gas reserves, production, export, and consumption).
- Well testing and completion, well stimulation and work over.
- Recovery mechanism, reservoir simulation and pressure maintenance.
- Oil storage and transportation.
- Refinery operations and products.
- Gas treatment and processing, Petrochemical industry and the role of technology.
- Corrosion protection, the role of technology & health and safety environment.

OIL AND GAS BUSINESS: LEGAL AND TAXATION PERSPECTIVE

COURSE OVERVIEW

Companies and players (be it investors or producers or consultants) operating in the oil and gas industry need to understand the bottom line tax implications of exploration and drilling projects and the underlying legal agreements. Such legal agreements not only have individuals and corporate entities as parties but also host countries in this case their Governments, making it the more complicated. There is always a relationship between legal agreements underlying the relationship of host governments with investors in the oil and gas industry and the eventual Government take in form of taxes making the more important to understand the whole legal and taxation concepts in the industry as well as the international concept of taxation.

TARGET AUDIENCE

Oil and Gas Management Staff and Legal Practitioners.

LEARNING OUTCOMES

Participants will be able to:

- Identify the operating functions of an oil and gas exploration and production company and use of industry terminology appropriately.
- Understand the various agreements in use in oil and gas industry and their commonalities and be able to interpret them.
- Identify the various types of oil and gas expenditures and their classification especially for tax purposes.
- Recognise and distinguish classes of lease and oil and gas property sale and their tax implications.
- Distinguish between a tax-free sharing arrangement and a taxable transfer of oil and gas properties.

Location and Dates

Dubai : 22nd - 26th Mar, 23rd - 27th Feb.
Atlanta : 25th - 29th May, 16th - 20th Mar.
Kigali : 6th - 10th Jan, 6th - 10th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 22nd - 26th Jun, 27th Apr - 1st May.
London : 17th - 21st Feb, 13th - 17th Jan.
Dubai : 7th - 11th Jun, 26th - 30th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTERNATIONAL OIL AND GAS MANAGEMENT

COURSE OVERVIEW

The basic ingredient of oil and gas business is contracting which can either be in a legal form or an outright contract which in itself is legally binding. The specificity of contracting in oil and gas industry makes it imperative to fully understand the content and formalities of the various contracts in operations. The magnitude of the investments involved in running a successful exploration and Production Company equally necessitates full understanding of the various contracts being entered into by investors and government alike to ensure that all parties achieve equitable benefits and results in the course of business delivery.

TARGET AUDIENCE

Process Engineers, Technologists, Operating and Supervisory Personnel engaged in the refining activities.

LEARNING OUTCOMES

By the end of this programme delegates will have better understanding of:

- Negotiating and reviewing oil and gas contracts.
- Assessing and managing risks in oil and gas contracts.
- How to best avoid common contract pitfalls.
- How to make an informed choice of alternative dispute resolution options.

PETROLEUM PRODUCTION TECHNOLOGY

COURSE OVERVIEW

This course will provide the participants with an integrated view of the oil and gas production and related facilities during the life of the reservoir. It will present an overview/fundamental understanding of the wide range of oilfield production handling and treatment equipment.

TARGET AUDIENCE

This is a bespoke training course for professionals working directly or indirectly in the Petroleum Refinery industry. It is designed for Process Engineers, Technologists, Operating and Supervisory Personnel engaged in the refining activities who have a minimum of experience and who are required to understand and discuss issues related to their processes. It is also beneficial for technical sales personnel involved in selling equipment or supplies to the refining industry.

LEARNING OUTCOMES

- Gain an overall knowledge of various hydrocarbon production processes from the time a reservoir is discovered to end users.
- Understand the role of the petroleum/reservoir in optimizing recovery.
- Familiarize with various surface and sub-surface equipment and processing facilities used in a typical oil & gas field.
- Gain a general knowledge about health, safety and environmental issues.
- Understand the role of petroleum economics in evaluating field development projects indicative contents.

Location and Dates

London : 26th - 30th Oct, 6th - 10th Apr.
Dubai : 13th - 17th Dec, 16th - 20th Feb.
Kigali : 14th - 18th Dec, 17th - 21st Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 23rd - 27th Feb, 24th - 28th May.
London : 17th - 21st Feb, 27th - 31st Jul.
Kigali : 21st - 25th Sep, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

HSE AUDIT & HAZARD MANAGEMENT IN OIL AND GAS EXPLORATION & PRODUCTION OPERATIONS

COURSE OVERVIEW

The health and safety environment within Oil and Gas Exploration operations is a growing concern as oil production increases to keep up with demand and technology advances creating new hazards. Recent high-profile events have brought safety and environment concerns to the forefront demanded by regulators, general public and within operating companies themselves. Health and safety issues now affect all organisations to the extent where the potential risks and legal obligations cannot be ignored. To comply with changes in legislation and to protect staff, more companies are looking to reduce the risk of accidents and non-compliances by driving a total culture focused on commitment to safety and process compliance, implementing an effective evaluations of occupational health and safety management system effectiveness and ensuring operations are prepared for audits at any given time.

TARGET AUDIENCE

This course is designed for officials who work in the Oil and Gas refinery or product storage facility. It is specifically designed for Oil and Gas Operators, Facilities Managers, Marine Terminal Managers, Engineers, Safety and Environmental Personnel, Transfer Supervisors and Oil and Gas Cargo officials.

LEARNING OUTCOMES

At the end of the training participants would understand how to

- Plan and manage HSE audit programmes.
- Implement safety on-boarding strategies.
- Manage documentation and report process for compliance.
- HSE regulations and strategies for compliance.
- Do external audit and compliance.
- Monitor, review and continuously improve strategies.

Location and Dates

Atlanta : 6th - 10th Jul, 26th - 30th Oct.
Kigali : 19th - 23rd Oct, 27th Apr - 1st May.
London : 16th - 20th Mar, 7th - 11th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

EXPLORATION AND PRODUCTION

COURSE OVERVIEW

Key question in every business centred on cost and returns. This course is designed to bring staff from different departments engaged in the management of a petroleum business to the same page as to the economic feasibility of the exploration and drilling projects. Expected participants are; Managers, Engineers, Explorationists, Accounting/Commercial Officers and other personnel who need to develop or improve their skill and understanding of basic economic analysis and profitability of petroleum exploration and production.

TARGET AUDIENCE

This course is designed for officials who work in the Oil and Gas refinery or product storage facility. It is specifically designed for Oil and Gas Operators, Facilities Managers, Marine Terminal Managers, Engineers, Safety and Environmental Personnel, Transfer Supervisors and Oil and Gas Cargo officials.

LEARNING OUTCOMES

Participants will have better understanding of:

- How to evaluate the economic viability of a project using the DCF method.
- Petroleum contract and fiscal systems.
- Models to weigh risk and uncertainty.
- Techniques to manage sensitivity and after tax factors.
- The effects of finance, inflation, tariffs and breakeven price on financial performance.
- The basic principles of gas economics.
- Project evaluation and screening criteria.

Location and Dates

Kigali : 23rd - 27th Nov, 24th - 28th Aug.
London : 25th - 29th May, 13th - 17th Jan.
Dubai : 7th - 11th Jun, 22nd - 26th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

RISK-BASED AUDITING (UPSTREAM AND DOWNSTREAM OPERATIONS)

COURSE OVERVIEW

- Risk-based HSE and EMS Auditing.
- Initial research and understanding of business objectives.
- Pre-Audit meeting and scope definition.
- Auditing Processes.
- Initial audit report.
- Review and testing.
- Findings and Recommendation.
- Audit Conclusion.
- Feedback into internal audit process.
- Case Study (preparation, work plan, interviews, evaluation, reporting).

TARGET AUDIENCE

This course is for those with responsibility for averting and or managing risks related to health and safety of any operation and the work place.

LEARNING OUTCOMES

- Participate effectively in an audit or review team.
- Audit in line with the standards of the internal audit profession.
- Relate auditing to the essential principles of Corporate Governance, Risk Management, Business Control and Management Systems.
- Add value for senior management from the audit process.
- Demonstrate the skills necessary to conduct an effective audit.
- Understanding business environment and objectives
- Developing a risk-based work plan.
- Effective interviewing and verifying techniques.
- Recording, analysing and assessing audit findings.
- Evaluating health and safety compliance management systems.
- Reporting the audit results for effective management decision making.

FINANCIAL REPORTING OF OIL AND GAS

COURSE OVERVIEW

This is a bespoke training course for officials and managers working directly or indirectly on venture projects. Special attention will be paid to the capacity needs of employees of Government Corporations/ Agencies who work and relate with employees of multinational oil companies for the purpose of managing their respective financial interest in the various joint ventures (JV) / product sharing contracts (PSC).

TARGET AUDIENCE

The course is made fluid to accommodate both accounting and non-accounting staff engaged in JV and PSC arrangements.

LEARNING OUTCOMES

By the end of this programme, delegates will be having better understanding of:

- Principles of JV Accounting.
- JV, Financial Reporting (Whose books are right).
- Production sharing contract (PSC) as a venture arrangement and its specificity.
- Venture Budgeting (Matching approved budget with expended and paid up).
- Billing to JV Partners (Commitment basis and Disbursement basis).
- Cash call (Principles and Associated Problems).
- Alternative Accounting Treatments of JV.
- Nigeria Local Content Act.

Location and Dates

London : 16th - 20th Mar, 27th - 31st Jan.
Atlanta : 7th - 11th Dec, 8th - 12th Jun.
Dubai : 5th - 9th Jul, 5th - 9th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 15th - 19th Jun, 2nd - 6th Nov.
Atlanta : 6th - 10th Apr, 4th - 8th May.
Dubai : 19th - 23rd Jul, 9th - 13th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CRUDE OIL VESSELS MANAGING ACCOUNTS AND RECONCILIATION

COURSE OVERVIEW

- Import of fuel and contract administration (Mode of Duty Exemption, Discharge certificates, ownership of fuel Maintenance of Insurance etc.).
- Handling of fuel i.e. quality & quantity checks.
- Consumption monitoring.
- Invoice verification & Processing.
- Berthing, Wharfage & Demurrage.
- Health safety & environment.
- Business continuity & disaster planning.
- Recent development in Port Management.

TARGET AUDIENCE

This course is for those with responsibility for averting and or managing risks related to health and safety of any operation and the work place.

LEARNING OUTCOMES

Participants would be able to:

- Discuss the activity chain from fuel importation to discharge at the ports.
- Identify the relevant fees and, dues and charges applicable to the activity chain.
- Conduct reconciliation exercise on the fuel importation and the invoicing process.
- Appreciate the HSSE issues in being part of the activity chain.
- Acquire general knowledge on modern development in port management.

JOINT VENTURE ACCOUNTING

COURSE OVERVIEW

This is a bespoke training course for officials and managers working directly or indirectly on joint venture projects. The course is made fluid to accommodate both accounting and non- accounting staff engaged in joint ventures.

TARGET AUDIENCE

Officials and managers as well as accountant engaged in joint ventures.

LEARNING OUTCOMES

- Overview of JV Accounting principles as dictated by IAS 31.
- Joint Operating Agreement.
- Equity Types and Groups.
- Joint Venture Budgeting (Matching approved budget with expended & paid up).
- Project Cost Accounting.
- Cost Allocation Process.
- Working Capital Management.
- Venture Bank Account (VBA) option.
- Capturing data on both sides.
- Recovery Indicators.
- Microsoft Excel (intermediate and advanced).
- Partner Netting.
- Case study.

Location and Dates

Atlanta : 3rd - 7th Feb, 23rd - 27th Nov.
Dubai : 16th - 20th Aug, 10th - 14th May.
London : 13th - 17th Jan, 24th - 28th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 20th - 24th Jan, 3rd - 7th Feb.
Kigali : 22nd - 26th Jun, 19th - 23rd Oct.
Atlanta : 14th - 18th Dec, 6th - 10th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

ADVANCED SEISMIC FACIES INTERPRETATION WORKSHOP

COURSE OVERVIEW

The Advanced Seismic Facies Interpretation Workshop offers an opportunity to interpret a company's data, using the principles of sequence and facies analysis to solve exploration-exploitation interpretation problems. The workshop uses either traditional paper copies and/or workstation technology.

TARGET AUDIENCE

Geoscientists in exploration and production interested in using biostratigraphic data in their projects.

LEARNING OUTCOMES

- Participants can expect training and reinforcement in the concepts and techniques of seismic facies analysis and other stratigraphic and sedimentary ideas. The purpose of this is to extract the maximum amount of geological information from the seismic and well data, and apply it to exploration and production problems.
- Analyze proprietary data belonging to a company; and evaluate plays, produce prospects, and solve reservoir problems.

APPLIED BIOSTRATIGRAPHY IN OIL AND GAS EXPLORATION AND PRODUCTION

COURSE OVERVIEW

This course will introduce the microfossil groups that are commonly used in the petroleum industry, their strengths and limitations, and their application to chronostratigraphic and paleoenvironmental analysis. Biozonation schemes will be compared to graphic correlation analysis—constructing and using composite standards, their calibration to geologic time, and interpreting the results in the framework of sequence stratigraphy and chronostratigraphy. A key outcome of the course is the identification of unconformities and condensed sections, paleoenvironments and provenance, potential reservoir, seal, and source rocks, the calibration of seismic and geologic data to geologic time, estimates of sedimentation rates and the duration of hiatuses, and the correlation of rock and seismic sections to help find and produce hydrocarbons.

TARGET AUDIENCE

Geoscientists in exploration and production interested in using biostratigraphic data in their projects.

LEARNING OUTCOMES

By the end of the Course, Participants would:

- Know the key microfossil groups and when and how to use them.
- Be able to compare the traditional biozonation approach to graphic correlation analysis.
- Learn how to construct composite standards from biostratigraphy data and how to use them for graphical correlation analysis.
- Be able to use graphic correlation in sequence stratigraphy and chronostratigraphic.

Location and Dates

Atlanta : 7th - 11th Dec, 27th Apr - 1st May.
Kigali : 20th - 24th Jan, 17th - 21st Aug.
Dubai : 12th - 16th Apr, 13th - 17th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 10th - 14th Feb, 2nd - 6th Nov.
London : 10th - 14th Feb, 16th - 20th Mar.
Dubai : 13th - 17th Dec, 17th - 21st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

APPLIED SEQUENCE STRATIGRAPHY OF CLASTIC DEPOSITIONAL SYSTEMS

COURSE OVERVIEW

- Principles: lithostratigraphy (rock), biostratigraphy (faunal abundance, ranges, datums), chronostratigraphic (time-rock) why chronostratigraphic correlation is better than lithostratigraphic correlation (time-transgressive nature of lithofacies).
- History and evolution of sequence stratigraphy: Sloss cycles, genetic sequences, depositional sequences, accommodation.
- Hierarchy of sequence stratigraphy: from supersequences to parasequences (to bedset, bed, laminaset, etc.).
- Defining surfaces: sequence boundary, flooding surface, transgressive surface, maximum flooding surface.
- Systems tracts (highstand, transgressive, and lowstand) : CE6 Wheeler Diagram.
- Systems tracts and parasequences: regional and field scale (emphasis on logs and cores).
- Reservoir content, continuity, and quality by systems tract.
- Stacking patterns in logs, cores, and outcrops; relationship to key surfaces.
- CE13: Miocene Shelf-Slope-Basin Correlation and Seismic Facies Mapping Exercise.
- Exploration play analysis from a sequence stratigraphic perspective.
- Wrap-up: the future.

TARGET AUDIENCE

Geoscientists who interpret subsurface data (well logs, cores, and seismic data) and want to reduce exploration risk and/or appraise discoveries, understand reservoir distribution at field scale.

LEARNING OUTCOMES

- Understanding of stratigraphic concepts for exploration and development.
- A standard workflow for developing a sequence stratigraphic framework for exploration and development.
- How to detect stratigraphic traps.
- The significance of discipline and data integration for stratigraphic exploration and reservoir characterization.
- Application of high-resolution sequence stratigraphy for reservoir performance modelling and simulation.

Location and Dates

Atlanta : 16th - 20th Nov, 8th - 12th Jun.
London : 1st - 5th Jun, 9th - 13th Nov.
Dubai : 25th - 29th Oct, 1st - 5th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

POWER PLANT PROCESSES & MAINTENANCE

COURSE OVERVIEW

- Introduction to the power plant chemistry concept
- Optimizing boiler operations and extending boiler longevity, the power.
- Effective cooling water treatment as remedy against condenser tube.
- Introduction to the contaminant chemistry concept in power plant.
- Contaminant chemistry effects on steam turbine blades.

TARGET AUDIENCE

Power training course is designed for anyone involved with on-site power generation systems or working in any facility where an emergency power supply is absolutely critical. Attendees will include participants from a wide variety of industries, skill-levels, company sizes, and backgrounds, especially electricians, facility managers, maintenance managers, maintenance technicians, etc working in manufacturing plants, waste water facilities, water treatment plants, power plants, refining and petrochemical complexes and other process plants.

LEARNING OUTCOMES

Upon successful completion of this training the participant should be able to:

- Describe the various types of impurities found in water.
- Describe the differences between elements, compounds, and mixtures.
- Understand the dynamics of water impurities/contaminants in a functional power plant.
- Describe the difference between acidic and basic media in the power plant utility labyrinth.
- Describe the factors that affect corrosion.
- Describe the methods to reduce or prevent corrosion.
- Describe the various means of raw water treatment.
- Describe the phase changes of water.
- Describe the types, purposes and limitations in use of various types of feed water and boiler water chemical treatment.
- Describe the various types of in-line analyzers.

Location and Dates

Dubai : 5th - 9th Jul, 9th - 13th Aug.
London : 6th - 10th Jan, 28th Sep - 2nd Oct.
Kigali : 24th - 28th Feb, 16th - 20th Mar.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

APPLIED SUBSURFACE GEOLOGICAL MAPPING

COURSE OVERVIEW

- Philosophical doctrine, workflow and methodology of mapping.
- Contouring and contouring techniques.
- Directionally drilled wells and directional surveys (applications to mapping).
- Log correlation techniques for vertical and deviated wells (applications to mapping)
- Integration of geophysical data in subsurface mapping.
- Cross section construction for extensional, compressional strike-slip and diapiric tectonic settings.
- Fault surface mapping using well log and seismic data.
- Structure mapping in extensional, compressional, strike-slip and diapiric tectonic settings.
- Isochore map construction (bottom water and edge water reservoirs).
- Net sand and pay correction factors for directionally drilled wells.
- Structure vs porosity top mapping.
- Walking wells.
- Fault wedge mapping.
- Pitfalls of computer generated maps.
- Volumetric calculations.
- Isopach map construction.

TARGET AUDIENCE

Geologists, geophysicists, engineers, managers and support staff involved in exploration or development.

LEARNING OUTCOMES

- Understand the application of different hand contouring and the pitfalls of selected computer contouring methods.
- Capability of integrating fault data from well logs and seismic data.
- Generate fault surface interpretations and maps.
- Understand the construction and application of various types of cross sections.
- Generate net pay isochore maps for both bottom and edge water reservoirs.

Location and Dates

Kigali : 27th - 31st Jul, 7th - 11th Sep.
Atlanta : 20th - 24th Jul, 17th - 21st Feb.
Dubai : 26th - 30th Jan, 13th - 17th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

APPLYING IDEAS OF CARBONATE SEDIMENTOLOGY, STRATIGRAPHY AND DEPOSITIONAL SYSTEMS TO PETROLEUM EXPLORATION

COURSE OVERVIEW

- Introduction to Carbonate Depositional Systems – Modern versus Ancient; Producers Then and Now.
- Concepts of Carbonate Sequence Stratigraphy.
- Sedimentology of Warm Water Carbonates – the Producers and Their Mineralogy; Biotic vs Abiotic Origins.
- Sedimentology of Microbial Carbonates – Producers and Their Mineralogy.
- Sedimentology of Cold Water Carbonates – Producers and Their Mineralogy.
- Stratigraphic Architecture and Evolution of Carbonate Ramps – Greenhouse vs Icehouse Conditions.
- Stratigraphic Architecture and Evolution of Rimmed Carbonate Platforms – Greenhouse vs. Icehouse.
- Stratigraphic Architecture of Carbonate Slopes, Pelagic Carbonates, and Basinal Deposits.
- Carbonate Petroleum Systems:
 - Paleozoic: U.S., Canada, Caspian Sea, Arabian Gulf, Russia.
 - Mesozoic: Gulf of Mexico, Middle East, North Sea.
 - Tertiary: Gulf of Suez, Iran, Southeast Asia.
- The Road Forward in Carbonate Exploration
 - Stratigraphic Traps in Carbonates.
 - Modelling.
- Conclusion.

TARGET AUDIENCE

Geoscientists.

LEARNING OUTCOMES

- Learn the concepts of carbonate sequence stratigraphy.
- Learn who are the producers of carbonates and their variation through the Phanerozoic.
- Understand the spectrum of carbonate environments.
- Understand carbonate source rocks and subsequent hydrocarbon migration into structural and stratigraphic traps.

Location and Dates

Dubai : 19th - 23rd Jan, 1st - 5th Nov.
Atlanta : 7th - 11th Sep, 17th - 21st Feb.
London : 2nd - 6th Mar, 11th - 15th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BASIC PETROLEUM GEOLOGY

COURSE OVERVIEW

This course is intended as an introduction to geology as it applies to the petroleum industry. Emphasis is restricted to applied geological topics. A major part of the course gives the participant a broad idea of the tasks performed by the petroleum geologist, including what maps are constructed and how the necessary data are gathered and used. Exercises include basic map-making skills, utilizing well logs, and seismic data.

The lectures explain the basic disciplines, including structural geology (with emphasis on structural trapping of hydrocarbons); sedimentary petrology (particularly as applied to porosity and permeability, and in predicting and preventing formation damage); sedimentology (emphasizing reservoir geometries and heterogeneity in sandstones formed in specific environments); paleontology (as applied in the oil field for determining correlations, ages of sediment and environments of deposition); geochemical exploration; and a simple introduction to seismic geophysics (including 3D seismic) as an exploration and reservoir management tool.

Please Note Course Participants must Bring their own Laptop

TARGET AUDIENCE

This course is designed for those in need of a fundamental understanding of petroleum geology, including petroleum and drilling engineers, beginning geologists and geophysicists, and technical support staff.

LEARNING OUTCOMES

- The ingredients for an economic hydrocarbon accumulation, including source, reservoir, seal, trap, timing, and economics, and how the recipe for success relates in large part to an understanding of the geology of the petroleum system.
- The fundamental tools of the petroleum geologist, including drilling data, cuttings and core data, logging-while-drilling (LWD) and wireline logs, outcrop studies, and geophysical data (including seismic, gravity, magnetic, magnetotelluric, etc.).
- The fundamental maps and displays used to illustrate geological data and how they are generated (enhanced by numerous hands-on exercises, including well log correlation, structure contour mapping, and seismic interpretation).
- To quantify the amount of hydrocarbon reserves, including generation of the net hydrocarbon isochore map.
- The role of geology in the drilling process, including

Location and Dates

London : 19th - 23rd Oct, 27th - 31st Jul.

Dubai : 14th - 18th Jun, 16th - 20th Feb.

Atlanta : 28th Sep - 2nd Oct, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BASIC PETROLEUM TECHNOLOGY

COURSE OVERVIEW

This course presents a practical understanding of petroleum industry technology in an interesting, effective, and efficient manner. Included are the basics of the industry from terminology through basic technology and from geology through surface processing of the petroleum product. Participants are placed in the position of Reservoir Engineer, and "Our Reservoir" is defined, analyzed and put in production. Next, drill sites are chosen. Participants are then placed in the position of Drilling/Completion Engineer, and the drilling/completion program for "Our Well" is analyzed. Its purpose is to develop an understanding of the technology and its applications, and the confidence, professional enthusiasm and, therefore, productivity which comes with that understanding.

TARGET AUDIENCE

Management, administrative, secretarial, field support, accounting, purchasing, economics, legal, finance, government, human resources, drafting, land and data processing personnel, as well as investors and royalty owners. Participants involved at the technical level of the industry, particularly engineers, technicians or others with mathematics background through basic calculus, if convenient, should register for the Basic Petroleum Engineering Practices course.

LEARNING OUTCOMES

- Basic geology as related to oil and gas reservoirs.
- Reservoir fluid and rock properties.
- Basics of seismic technology.
- Reservoir definition and development; production and recovery.
- Unconventional gas ("tight shale") gas.
- Fundamentals of drilling, well completions and production operations.
- Basic concepts of primary and enhanced recovery operations.
- Surface operations.
- Terminology of exploration and production (language of the oil field).

Location and Dates

Dubai : 9th - 13th Aug, 4th - 8th Oct.

Kigali : 12th - 16th Oct, 14th - 18th Dec.

London : 27th - 31st Jan, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CARBONATE FACIES & SEQUENCES STRATIGRAPHY WORKSHOP

COURSE OVERVIEW

This Carbonate Facies and Sequence Stratigraphy workshop and optional field trip covers the application of carbonate facies, diagenesis, and sequence stratigraphy to exploration and production problems. The workshop combines seismic, well log and rock data, and the concepts of sequence stratigraphy to develop interpretations that help predict carbonate hydrocarbon systems and characterize carbonate reservoirs. At the completion of this workshop, participants will be able to apply carbonate depositional, diagenetic, and sequence principles to exploration areas, and production assets.

TARGET AUDIENCE

Geologists, geophysicists, and engineers actively working in the exploration and production of carbonate rocks. Course content and example problems have been selected to teach and illustrate key concepts. The workshop is conducted as a combination of lectures (50%), hands-on exercises (50%).

LEARNING OUTCOMES

At the end of the training, Participants would better understand:

- Carbonate Sedimentation, Cyclicity, and Sequence Stratigraphy.
- Diagenesis, and Subsurface Application to Isolated & Attached Rimmed Platforms.
- Introduction to Carbonate Sedimentation, Cyclicity, and Sequence Stratigraphy.
- Diagenesis, and Subsurface Application to Isolated & Attached Rimmed Platforms.
- Stratigraphic Hierarchy & Application to Ramps.

DEPOSITIONAL ENVIRONMENTS OF SILICICLASTIC SEDIMENTS

COURSE OVERVIEW

The training of many geoscientists lacks first-hand experience with a wide range of siliciclastic depositional environments. This course focuses first on the processes that produce the sediments, then covers the broad range from the basin margin to the basin floor. The emphasis is on understanding processes, the sequence stratigraphic framework of these deposits, the environmental heterogeneity and the resulting lithofacies variability which impacts predictions for the petroleum system and reservoir properties. Numerous slides from around the world are used in conjunction with a very recent multi-authored publication entitled "Facies Models Revisited".

TARGET AUDIENCE

Geoscientists who have limited experience with the rock record and engineers who need familiarity with reservoir properties of these sediments.

LEARNING OUTCOMES

At the end of the training, Participants would:

- Be able to envision the rocks within the seismic records and well logs which you use as commonplace interpretive tools.
- Predict drilling results ahead of the drill.
- Understand the petroleum system of the basin you explore.
- Predict possible diagenetic pathways which impact reservoir performances.

Location and Dates

London : 7th - 11th Sep, 6th - 10th Jul.

Kigali : 15th - 19th Jun, 23rd - 27th Nov.

Dubai : 16th - 20th Aug, 12th - 16th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 18th - 22nd May, 2nd - 6th Nov.

Kigali : 27th - 31st Jul, 20th - 24th Apr.

Dubai : 13th - 17th Dec, 17th - 21st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

DESCRIPTIVE LITHOLOGY ANALYSIS OF CUTTINGS AND CORES

COURSE OVERVIEW

As the search for oil and gas becomes more difficult, a source of data often overlooked are the cuttings and cores of existing wells. This course teaches participants a comprehensive and consistent method to describe lithology of cuttings and cores using a binocular microscope and a few simple tools. Topics include lithology, accessory minerals, porosity and permeability, color, diagenesis and metasomatism, texture, grain size, framework, etc. Using these techniques these data can then be used for reservoir description, facies mapping, etc. in the search for new oil and gas resources and efficient exploitation of known resources.

Practical applications of concepts and methods for describing rocks are demonstrated through exercises that reinforce key concepts. Participants are expected to independently view and describe a sequence of samples for the final exercise. Completion of the course should prepare participants for immediate application and utilization of all concepts and techniques for describing cuttings and cores.

TARGET AUDIENCE

Geologists in both exploration and production who desire to enhance their ability to get more information from existing sample datasets and describe lithology from cuttings and cores for stratigraphic interpretation, facies mapping and reservoir characterization.

LEARNING OUTCOMES

- Understand the principles of describing cuttings and cores, including important rock properties, with the binocular microscope.
- Understand the criteria to differentiate cavings in a cuttings sample.
- Ability to describe clastic rocks including shale, siltstone and sandstone, their components, porosity and other physical characteristics.
- Ability to describe and differentiate limestone, dolomite and evaporites, their physical characteristics and diagenesis.
- Independently describe a sequence of samples and generate a log from cuttings.

Location and Dates

Dubai : 12th - 16th Jan, 21st - 25th Jun.
Atlanta : 16th - 20th Nov, 8th - 12th Jun.
London : 17th - 21st Aug, 7th - 11th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

GEOLOGICAL CHARACTERIZATION OF CARBONATE DEPOSITS

COURSE OVERVIEW

- What do Carbonate Deposits Look Like? A Visit to the Outcrops.
- What Makes Up Carbonate Sediments? Mineralogy, Sediment Types, and Classifications.
- What are the Settings that Produce Carbonate Sediments? Tropical, Cool Water, and Microbial Environments.
- What do Carbonate Deposits Look Like at Close Range? Carbonate Petrography.
- What Happens to Carbonate Deposits with Time? Carbonate Diagenesis and the Dolomite Problem.
- What are the Sequence Models and Controls for Carbonate Sedimentation? Are They Cyclic or Stochastic?.
- How do we Bring Ideas on Carbonate Deposits into Exploration? Case Histories of the Search and Discovery of Carbonate Reservoirs Around the World.
- Frontiers and Conclusions.

TARGET AUDIENCE

Geoscientists and Engineers

LEARNING OUTCOMES

- To characterize the outcrop expression of carbonate sediments through the Phanerozoic.
- To learn how carbonate sediments are formed.
- To understand the diagenetic changes in carbonates which can hinder or upgrade reservoir properties.
- To learn about structural and stratigraphic reservoirs in carbonates.

Location and Dates

Atlanta : 18th - 22nd May, 21st - 25th Sep.
Kigali : 13th - 17th Jan, 10th - 14th Aug.
Dubai : 26th - 30th Apr, 2nd - 6th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

HIGH RESOLUTION SEQUENCE STRATIGRAPHY OF CARBONATE DEPOSITS

COURSE OVERVIEW

- Carbonate Producers through the Ages:
 - Pre-Cambrian.
 - Paleozoic.
 - Mesozoic.
 - Cenozoic.
- Carbonate Depositional Factories:
 - Warm water (T=tropical) carbonates.
 - Cool water (C) carbonates.
 - Microbial (M) carbonates.
- Carbonate Sequence Stratigraphic Models:
 - Carbonates versus siliciclastics.
 - Eustatic effects.
 - Climatic overprints – arid versus humid climates;the Bahamas versus the Arabian Gulf.
 - Greenhouse versus Icehouse: Milankovitch cycles.
 - Problems of supertidal deposition: Deterministic versus Stochastic.
- High Resolution Sequence Stratigraphic Studies:
 - The Bahamas and the Turks and Caicos.
 - Permian Basin, West Texas: ramps and rimmed shelves.
 - Upper Paleozoic pre-Caspian Basin: Tengiz.
 - Devonian: Canning Basin,Australia and Western Canada.
 - Arabian Peninsula: Jurassic and Cretaceous.
 - Cretaceous: Gulf of Mexico.
- The Diagenetic Overprint and Dolomitization.
- Modeling Carbonate Sequence Stratigraphy.
- Unresolved Problems and Conclusions.

TARGET AUDIENCE

Geologists, Geoscientists and Engineers working in carbonate exploration and production.

LEARNING OUTCOMES

- Understand the fine scale architecture of carbonate rocks.
- Understand the producers of carbonate and the controlling variables.
- Study case histories of high resolution studies and how they can be applied to other exploration/production fields and prospects.

Location and Dates

London : 13th - 17th Apr, 17th - 21st Aug.
Kigali : 21st - 25th Sep, 3rd - 7th Aug.
Dubai : 13th - 17th Dec, 25th - 29th Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

HIGH RESOLUTION SEQUENCE STRATIGRAPHY OF CLASTIC SEDIMENTS

COURSE OVERVIEW

- The Global View of Siliciclastic Sediments
- The Derivation of Clastic Sediments
- The Controls and Models of Clastic Sequence Stratigraphy
 - Eustacy
 - Tectonics
 - Climate
 - Energy Flux
- The HR Sequence Stratigraphy of Eolian Sediments: Models and Outcrop Examples.
- The HR Sequence Stratigraphy of Aluvial and Fluvial Sediments: Models and Outcrop Examples.
- The HR Sequence Stratigraphy of Deltaic and Coastal Sediments: Models and Outcrop Examples.
- The HR Sequence Stratigraphy of Shelf Sediments: Models and Outcrop Examples.
- The HR Sequence Stratigraphy of Deep Water Sediments: Models and Outcrop Examples.

TARGET AUDIENCE

Geoscientists and Engineers working with exploration and production of siliciclastic sediments.

LEARNING OUTCOMES

- Understand the derivation of siliciclastic sediments from different source terrains and the controlling variables.
- Understand the fine scale variations of siliciclastic depositions and its effects on reservoirs and production.
- Be able to compare models with the reality of rocks.

Location and Dates

London : 1st - 5th Jun, 13th - 17th Apr.
Atlanta : 19th - 23rd Oct, 4th - 8th May.
Dubai : 8th - 12th Mar, 24th - 28th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTRODUCTION TO PETROLEUM GEOLOGY

COURSE OVERVIEW

This Introduction to Petroleum Geology is a must-have course for anyone who needs a fundamental understanding of petroleum geology. It is intended as an introduction to geology as it applies to the petroleum industry. Emphasis is restricted to applied geological topics. A general overview of geology as taught in an academic environment is NOT attempted. A major part of the course gives the participant a broad idea of the tasks performed by the petroleum geologist, including what maps are constructed and how the necessary data is gathered and used.

TARGET AUDIENCE

A must-have course for all those who are in need of a fundamental understanding of petroleum geology, including petroleum and drilling engineers, beginning geologists and geophysicists, and technical support staff.

LEARNING OUTCOMES

By the end of the course Participants would better understand:

- Subsurface geological investigations.
- Rock samples and subsurface data.
- Geologic structures.
- Folds and faults including growth faults.
- Unconformities.
- Salt structures.
- Sedimentary rocks and environments.
- Paleontology.
- Geochemical exploration.
- Reflection seismic geophysics.
- 3-D surveys.
- Direct hydrocarbon indicators.

MAPPING & INTERPRETING CLASTIC RESERVOIRS

COURSE OVERVIEW

The role of a subsurface geoscientist in any oil company is to find and/or develop commercial hydrocarbon reserves. To find those reserves, we must know where to find the reservoir. To develop those reserves, we must know how to delineate the reservoir. The purpose of this course is to help you understand the various clastic reservoir systems so that you can know how to find and delineate them by giving you a mental picture of how these systems look so that you may see them in your minds eye. This will be accomplished through a wide variety of correlation and mapping problems, all of which are based on real exploration and field development examples.

TARGET AUDIENCE

E&P professionals involved in the prediction or delineation of clastic reservoirs. The course will be particularly useful for professionals early in their career and experienced professionals new to working with clastic reservoirs.

LEARNING OUTCOMES

- Understand the basics of correlating well logs in clastic sequences utilizing shale and resistivity markers, interval thickness, sequence stacking patterns and cross-sections.
- Review the fundamental controls that influence clastic depositional systems.
- Understand the lateral and vertical reservoir distribution, reservoir characteristics, and connectivity of braided, meandering, anastomosing, and entrenched river systems.
- Understand the reservoir distribution and stacking pattern of alluvial fans, deltas, and submarine fan systems.
- Gain improved ability to construct accurate sand percent maps for reservoir prediction, and net sand and net pay isochore maps for accurate reservoir characterization.

Location and Dates

Kigali : 20th - 24th Jul, 23rd - 27th Mar.
Dubai : 12th - 16th Jul, 23rd - 27th Aug.
Atlanta : 8th - 12th Jun, 6th - 10th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 3rd - 7th Aug, 18th - 22nd May.
Kigali : 20th - 24th Jul, 22nd - 26th Jun.
Dubai : 4th - 8th Oct, 17th - 21st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PETROLEUM GEOLOGY OF DEEPWATER (TURBIDITE) DEPOSITIONAL SYSTEMS

COURSE OVERVIEW

Deepwater (turbidite) reservoirs constitute the last great frontier in oil and gas exploration. New technologies and a rapidly evolving understanding of these systems are largely responsible for the many recent exploration and development successes. This five-day course examines all aspects of deepwater depositional systems from exploration, through discovery, appraisal, and development phases. The course covers analysis and interpretation of seismic, sea floor images, well logs (including borehole image logs); core and outcrop characteristics of the component elements of deepwater reservoirs; and emphasizes internal architecture as related to reservoir performance. Also covered are geologic controls on reservoir quality, new concepts in understanding transport and depositional processes, geologic modeling, and deepwater petroleum systems. In-class exercises are completed to demonstrate principles and techniques.

TARGET AUDIENCE

Geologists, geophysicists, petroleum engineers, supervisors, managers, and technical support staff who are interested in learning the fundamentals of deepwater (turbidite) depositional systems for application to development and exploration.

LEARNING OUTCOMES

- Understand a variety of architectural elements that comprise deepwater depositional systems and the regional to local geologic settings in which they occur.
- Achieve a general level of knowledge in recognizing the criteria (rock, log, seismic) which differentiate the architectural elements.
- Gain experience in well log, rock and seismic interpretation of deepwater depositional systems.
- Understand the controls on reservoir performance of the different architectural elements and internal heterogeneities.
- Apply knowledge of deepwater systems to exploration and reservoir development planning.

Location and Dates

Atlanta : 14th - 18th Sep, 7th - 11th Dec.
Dubai : 3rd - 7th May, 6th - 10th Dec.
Kigali : 3rd - 7th Aug, 6th - 10th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

QUALITY ASSURANCE/QUALITY CONTROL SKILLS IN SUBSURFACE MAPPING (QAQC)

COURSE OVERVIEW

This program is designed to provide the participants with a number of mapping techniques before venturing into Quality Control Techniques for Subsurface Maps. It does not replace SCA's five (5) day mapping class but does provide the key mapping fundamentals necessary for the quality control and verification of subsurface maps. The exercise section (actual global exploration, development and production projects) is divided into three (3) parts. The Projects are reviewed immediately after the participants have completed each segment of about five (5) projects per day. New example projects are added periodically depending upon client approval.

TARGET AUDIENCE

Prospect generators, exploration and development geoscientists, property and prospect evaluators, supervisors, managers and anyone involved in preparing, reviewing or evaluating subsurface interpretations, maps, exploration or development prospects, producing fields and reserves or resources.

LEARNING OUTCOMES

- Develop an understanding of how to evaluate a variety of subsurface maps including fault, structure, and isochore maps.
- Understand the types of questions to ask when reviewing interpretations, maps, and prospects.
- Evaluate the 3-D viability of an interpretation, map, or prospect.
- Evaluate whether the resources or reserves attributed to completed interpretation or map are under or over-estimated.
- Determine whether an interpreter has applied sound, industry-accepted, geoscience principles and methods to generate an interpretation, map, or prospect.

Location and Dates

London : 17th - 21st Aug, 20th - 24th Jul.
Dubai : 20th - 24th Sep, 2nd - 6th Feb.
Kigali : 9th - 13th Mar, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

RESERVOIR CHARACTERIZATION OF CLASTIC (SANDSTONE) RESERVOIRS

COURSE OVERVIEW

Reservoir characterization is a critical component to understanding the variety and causes of compartmentalization of structural or stratigraphically complex reservoirs. This 5 day course examines the various techniques for characterizing clastic reservoirs. Emphasis is placed on the variety of styles and causes of compartmentalization of reservoirs and associated development and production issues. Integrated characterization is emphasized. Topics include the measurement and analysis of static and dynamic reservoir properties, geologic controls on reservoir quality (porosity and permeability), flow unit characterization for upscaling, high-frequency sequence stratigraphy for characterization, styles of stratigraphic traps and compartments, structural compartmentalization, principles of geologic modeling for simulation and use of borehole image tools in the characterization of reservoirs. A case study approach is used throughout to explain the various topics. In-class exercises are completed to demonstrate and principles and techniques.

TARGET AUDIENCE

Geologists and geophysicists who are beginning involvement in reservoir characterization or who want to broaden their experiences beyond exploration; petroleum engineers who want to improve their understanding of the geologic aspects of oil and gas reservoirs.

LEARNING OUTCOMES

- Understand the variety of clastic reservoir types and why they form different types of reservoirs.
- Achieve a general level of knowledge in recognizing the criteria (rock, log, seismic) which differentiate the variety of clastic reservoir types.
- Learn the scales and types of heterogeneities that comprise clastic reservoirs.
- Understand the controls on reservoir performance of these different heterogeneities.
- Apply knowledge of clastic reservoirs to reservoir management and well planning.

Location and Dates

Atlanta : 23rd - 27th Mar, 1st - 5th Jun.
Kigali : 22nd - 26th Jun, 11th - 15th May.
Dubai : 19th - 23rd Jul, 27th Sep - 1st Oct.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SEISMIC EXPRESSION OF CARBONATE SYSTEMS: EXPLORATION & RESERVOIR CHARACTERIZATION

COURSE OVERVIEW

This three-day workshop provides an introduction to the application of carbonate facies, diagenesis, and seismic sequence stratigraphy to exploration and production. The workshop combines seismic, well log and rock data, and the concepts of sequence stratigraphy to develop interpretations that help predict carbonate hydrocarbon systems, and characterize carbonate reservoirs and seals.

TARGET AUDIENCE

Geologists and geophysicists exploring for and developing oil and gas fields in carbonate systems. Some experience with carbonate rocks is helpful, but not required. Particularly appropriate for those desiring to integrate seismic, well logs and core data to develop predictive models for carbonate systems.

LEARNING OUTCOMES

By the end of the course, Participants should be able to do the following:

- Demonstrate knowledge of the basics of carbonate seismic stratigraphic interpretation.
- Be able to develop criteria for predicting reservoir-prone and seal-prone seismic facies.
- Demonstrate knowledge of the different carbonate platform types and their encompassing facies tracts.
- Recognize and appraise how other lithotypes contribute to carbonate systems and trap potential.
- Appraise the role of early diagenesis in carbonate reservoirs, and develop criteria to identify karst using seismic data.
- Apply carbonate depositional, diagenetic, and seismic sequence principles to exploration, and production.

Location and Dates

Atlanta : 21st - 25th Sep, 17th - 21st Feb.
Kigali : 3rd - 7th Aug, 6th - 10th Jan.
Dubai : 19th - 23rd Apr, 12th - 16th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SEISMIC FACIES ANALYSIS

COURSE OVERVIEW

The course is primarily a workshop. The initial discussions review stratigraphic concepts and then apply these to outcrops in the Grand Canyon of Arizona to compare sequences and environments recognized in the field with comparative resolution in seismic data. The problem of scale is addressed. This is followed by a discussion of what are seismic facies (reflection configuration, amplitude, frequency, and continuity). These are illustrated through numerous illustrations from CDP record sections from diverse environments. Participants then apply these ideas to unraveling the geological history of a thermal sag basin with a broad spectrum of environments. Source, seal, and reservoir potential of each unit differentiated are predicted and then compared to well data.

TARGET AUDIENCE

Interpreters with two-to-twenty years of experience.

LEARNING OUTCOMES

- Be able to use seismic facies analysis to evaluate and interpret a volume of seismic data to recognize diverse stratigraphic play opportunities.
- Understand the geological significance of reflection configurations and what environments they represent.
- Understand depositional models and how to test and map them in seismic data.
- Learn how to prepare environmental and lithofacies maps from seismic facies maps.
- Understand geological processes operating in a variety of environments.
- Understand how to improve the geological predictions of plays and prospects.

SEISMIC FACIES AND SEQUENCE ANALYSIS OF CARBONATE DEPOSITIONAL SYSTEMS WORKSHOP

COURSE OVERVIEW

The course is primarily a workshop. The instructor introduces the basic concept that carbonates are fundamentally different rocks than siliciclastics, since they are produced in the basin in which they are found rather than being externally derived. The carbonate producers have changed markedly during geologic time, and diagenetic changes are extremely important in forming reservoirs. Initial discussions focus on modern carbonate environments and outcrop examples of carbonates from the Paleozoic, Mesozoic, and Cenozoic. As problems on each carbonate environment are introduced, the instructor reviews the stratigraphy and sedimentology of the modern environments and examples of the occurrence of hydrocarbons in ancient analogs. The initial workshop focuses on a ramp environment, followed by problems in seismic sequence analysis and facies analysis in shelf, shelf margin, and slope-basin plain environments. In each problem, drilling locations must be proposed.

TARGET AUDIENCE

Experienced Interpreters and Carbonate Enthusiasts

LEARNING OUTCOMES

- The seismic expression of carbonate depositional systems (including supratidal, ramp, shelf, shelf margin and reef, slope, and deep basinal carbonates).
- The trapping configurations and occurrence of hydrocarbons in carbonate rocks.
- The stratigraphy and depositional environments of carbonates from the supratidal to deep basinal settings.
- Use of carbonate sequence and seismic facies analysis to be more successful in prospecting in carbonates.
- The difference between systems tracts of carbonates and siliciclastics.

Location and Dates

Kigali : 26th - 30th Oct, 27th - 31st Jul.
Dubai : 26th - 30th Jan, 24th - 28th May.
Atlanta : 24th - 28th Aug, 2nd - 6th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 6th - 10th Jul, 17th - 21st Aug.
London : 27th - 31st Jan, 27th - 31st Jul.
Atlanta : 21st - 25th Sep, 7th - 11th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SEISMIC FACIES SEQUENCE ANALYSIS AND HYDROCARBON RESERVOIRS OF DEEPWATER SILICICLASTICS WORKSHOP

COURSE OVERVIEW

The training of many geoscientists lacks first-hand experience with a wide range of siliciclastic depositional environments. This course focuses first on the processes that produce the sediments, then covers the broad range from the basin margin to the basin floor. The emphasis is on understanding processes, the sequence stratigraphic framework of these deposits, the environmental heterogeneity and the resulting lithofacies variability which impacts predictions for the petroleum system and reservoir properties. Numerous slides from around the world are used in conjunction with a recent multi-authored publication entitled Facies Models Revisited.

TARGET AUDIENCE

Experienced interpreters and deepwater enthusiasts. Also, geoscientists who have limited experience with the rock record and engineers who need familiarity with reservoir properties of these sediments.

LEARNING OUTCOMES

- Be able to envision the rocks within the seismic records and well logs which you use as commonplace interpretive tools.
- Be able to predict drilling results ahead of the drill.
- Understand the petroleum system of the basin you explore.
- Predict possible diagenetic pathways which impact reservoir performances.

SEQUENCE AND SEISMIC FACIES ANALYSIS OF TERRESTRIAL AND SHALLOW WATER

COURSE OVERVIEW

The course is primarily a workshop, focusing on elusive terrestrial and shallow marine reservoirs using a combination of sequence stratigraphy seismic facies analysis and geologic concepts. The environments covered include eolian, alluvial, fluvial, lacustrine, deltaic, coastal, and open shelf environments. For each environment, slides and figures illustrate ideas about modern stratigraphy and sedimentology. Case histories of hydrocarbon accumulations and trapping configurations are presented. Then participants utilize a grid of seismic data to effect a seismic sequence and facies analysis of the environment and to predict drilling locations.

TARGET AUDIENCE

Experienced Interpreters and Terrestrial - Shallow Water Enthusiasts.

LEARNING OUTCOMES

- Understand the geology and occurrence of hydrocarbon-bearing terrestrial and shallow marine sandstone reservoirs in a broad variety of depositional settings.
- Review current ideas on how sands are transported and deposited in a broad spectrum of depositional environments.
- Understand the utility of systems tracts in terrestrial and marine environmental recognition and reservoir, source, and seal predictions.
- Understand the role and limitations of seismic data in environmental recognition.

Location and Dates

Dubai : 6th - 10th Sep, 5th - 9th Jan.

London : 10th - 14th Feb, 9th - 13th Mar.

Kigali : 14th - 18th Sep, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 20th - 24th Jan, 2nd - 6th Mar.

Dubai : 15th - 19th Nov, 17th - 21st May.

Atlanta : 4th - 8th May, 27th Apr - 1st May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SEQUENCE STRATIGRAPHY OF CARBONATES

COURSE OVERVIEW

This workshop covers the application of carbonate facies and sequence stratigraphy to exploration and production problems. The workshop combines seismic, well log and rock data, and the concepts of sequence stratigraphy to develop interpretations that help predict carbonate hydrocarbon systems and characterize carbonate reservoirs. At the completion of this workshop, participants will be able to apply carbonate depositional, diagenetic, and sequence principles to exploration areas and production assets.

TARGET AUDIENCE

This workshop is designed for geologists, geophysicists, and engineers actively working in the exploration and production of carbonate rocks.

LEARNING OUTCOMES

- Understand carbonate first principles with the basics of carbonate sedimentation and facies development; including mixed siliciclastic-evaporite-carbonate system.
- Review and understand different carbonate platform types.
- Understand carbonate diagenesis with special emphasis placed on integrating early diagenesis into a sequence stratigraphic framework.
- Understand the affects of both arid and humid climatic conditions on diagenetic products and reservoir quality.
- Understand carbonate sequence stratigraphy, including case study examples from both pure carbonate and mixed carbonate/siliciclastic/evaporate systems.

SILICICLASTIC SEDIMENTS APPLICATION TO EXPLORATION AND DEVELOPMENT

COURSE OVERVIEW

This course stresses those aspects of clastic sedimentary petrology and sedimentology which have application to the petroleum geologist. The participant should possess, at the least, an undergraduate degree in Geology. Although most degree programs take a purely academic or theoretical approach to these subjects, this course examines the basics of sedimentary petrology, while stressing such aspects as types of porosity and their reservoir significance, especially secondary and microporosity; diagenesis from the porosity viewpoint and accessory minerals and potential formation damage. The sedimentology part of the course is designed similarly. Sediments from selected environments of deposition are reviewed as potential reservoirs and reservoir heterogeneity issues are examined. What types and extent of permeability barriers can be expected? Are their zones likely to pose problems during secondary recovery? Is there likely to be directional anisotropy to permeability?

TARGET AUDIENCE

Geoscientists in exploration or production who require an understanding of the fundamentals of siliciclastics.

LEARNING OUTCOMES

- Significance of sedimentary cycle for rock composition and structure.
- Clastic components.
- Sandstone classification.
- Porosity types and effects on well log response.
- Clays and other accessory minerals.
- Concepts of modeling environments and facies architectural analyses.
- Fluvial environments.
- Deltaic environments.
- Deep-marine clastic environments.

Location and Dates

London : 23rd - 27th Mar, 2nd - 6th Nov.
Dubai : 3rd - 7th May, 9th - 13th Aug.
Atlanta : 2nd - 6th Mar, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 15th - 19th Jun, 7th - 11th Dec.
Dubai : 11th - 15th Oct, 12th - 16th Jul.
Kigali : 11th - 15th May, 14th - 18th Dec.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

STRUCTURAL STYLES IN PETROLEUM EXPLORATION AND PRODUCTION

COURSE OVERVIEW

Structural geology is often the fundamental key to successful interpretation and prospecting. This course provides a strong fundamental background in structural geology of the various tectonic settings. It covers common structural styles in sedimentary basins worldwide and the geometry and evolution of trap-forming structures associated with compressional, extensional, salt, strike-slip and reactivated structures. Techniques for constructing balanced cross sections, maps and 3-D interpretations through these structures are discussed in detail. Examples of trap-forming structures from a number of basins worldwide are used to illustrate the concepts. Problem sets provide hands-on experience in interpreting and validating subsurface structures using surface, seismic and well log data.

TARGET AUDIENCE

Exploration and production geologists, geophysicists and engineers who need to develop knowledge in a broad range of global structural styles; understand the structural geometry of trap-forming structures and to apply structural techniques to make improved seismic interpretations, balanced cross sections and structural maps in complex areas.

LEARNING OUTCOMES

- Understand structural styles of trap-forming structures in different tectonic provinces.
- Study the kinematic evolution of compressive, extensional, diapiric, strike-slip and reactive structures.
- Interpret subsurface structure using seismic, surface and well data.
- Construct structure maps of common trap-forming structural styles.
- Review structural geometry of major fields from different provinces and use them as analogs for structural interpretation of exploration prospects and newly discovered fields.

APPLIED GEOMECHANICS

COURSE OVERVIEW

Understanding the geomechanical system plays an important (critical) role in multiple facets of the petroleum industry, from initial exploratory phases (e.g., seal integrity and pressure analysis), to drilling operations (e.g., desirable wellbore trajectory and wellbore stability), to developmental stages and completion techniques (e.g., setting casing, sand screening, etc.), to reservoir depletion (e.g., compaction and compressibility). Considering that wellbore instability issues alone are a multibillion per year cost to the industry, we must understand the rock behavior in its original static condition through the dynamic changes while drilling and producing. This course provides practical instruction and hands-on examples in the many facets geomechanics plays in our industry.

TARGET AUDIENCE

Exploration and development geologists, geophysicists, drilling and reservoir engineers, managers, and technical personnel.

LEARNING OUTCOMES

- Understand the fundamentals of the behavior of rocks, including stress and strain (including rock failure), elastic versus nonelastic deformation, brittle and ductile deformation, role of fluids, and so forth.
- Understand the role of geomechanical investigation in exploratory through drilling and completion to extraction stages.
- Understand the diversity of datasets from which geomechanical data can be extracted, including seismic aspects, drilling parameters, core and log analyses, formation tests, etc., and how they can be integrated to provide a comprehensive geomechanical model.

Location and Dates

Atlanta : 2nd - 6th Mar, 28th Sep - 2nd Oct.

London : 7th - 11th Dec, 16th - 20th Mar.

Dubai : 6th - 10th Sep, 12th - 16th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 4th - 8th Oct, 10th - 14th May.

London : 14th - 18th Dec, 23rd - 27th Mar.

Atlanta : 9th - 13th Nov, 15th - 19th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

AVO INVERSION AND ATTRIBUTES: PRINCIPLES AND APPLICATIONS

COURSE OVERVIEW

This course provides an understanding of the evolving role of seismic petrophysics through the use of amplitude variations with offset or angle (AVO/AVA), attributes, and inversion techniques. Understanding rock physics and the behavior of the propagating seismic waves represents an integral part of the course, especially in the context of specific applications including enhanced seismic interpretation, rock and fluid characterization, including hydrocarbon identification and quantification, fracture identification, and stress/geomechanical analysis. Course concepts are enhanced by numerous practical exercises and case studies.

TARGET AUDIENCE

Geologist, Geophysicists, Petrophysicists, Reservoir Engineers, and Exploration/Production Managers.

LEARNING OUTCOMES

- Understand the fundamentals of seismic wave propagation and specific attributes of seismic measurements toward enhanced interpretation and petrophysics.
- Learn the pros and cons of various attributes in various facets of investigation, including stratigraphy/sedimentology, structural geology and geomechanics, and seismic petrophysics.
- Learn how to determine elastic properties from AVO/AVA analysis for fluid and lithologic discrimination.
- Learn how to integrate well data through seismic inversion techniques.
- Understand the role of seismic attribute analysis and related techniques in understanding risk elements from exploration, drilling and completion, and development stages.

DEVELOPMENT GEOPHYSICS

COURSE OVERVIEW

This course instructs and illustrates the use of seismic attributes to measure reservoir properties. Geophysical data are used in development and production projects as much or more than in exploration applications; therefore, geophysicists and non-geophysicists working in production and development must be familiar with the interpretation and understanding of geophysical data and interpretation techniques that are applicable to reservoir development. This course shows how geophysics is used to enhance knowledge of the reservoir.

In this course participants learn to calibrate geophysical data to a particular reservoir characteristic and then use the geophysical data to measure reservoir properties such as thickness, porosity, feet of porosity, feet of pay, percent sand or fluid type over a reservoir.

TARGET AUDIENCE

Geologists, engineers, geophysicists and managers who are working with geophysical data developing oil and gas reserves.

LEARNING OUTCOMES

- Gain an appreciation of the importance of calibrated seismic data in exploitation and development work.
- Develop an understanding of how synthetic seismograms and seismic trace inversion are used to correlate log and seismic data.
- Gain an understanding of how AVO is used to detect hydrocarbons in the subsurface.
- Develop an understanding of how log editing and seismic data processing enhance the correlation between the two data sets.
- Gain an appreciation of how seismic attributes can be used to estimate changes in a reservoir property away from a well bore.

Location and Dates

London : 23rd - 27th Mar, 21st - 25th Sep.
Atlanta : 2nd - 6th Mar, 16th - 20th Nov.
Kigali : 6th - 10th Apr, 4th - 8th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 20th - 24th Jan, 24th - 28th Aug.
London : 27th - 31st Jan, 12th - 16th Oct.
Dubai : 19th - 23rd Jul, 9th - 13th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

DIPMETER AND IMAGE LOG APPLICATIONS AND INTERPRETATION

COURSE OVERVIEW

The dipmeter is unfortunately one of the least utilized interpretation tools available to the geoscientist, despite widespread structural and stratigraphic applications. Thus, this course is designed to provide participants with a detailed understanding of dipmeter and borehole image acquisition, interpretation techniques, and data integration into geologic and geophysical models. In addition to classic wireline image logs (electrical and ultrasonic acoustic), participants will be exposed to the latest image logging technology, including high-resolution LWD real-time images (gamma ray, density, PEF, electrical, propagation resistivity, and acoustic), as well as a number of conventional and unconventional interpretation and visualization techniques.

TARGET AUDIENCE

Development and exploration geologists, geophysicists, petrophysics and log analysts, reservoir and drilling engineers, managers, and technical personnel

LEARNING OUTCOMES

- Understand the available image log types and current state of technology.
- Understand the fundamentals of dip determination and analysis.
- Understand the application of image logs in structural and stratigraphic studies.
- Understand the role of image logs in geomechanical and wellbore stability analysis.
- Integrate image log data into multidisciplinary studies.

EVALUATION AND MANAGEMENT OF FRACTURED RESERVOIRS

COURSE OVERVIEW

Understanding the natural fracture system and/or aspects of induced fracture stimulation represents critical aspects of reservoir characterization. For example, a recent analysis revealed that 50% of wells drilled in a fractured reservoir system yielded only 10% of the cumulative production because of improper well placement. This course will address multiple aspects of fracture dynamics, from rock mechanic behavior and fracture theory, to characterization of paleostress versus in-situ (modern) stress field, to fractured basement, to optimal well placement, to fracture stimulation and completion techniques, to integrated fracture analysis and modeling.

TARGET AUDIENCE

Exploration and development geologists, geophysicists, drilling and reservoir engineers, managers, and technical personnel.

LEARNING OUTCOMES

- Understand the fundamentals of the behavior of rocks, including stress and strain (including rock failure), elastic versus nonelastic deformation, brittle and ductile deformation, role of fluids, and so forth.
- Understand the role of geomechanical investigation and aspects of fracture mechanics in exploratory through drilling and completion to extraction stages.
- Understand the diversity of datasets from which geomechanical and fracture data can be extracted, including seismic aspects, drilling parameters, core and log analyses, formation tests, etc., and how they can be integrated to provide a comprehensive geomechanical model.

Location and Dates

Atlanta : 18th - 22nd May, 23rd - 27th Mar.
London : 6th - 10th Jul, 7th - 11th Dec.
Kigali : 11th - 15th May, 16th - 20th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 2nd - 6th Feb, 8th - 12th Nov.
London : 13th - 17th Jan, 4th - 8th May.
Kigali : 18th - 22nd May, 10th - 14th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

FAULT SEAL ANALYSIS

COURSE OVERVIEW

This course addresses the fundamental concepts of understanding faults systems in risking exploration projects and during exploitation in development programs, from understanding the origin, nature, and geometry of faults systems in various tectonic environments; determination of sealing/non-sealing character of fault systems during their evolution within a mechanical stratigraphic assemblage; potential reservoir compartmentalization and reservoir navigation and/or development; subseismic fault prediction; deterministic and probabilistic (stochastic) modeling; and risk analysis and limitations of fault seal analysis.

TARGET AUDIENCE

Geologists, geophysicists, petrophysicists, reservoir engineers, exploration/production managers, and technical personnel.

LEARNING OUTCOMES

- Understand the origin and development of faults and fault systems.
- Be able to characterize and map key fault components from well and seismic data.
- Understand properties controlling fault seal from exploratory investigation through potential changes with development.
- Be able to assess risk elements associated with fault seal.

FUNDAMENTALS OF APPLIED GEOPHYSICS

COURSE OVERVIEW

A “must” seminar for people working with geophysical data who desire to improve their knowledge of geophysical principles and techniques. Seminar participants will learn the basic principles that govern geophysical data and how to use those principles to interpret seismic data. Seismic data acquisition and processing will be discussed from the perspective of one who uses seismic data to find and develop oil and gas fields. Techniques of structural and reservoir geophysical interpretation will be explained and examples shown and discussed. Participants will come away with an understanding of the differences and similarities of 2-D and 3-D seismic data as well as an understanding of commonly used seismic interpretation techniques. Workshops throughout the seminar will instruct seminar participants on how to apply the principles and techniques learned in the seminar to finding and developing oil and gas fields.

TARGET AUDIENCE

This seminar is intended for geologists, engineers, geophysicists new to the industry, processing geophysicists, geo-technicians, geophysical marketing personnel and managers who want a practical understanding of the geophysical principles and techniques that they use in their work.

LEARNING OUTCOMES

- Gain an understanding of how seismic data are acquired, and how different acquisition techniques affect the final data volume.
- Develop a basic understanding of the various steps used in seismic data processing, and how they affect the final data volume.
- Develop an understanding of the differences and similarities in the way logging devices and seismic data measure subsurface acoustic properties.
- Create an appreciation for the value of calibrated seismic data.
- Gain an understanding of how seismic modeling, seismic trace inversion, AVO and seismic trace attributes are used to find and develop oil and gas fields.

Location and Dates

Atlanta : 10th - 14th Aug, 24th - 28th Feb.
Dubai : 4th - 8th Oct, 19th - 23rd Apr.
London : 7th - 11th Sep, 10th - 14th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Kigali : 27th - 31st Jul, 23rd - 27th Mar.
London : 6th - 10th Jan, 9th - 13th Nov.
Dubai : 8th - 12th Nov, 19th - 23rd Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

INTEGRATION OF ROCKS, LOG, TEST AND SEISMIC DATA

COURSE OVERVIEW

This course is practically based, including integrating multiple datasets, quick-look and advanced techniques for critically analyzing/reviewing key calculations and maps (including your own and those of others), and benefits/drawbacks of modern computing. No one dataset provides the “ground truth” but rather when properly used can help constrain an interpretation, be it exploratory subsurface mapping to detailed reservoir characterization.

TARGET AUDIENCE

Geologists, Geophysicists, Exploration/Production Managers, and Reservoir Engineers

LEARNING OUTCOMES

- Understand the fundamentals of key data sets; including well log, core and cuttings, seismic, and formation fluid test data.
- Understand techniques of data integration; including depth synchronization, upscaling/downscaling, etc.
- Understand pitfalls of individual data sets, and how inclusion of other datasets can help constrain uncertainty.

INTRODUCTION TO PETROPHYSICS AND FORMATION EVALUATION

COURSE OVERVIEW

Formation evaluation and petrophysics remains a vital component to many facets of the petroleum industry, from quantification of hydrocarbon reserves to developmental strategies to real-time decision making for reservoir navigation. This course addresses the fundamental tenets of petrophysics and formation evaluation, using integrative perspective of multiple datasets, including geological, geophysical, and logging and core data. Significant worldwide case histories are included, as well as several exercises designed to provide hands-on experience.

TARGET AUDIENCE

Development and exploration geologists, petrophysicists, log and core analysts, geophysicists, petroleum engineers, managers, and technical personnel

LEARNING OUTCOMES

- Understand better the latest geological, geophysical, and logging/core technologies and their role in petrophysical analysis, formation evaluation, and reservoir characterization.
- Be able to address the pros and cons of key datasets, with emphasis on need for integrative studies and calibration of datasets.
- Be able to apply quick-look qualitative techniques as well as quantitative aspects to understand vital aspects such as volume of shale/clay, porosity, permeability, and water saturation determinations.
- Be able to select tool combinations to resolve key issues and for specific applications.
- Be able to assess uncertainty in petrophysical measurements and techniques and its influence on reserve estimation.

Location and Dates

London : 9th - 13th Nov, 26th - 30th Oct.
Atlanta : 24th - 28th Aug, 6th - 10th Apr.
Kigali : 14th - 18th Dec, 14th - 18th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 23rd - 27th Feb, 23rd - 27th Aug.
London : 5th - 9th Oct, 18th - 22nd May.
Atlanta : 11th - 15th May, 23rd - 27th Nov.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PRACTICAL SEISMIC EXPLORATION AND DEVELOPMENT

COURSE OVERVIEW

Seismic geophysics represents a fundamental tool for both the exploration and development of hydrocarbon resources. This course provides the fundamentals and the practical application of seismic principles, including aspects of acquisition, processing, and interpretation. Primary emphasis is toward interpretation aspects and workflow. The course is designed from an applied standpoint for geophysicists, with numerous case studies serving to provide critical insight into the use of seismic data in early exploration efforts through later development and reservoir characterization phases. Multiple exercises are used to provide important hands-on learning.

PLEASE NOTE: PARTICIPANTS MUST PROVIDE THEIR OWN LAPTOPS FOR THIS COURSE

TARGET AUDIENCE

Geologists, Petrophysicists, Geophysicists, Reservoir Engineers, and Exploration/Production Managers.

LEARNING OUTCOMES

- Achieve an understanding of seismic wave types and propagation, and elastic properties.
- Achieve an understanding of seismic acquisition fundamentals and new technologies.
- Achieve an understanding of seismic processing fundamentals and new methods.
- Achieve an understanding of seismic interpretation fundamentals and modern techniques.
- Achieve an understanding of basics of seismic attributes, AVO/AVA, and inversion.

SEISMIC DATA (2D/3D/4D) INTERPRETATION

COURSE OVERVIEW

This course is designed to provide the attendees with a sound understanding of modern seismic interpretation techniques, ranging from 2D to 3D to 4D interpretation. The course will build from extraction of various slices to volume-based interpretation to seismic petrophysics through seismic inversion. Attribute analysis will be addressed in the concept of key interpretational domains, e.g., structure, stratigraphy, and reservoir properties. Limited aspects of acquisition and processing will be addressed, primarily in the context of how interpretation can be affected depending upon acquisition and processing schemes. The course is designed from an applied standpoint, with numerous examples and hands-on exercises from the petroleum industry.

TARGET AUDIENCE

Interpreters who need an understanding of 3-D seismic fundamentals, geophysicists, geologists, technical support personnel, seismic processors, exploration and data processing managers, and data acquisition managers; any geoscience professionals who use 3-D seismic data.

LEARNING OUTCOMES

- Understand advantages and disadvantages of seismic slicing techniques and volume-based interpretation.
- Understand progression from 2D to 3D to 4D seismic interpretation from exploration through development.
- Understand seismic attribute analysis in context of structural, stratigraphic, and petrophysical domains.
- Understand pitfalls of seismic interpretation.

Location and Dates

Kigali : 2nd - 6th Nov, 25th - 29th May.
Atlanta : 6th - 10th Jan, 12th - 16th Oct.
Dubai : 19th - 23rd Jul, 26th - 30th Apr.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 7th - 11th Dec, 28th Sep - 2nd Oct.
Atlanta : 22nd - 26th Jun, 16th - 20th Nov.
Dubai : 9th - 13th Feb, 20th - 24th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

SEISMIC MODELLING IN EXPLORATION AND DEVELOPMENT

COURSE OVERVIEW

With the increased amount of detailed information required from seismic data, seismic modeling is an essential tool of the modern geophysicist. Participants in this course gain a working understanding of the various types of seismic models, as well as the situations in which each is applicable in exploration and development work. In the course workshops, participants use computers and seismic modeling software to design 3-D data acquisition programs, determine optimum processing sequences and interpret seismic data. Participants also learn how to use seismic modeling to calibrate seismic signatures to various reservoir properties and to interpret reservoir properties from actual seismic data, based on the results of seismic modeling studies. Participants will gain a working knowledge of using seismic modeling to interpret 2-D and 3-D seismic data.

TARGET AUDIENCE

Geologists, geophysicists and geotechnologists with less than 10 years of experience.

LEARNING OUTCOMES

Participants would better understand:

- Uses of modeling in exploration and development work.
- Types of models.
- Structural and stratigraphic modeling.
- Physics of sound propagation.
- Huygen's principle, Snell's law, rays, reflections and microscopic view of sound propagation.
- Basics of seismic modeling.
- Using seismic modeling to measure reservoir properties in carbonates.
- Clastic stratigraphic prospect.
- Estimating reservoir thickness using modeling.
- Ray-trace modeling.
- Using seismic modeling in AVO work.
- VSP modeling.

Location and Dates

London : 1st - 5th Jun, 20th - 24th Jul.
Kigali : 24th - 28th Feb, 19th - 23rd Oct.
Atlanta : 6th - 10th Jan, 20th - 24th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

BASIC PETROLEUM ENGINEERING PRACTICES

COURSE OVERVIEW

This course is far more than an introduction to petroleum engineering and certainly is not a superficial presentation of the technology of the industry. Its purpose is to develop an understanding of the technology and its applications at an engineer's level, and the confidence, professional enthusiasm and, therefore, productivity which comes with that understanding. Participants are placed in the position of Reservoir Engineer, and "Our Reservoir" is defined, analyzed and put in production. Next, drill sites are chosen. Participants are then placed in the position of Drilling/Completion Engineer, and the drilling/completion program for "Our Well" is analyzed. The course has had a revolutionary effect on training programs for many major oil and service companies by making specialized training that follows far more effective. Participants enter those specialized programs with a depth of understanding of that particular technology and relation to other classic and new technologies of the industry. The course focuses on the field and application approach, and includes classroom and outside exercises, fundamental engineering problems, and basic field exercises.

TARGET AUDIENCE

Engineers, engineering trainees, technical managers and assistants, technicians, geologists, geophysicists, chemists, physicists, service company personnel, sales representatives, and data processing personnel.

LEARNING OUTCOMES

- Basic petroleum geology.
- Reservoir fluid and rock properties
- Fundamentals of reservoir fluid flow.
- Oil and gas reservoir classification, definition, delineation and development.
- Unconventional gas ("tight shale" gas).
- Fundamentals of drilling, well completion, and production operations.
- Basics of casing design and primary cementing.
- Primary and enhanced recovery mechanisms.
- Surface operations.
- Terminology of exploration and production (language of the oil field).

Location and Dates

Kigali : 10th - 14th Feb, 9th - 13th Mar.
Dubai : 15th - 19th Mar, 5th - 9th Jan.
London : 9th - 13th Nov, 6th - 10th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

CASED HOLE AND PRODUCTION LOG EVALUATION

COURSE OVERVIEW

This comprehensive, up-to-date course covers new and traditional wireline diagnostic techniques for cased wells and emphasizes three major factors. 1.) Evaluation of formation through casing focuses on locating oil, gas and water downhole, determining their saturations and monitoring their movement over time. 2.) Well integrity applies a variety of cement bond logging and casing inspection techniques to confirm zonal isolation and detect mechanical damage, corrosion, scale, perforations and the like. 3.) Water identification and fluid contribution emphasizes techniques to quantify the sources of water, oil and gas production for control of the production profile or as inputs to reservoir modeling. Special consideration is given to the newest logging techniques for highly deviated and horizontal wells.

TARGET AUDIENCE

Reservoir and production engineers and geologists, cased hole sales engineers, petrophysicists, log analysts and others involved in maximizing recovery, identifying production problems or planning workover operations.

LEARNING OUTCOMES

By the end of the Course, Participants would have a better understanding of:

- Overview of cased hole logs.
- Formation evaluation.
- GR and CNL.
- Pulsed neutron sigma and C/O logs.
- Resistivity and acoustic.
- Well integrity.
- Conventional, directional and pad tools.
- Pulse echo techniques.
- Casing inspection techniques.
- Fluid contribution.
- Classic PLT approach.
- Oxygen activation and PN techniques.
- New tools for horizontal wells.

MODERN PRODUCTION LOGGING

COURSE OVERVIEW

This course is a comprehensive and up-to-date course covering the new and traditional wireline diagnostic techniques for production log surveillance of cased wells. Dr. Smolen's book, Cased Hole and Production Log Evaluation, plus a loose-leaf workbook, are provided to participants of this program.

TARGET AUDIENCE

Reservoir and production engineers and geologists, petrophysicists, log analysts and others involved in well surveillance, maximizing recovery, identifying production problems or planning workover operations. This course is also well suited for Cased Hole sales engineers.

LEARNING OUTCOMES

- Classical spinner and Fluid ID interpretation.
- Spinner cross plot, down run and two pass overlay techniques.
- Computation of multiphase production profile.
- Locating water entries.
- Injection well profiles with spinner or tracer techniques.
- Temperature and noise log evaluation.
- Determination of zonal Inflow Performance Relationships (IPR).
- Numerous Movies for flow visualization.
- Effects of horizontal and highly deviated flow on tool response.
- New tools such as the PSPlatform/Flagship and Polaris systems.
- Non-intrusive fiber optic Distributed Temperature Sensing (DTS).

Location and Dates

Atlanta : 6th - 10th Apr, 6th - 10th Jan.
Kigali : 13th - 17th Jul, 10th - 14th Aug.
Dubai : 27th Sep - 1st Oct, 12th - 16th Jan.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 6th - 10th Jul, 17th - 21st Aug.
Dubai : 24th - 28th May, 12th - 16th Jan.
Atlanta : 10th - 14th Feb, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PRACTICAL INTERPRETATION OF OPEN HOLE LOGS

COURSE OVERVIEW

With proper interpretation, well logs can give the location and amount of hydrocarbons. This introductory level course requires no prior knowledge of logs or log interpretation. Attendees will acquire understanding and basic interpretation techniques needed to interpret open hole well logs. Both quick-look qualitative interpretations and more rigorous quantitative interpretations are covered. The course is generic in technical scope, no specific software is used. Equations are solved by hand with a calculator. Both the theory and practice of practical, applied interpretation are covered as well as practical advice, applied exercises, discussions and the study of actual logs. The accompanying manual provides a useful reference for attendees to use after the conclusion of the course.

TARGET AUDIENCE

Reservoir engineers, petroleum engineers, production engineers, geologists, geophysicists, managers, independent operators, marketing personnel and anyone who needs a practical understanding of open hole log interpretation.

LEARNING OUTCOMES

- Determination of main lithologies and volumes of each.
- Calculation of porosity.
- Detection of hydrocarbons, and quantification.
- Learn systematic log interpretation procedure & real world practicalities.
- Uses and limitations of main specialty logging tools.

PRACTICAL INTERPRETATION OF PRODUCTION LOGS

COURSE OVERVIEW

This course gives a practical understanding of how to interpret production logs. This is an introductory level course and requires no prior knowledge of logs or log interpretation. The course provides the interpretation techniques needed to diagnose the actual flow in a well. With proper interpretation, production logs can give the location of water entries, provide the locations, rates and fluid types of producing zones or injecting zones, identify non-performing perforations, detect and locate channels, and identify many other flow conditions. Vertical, deviated, and horizontal wells (both producers and injectors) are addressed. An entire section is devoted to production logs in horizontal wells.

TARGET AUDIENCE

Production engineers, reservoir engineers, petroleum engineers, petrophysicists, geologists, geophysicists, managers, independent operators, marketing personnel and anyone needing a practical understanding of production log interpretation.

LEARNING OUTCOMES

- Understand downhole temperature, pressure, and well anatomy.
- Learn flow conditions in producing and injecting wells.
- Understand production log measurements and limitations.
- Learn systematic log interpretation procedure & real world practicalities.
- Determine production locations and rates of gas, oil, and water in producing wells, and injection locations and rates in injecting wells.

Location and Dates

London : 22nd - 26th Jun, 12th - 16th Oct.
Atlanta : 10th - 14th Aug, 13th - 17th Apr.
Kigali : 20th - 24th Jul, 11th - 15th May.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Atlanta : 19th - 23rd Oct, 27th Apr - 1st May.
London : 2nd - 6th Mar, 15th - 19th Jun.
Kigali : 27th Apr - 1st May, 20th - 24th Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

PRESSURE TRANSIENT TEST DESIGN AND INTERPRETATION

COURSE OVERVIEW

The course begins with a brief derivation of the models used for pressure transient analysis and hands on interpretation basics. The test design module describes a wide variety of test types and acquaints participants with forward simulation using commercial software providing a rich analytical model catalog. Then basic analysis is extended to include gas reservoirs and the effects of heterogeneity due to natural fractures. Next the emphasis turns to characterizing vertical and lateral reservoir limits and how the latter relates to seismic data interpretation. Then both pressure transient and production data analysis are considered for horizontal and hydraulically fractured wells. Finally, we examine multiwell and interference testing. Participants are invited to bring data for the class to consider on the last day if not before.

TARGET AUDIENCE

Engineers and geoscientists interested in well and reservoir evaluation from well tests and production data.

LEARNING OUTCOMES

- Learn how well test models are derived and computed.
- Experience how to simulate pressure transient test behavior and how to design well tests.
- Experience how to process, quality check, diagnose, and analyze pressure transient data.
- Understand the behavior of well and reservoir response patterns observed in well tests, what well and reservoir parameters can be quantified, and how to quantify them from pressure transient data.

WELL LOG INTERPRETATION

COURSE OVERVIEW

Participants will learn the latest logging technologies and analyses to better understand petrophysical analysis, formation evaluation, and reservoir characterization. Pros and cons of key log types will be addressed, with emphasis on need for integrative studies and selection of tool combinations to resolve key issues. Participants will learn quick-look qualitative techniques as well as quantitative aspects such as volume of shale/clay, porosity, permeability, and water saturation determinations. Significant worldwide case histories are included, as well as several exercises designed to provide hands-on experience.

TARGET AUDIENCE

Geologists, Geophysicists, Log and/or Core Analysts, Exploration & Production Managers, and Reservoir Engineers.

LEARNING OUTCOMES

Participants would be more informed in:

- Rock and Fluid Properties.
- Aspects of Drilling and Logging.
- Nuclear Log Analysis.
- Resistivity Log Analysis and Water Saturation.
- Spontaneous Potential Log Analysis.
- Acoustic log analysis.
- Nuclear magnetic resonance.
- Azimuthal (image) log analysis.
- Integrative Analysis of Multiple Log Types.

Location and Dates

Atlanta : 6th - 10th Jan, 14th - 18th Sep.
London : 14th - 18th Sep, 17th - 21st Aug.
Dubai : 10th - 14th May, 2nd - 6th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

Dubai : 16th - 20th Feb, 7th - 11th Jun.
Kigali : 18th - 22nd May, 16th - 20th Mar.
Atlanta : 5th - 9th Oct, 24th - 28th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

DOWNSTREAM PETROLEUM ECONOMICS AND POLICY

COURSE OVERVIEW

- Refining Economics and Policy.
- Crude oil Transportation and Marketing.
- Oil Forward, Futures, and Swap Markets.
- Natural Gas Economics and Development.

TARGET AUDIENCE

- Top refinery management.
- Refinery managers.
- Refinery operations and maintenance managers.
- Oil sales and marketing executives.
- Oil supply and distribution managers.
- Refinery auditors.
- Refinery finance and accounts managers.
- Petroleum products and feedstock traders.
- Greenfield refinery promoters.
- Professionals, bureaucrats & technocrats interested in crude oil refining business.

LEARNING OUTCOMES

Participants will learn and develop better understanding of:

- Petroleum products supply and demand analysis.
- Structural analysis of a country's economy.
- Tools for assessing and analyzing existing refineries.
- Refinery business models and global trends.
- Options for improving petroleum products supply and distribution.
- Variety of models involved in Greenfield refinery construction, and global trends.
- Critical success factors to be considered for optimal location of a Greenfield refinery project.
- Financial analysis of a petroleum refining project.
- Conditions for privatization of existing refineries, and global trends.
- Techniques for products demand management.
- How to make projections for achieving self-sufficiency in supply of petroleum products in a given country..
- The different contexts in which crude oil sales occur.
- Parties involved in crude oil transactions.
- Different interests among parties involved in crude sales.
- Risks and concerns of participants and instruments for mitigating those risks.
- The peculiar nature of LNG Trade and historical perspectives.

Location and Dates

Kigali : 16th - 20th Nov, 7th - 11th Dec.
Atlanta : 5th - 9th Oct, 24th - 28th Feb.
London : 3rd - 7th Aug, 1st - 5th Jun.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

UPSTREAM PETROLEUM ECONOMICS: PROFITABILITY, FISCAL SYSTEMS, RISK & UNCERTAINTY ANALYSIS

COURSE OVERVIEW

- Petroleum economic fundamentals: the market system, industry, conduct & performance.
- Economic analysis of petroleum investments: deterministic modelling & profitability indicators - NPV, IRR, PI, GRR, ERR, AGR, FLI.
- Basic descriptive statistics: measures of central tendency, measures of variability, E&P applications.
- Risk attitudes, tolerance, and value of information analysis for exploration economics & decisions analysis.

TARGET AUDIENCE

This course is designed for upstream E&P professionals with specific need for detailed understanding of the upstream petroleum economics, such as:

- Geoscientists, Production Engineers, Reservoir Engineers, Petroleum Engineers, Petroleum Economists.
- Planning & Development Analysts / Executives, Business Planners / Analysts / Executives / Managers.
- Project Executives / Managers, Commercial Analysts, Production Sharing Executives / Managers, Finance / Account Executive / Manager, General Managers

LEARNING OUTCOMES

- Facilitate a thorough understanding of oil & gas economic evaluations.
- Identify the main components and construct cash flow projections for your upstream projects.
- Determine key elements and determinants involved in making oil and gas investment decisions.
- Understand and apply economic indicators to assess oil & gas industry projects investments effectively using spreadsheet modelling tools.
- Understand, evaluate and model both concessionary and production sharing contract terms worldwide.

Location and Dates

London : 26th - 30th Oct, 14th - 18th Sep.
Atlanta : 7th - 11th Sep, 25th - 29th May.
Dubai : 23rd - 27th Aug, 16th - 20th Feb.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

POLICY FORMULATION / IMPLEMENTATION FOR THE OIL & GAS INDUSTRY

COURSE OVERVIEW

- Definition of Policy Problem.
- Determination of Objectives.
- Establishing Criteria for Assessment.
- Identifying Alternative Policies.
- Assessing Alternative Policies.
- Choosing Appropriate Course of Action.
- Devising Implementation Plan / Monitoring.
- Policy Evaluation Techniques.

TARGET AUDIENCE

Generally, for policy makers and policy analysts, and more specifically for:

- Government policy makers.
- Petroleum industry senior managers.
- Legislative members.
- Special Advisers to top Federal & State Government officials.
- Top bankers.
- Top business managers.
- Other professionals involved with the process of policy formulation and implementation.

LEARNING OUTCOMES

The participants will learn:

- The difference between traditional research & policy analysis.
- The difference between policy making & business strategy formulation.
- Quick-win model of policy analysis.
- The nature of public problems.
- Pitfalls in defining public policy problem.
- How to develop a problem statement.
- How to determine objectives underlying policy formulation, and how to define criteria for comparing different proposed policy alternatives.
- How to identify, assess, and choose from alternative policies.
- How to monitor policy implementation.
- Evaluation techniques used in assessing the efficacy of a policy after implementation.

PROJECT MANAGEMENT

COURSE OVERVIEW

This course covers the project life cycle concept; individual and team issues; project risk management; project management organizational structures and standards; project time planning and control; project cost planning and control; and project quality management.

TARGET AUDIENCE

- Project managers.
- Project engineers.
- Project analysts.
- Economic and finance analysts.
- Engineering managers
- Construction managers.
- Project vendors.
- Finance & Accounts managers.
- General Managers.

LEARNING OUTCOMES

Participants will be familiar with the following:

- The concept of project management.
- How project management differs from traditional management, and the different organizational structures employed.
- The potential benefits and challenges of using a project management approach.
- The process for generating a Work Breakdown Structure (WBS).
- The basic sequence of works necessary to produce a Precedence Diagram (PD).
- The basic mechanics of Program Evaluation Review Technique (PERT).
- The basic mechanics of scheduling using the Critical Path Method (CPM).
- The concept of Quality Management.
- The concept of Configuration Management.
- The main principles of Concurrent Engineering.
- The Quality Management Six Pack.

Location and Dates

London : 25th - 29th May, 24th - 28th Aug.
Kigali : 11th - 15th May, 21st - 25th Sep.
Atlanta : 9th - 13th Mar, 3rd - 7th Aug.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

Location and Dates

London : 23rd - 27th Mar, 13th - 17th Jul.
Dubai : 3rd - 7th May, 2nd - 6th Feb.
Kigali : 6th - 10th Jan, 7th - 11th Sep.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)
Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

GAS DEVELOPMENT AND MONITORING STRATEGIES

COURSE OVERVIEW

This course has been designed to prepare delegates with the essential understanding of natural gas. By looking at the key components from exploration, production to marketing of natural gas. The course content includes:

- Basic Information about Oil and Gas.
- Reservoir - Geology and Exploration.
- Drilling Operations and Offshore Structures.
- Subsea Technology and Production of Oil and Gas.
- Decommissioning.
- Upstream and Downstream Logistics.
- World Gas Markets.
- Tight & Shale Gas.
- Transfer Custody.
- Deep Water Field Development.

TARGET AUDIENCE

Managers, Engineers, Accounting and Commercial Officials and other Personnel who need to develop and improve their understanding in gas development and monitoring

LEARNING OUTCOMES

At the end of the course, Participants would:

- Understand the value chain and drivers for gas across the global market.
- Learn about the different pricing mechanisms for gas across the globe.
- Different types of contract and clauses and the reasons for them.
- Identify the risks in the value chain and how these risks are managed or reduced.

Location and Dates

Atlanta : 27th Apr - 1st May, 20th - 24th Jan.

London : 11th - 15th May, 13th - 17th Jan.

Kigali : 22nd - 26th Jun, 27th - 31st Jul.

Fees: \$8,500 (2 weeks) | \$5,000 (1 week)

Fees (Atlanta): \$9,500 (2 weeks) | \$6,000 (1 week)

OTHER COURSES IN OIL AND GAS

1. Introduction to Oil and Gas Industry
2. Fundamentals of Energy Commodity Markets
3. Fundamentals of Offshore operations
4. Oil and Gas Transition – Pipeline
5. Oil and Gas Project Risk Management
6. Global LNG market
7. Fundamentals of Aviation Fuels Market
8. Introduction to the crude Oil Market & Marketing
9. The Economics of Petroleum refining
10. Petroleum Economics
11. Oil and Gas Financial Modelling
12. Project Financing for Oil and Gas Projects
13. International Financial Reporting Standards (IFRS) for The Petroleum Industry
14. Oil & Gas (E&P) Joint Venture Contracts
15. Accounting & Finance for Petroleum Engineers
16. Oil & Gas Accounting & Finance
17. Petroleum Taxation & Fiscal Systems
18. Petroleum company Financial Analysis
19. Commercialization Industrialization & Economics of Domestic Natural Gas
20. Cost Recovery Mechanism Under Production Sharing Contract & Service Contract Module
21. Crude Oil Marketing & Shipping Operations (Crude Oil Operations)
22. Legal Framework in the Oil, Natural Gas & LNG Industry
23. Oil & Gas Corporate Business Plan Development(Business Model)
24. Oil & Gas Corporate Planning & Strategic Business Management Module
25. Oil & Gas JV Funding
26. Oil & Gas Projects Management
27. Petroleum Industry Supply Chain
28. Petroleum Risks & Decision Analysis
29. The Legal Framework of Petroleum Exploration & Producing Organization
30. Oil & Gas (E&P) Joint Venture Cash Call
31. Petroleum Taxation Computation in JV & PSC Contract Types
32. Taxes & Tax Regime Systems & Procedures in the Oil & Gas Industry
33. Commercialization Industrialization & Economics of Domestic Natural Gas
34. Legal Framework in the Oil, Natural Gas & LNG Industry
35. Oil & Gas Engineering Materials and Services Contract & Supply Chain Management
36. Petroleum Exploration & Production Economics
37. Petroleum Risks & Decision Analysis
38. The Legal Framework of Petroleum Exploration & Producing Organization
39. Accounting, Budgeting & Budgetary Cost Control in LNG Operations
40. Fundamentals of Natural Gas & LNG Industry
41. LNG Industry Operations & Management
42. Natural Gas Purchase & Sales Contract Management
43. Pipeline, Construction, Economics & Project Management
44. Energy Economics
45. Removal of subsidiary from energy sector
46. Petroleum Project Economics & Risk Analysis
47. Managing Project Risks in the Oil & Gas Industry
48. Oil & Gas Contracts
49. Flow Measurement and Custody Transfer
50. Tank Farm Operations and Performance
51. Oil and Gas Marine Terminals Management
52. Oil & Gas Accounting & Performance Measurement
53. Strategic Talent Management in the Oil and Gas Industry
54. International Oil & Gas Business Management

55. Oil and Gas Financial Modelling
56. Oil & Gas Accounting & Performance Measurement
57. International Oil & Gas Business Management
58. World-Class Digital (Intelligent) Oilfields Implementation
59. International Petroleum Business
60. Project Decision Making in the Oil and Gas Industry
61. Global Procurement and Supply Chain Management for the Oil & Gas Industry
62. Project Management for the Oil and Gas Industry
63. International Gas Business
64. Petroleum Project Economics & Risk Analysis
65. Managing Project Risks in the Oil & Gas Industry

LIST OF OUR CLIENTS

- IDSL/NNPC
- NATIONAL BROADCASTING COMMISSION
- NGC/NNPC
- PPMC/NNPC
- NDPC/NNPC
- NNPC PENSION FUNDS LIMITED
- NAPIMS/NNPC
- NATIONAL ASSEMBLY
- FCDA
- PPPRA
- SECURITY AND EXCHANGE COMMISSION
- SKYE BANK
- HERITAGE BANK
- FEDERAL INLAND REVENUE SERVICES
- NDIC
- CBN
- OFFICE OF THE AUDITOR GENERAL FOR THE FEDERATION
- OFFICE OF THE ACCOUNTANT GENERAL FOR THE FEDERATION
- KRPC/NNPC
- WRPC/NNPC
- DEBT MANAGEMENT OFFICE
- MINISTRY OF FINANCE
- MINISTRY OF WATER RESOURCES
- KEYSTONES BANK
- NIGERIAN IMMIGRATION SERVICES
- BUDGET OFFICE OF THE FEDERATION
- NEPZA
- NITDA
- ICRC
- MINISTRY OF SPECIAL DUTIES
- NIGERIAN CUSTOMS SERVICES
- MINISTRY OF DEFENCE

SCHEDULE OF COURSES BY MONTH

JANUARY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Advanced Leadership Skills for Effective Management	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Project Implementation Techniques	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Regulatory Compliance in Payment Systems	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Seismic Facies Interpretation Workshop	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Applied Subsurface Geological Mapping	Dubai: 26th - 30th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	Dubai: 19th - 23rd Jan	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Engineering Practices	London: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Technology	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Blue Ocean Strategy	Dubai: 19th - 23rd Jan	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Strategic Corporate Planning	Kigali: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	Dubai: 5th - 9th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Cased Hole and Production Log Evaluation	Dubai: 12th - 16th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Governance and Economic Restructuring in Emerging Economies	Kigali: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	Atlanta: 20th - 24th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Kigali: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week

JANUARY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Crude Oil Marketing: Legal and Operations Perspective	Kigali: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Vessels Managing Accounts and Reconciliation	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Customs and Logistics Cargo Compliance and Security	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Descriptive Lithology Analysis of Cutting and Cores	Dubai: 12th - 16th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Development Geophysics	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurement: Effective Business Process and Supply Operations	Dubai: 26th - 30th Jan	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurements and Process Integration	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Enhanced Performance and Strategic Management Boot Camp	Atlanta: 20th - 24th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Enterprise Risk Management for Emerging Economies	Atlanta: 27th - 31st Jan	\$9,500 / \$6,000	2 weeks / 1 week
Evaluation and Management of Fractured Reservoirs	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Exploration and Production	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Financial Analysis, Auditing and Accounting Standards	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Financial and Market Risk Management	London: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Financial Institution Analysis: Camels Approach	Dubai: 5th - 9th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Financial Planning for Organisational Effectiveness	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Applied Geophysics	London: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Unitization in Oil and Gas Production	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Gas Development and Monitoring Strategies	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Geological Characterization of Carbonate Deposits	Kigali: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Human Relations and Etiquette Skills for Public Institution	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week

JANUARY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Improving Productivity through Quality and Cost Reduction	Dubai: 5th - 9th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Management Accounting	London: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	Kigali: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Investment Analysis and Fund Management	Atlanta: 13th - 17th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Joint Venture Accounting	London: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	Atlanta: 27th - 31st Jan	\$9,500 / \$6,000	2 weeks / 1 week
Leadership: Mentoring and Coaching Strategies	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Materials Production Planning and Control	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Modern Production Logging	Dubai: 12th - 16th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Mortgage Banking, Strategy Analysis and Credit Administration	Dubai: 26th - 30th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Business: Legal and Taxation Perspective	London: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Reservoir Management	Kigali: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Pension Fund Risk Management: Finding Lasting Solution to Pension Plan Liability	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	Atlanta: 13th - 17th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Planning and Managing Public Relations	Atlanta: 20th - 24th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Policy Analysis, Leadership and Executives Management Seminar	Atlanta: 13th - 17th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Power Plant Processes & Maintenance	London: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week

JANUARY 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Pressure Transient Test Design and Interpretation	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Project Financial Management	Kigali: 13th - 17th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	Kigali: 6th - 10th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Public Private Partnership and Concessions	Atlanta: 27th - 31st Jan	\$9,500 / \$6,000	2 weeks / 1 week
Recruitment, Interviewing and Selection	Kigali: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Expression of Carbonate Systems: Exploration & Reservoir Characterization	Dubai: 12th - 16th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Analysis	Dubai: 26th - 30th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies and Sequence Analysis of Carbonate Depositional Systems Workshop	London: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Sequence Analysis and Hydrocarbon Reservoirs of Deepwater Siliciclastics Workshop	Dubai: 5th - 9th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Modelling in Exploration and Development	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Sequence and Seismic Facies Analysis of Terrestrial and Shallow Water	Kigali: 20th - 24th Jan	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Thinking and Planning	Dubai: 19th - 23rd Jan	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	Kigali: 27th - 31st Jan	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Atlanta: 13th - 17th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Strategy and Exemplary Leadership	Atlanta: 27th - 31st Jan	\$9,500 / \$6,000	2 weeks / 1 week
Successful Planning, Organising and Control	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	Atlanta: 27th - 31st Jan	\$9,500 / \$6,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Atlanta: 6th - 10th Jan	\$9,500 / \$6,000	2 weeks / 1 week

FEBRUARY 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Achieving Service Excellence and Relationship Management	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Leadership Skills for Effective Management	Atlanta: 24th - 28th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Advanced Skills for Protocol Officers, Personal Assistants and Secretaries	Atlanta: 24th - 28th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Applied Biostratigraphy in Oil and Gas Exploration and Production	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Applied Subsurface Geological Mapping	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Basic Petroleum Engineering Practices	Kigali: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation and Maritime Cargo Security and Control	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	Kigali: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Budgetary Control	Atlanta: 3rd - 7th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Clustered Oil & Gas Fields: Directional & Multilateral Drilling	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Atlanta: 3rd - 7th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Complex Negotiating Skills in the Oil and Gas Industry	Dubai: 9th - 13th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Finance: Strategies for Creating Shareholder Value	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Image Management	Kigali: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Cost Management: Strategies for Business Decisions	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Credit and Operational Risk Management for Mortgage Sector	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week

FEBRUARY 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Crude Oil Marketing: Legal and Operations Perspective	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Treatment: New Techniques in the Oil and Gas Industry	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Vessels Managing Accounts and Reconciliation	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Delivering Dynamic Competitive Strategies for Sustainability	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Developing Presentation Skills	Kigali: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	Atlanta: 24th - 28th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Dynamics of Petroleum Depot Operations	Atlanta: 3rd - 7th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Atlanta: 24th - 28th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Effective Public Procurement Management	Dubai: 9th - 13th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Effective Warehouse Management, Strategy and Control	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Enhanced Performance and Strategic Management Boot Camp	Dubai: 9th - 13th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Evaluation and Management of Fractured Reservoirs	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Fault Seal Analysis	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Accounting	Atlanta: 24th - 28th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Fundamentals of Credit Management and Collection Procedure	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Geophysical Reservoir Characterisation	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Management Accounting	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Inspirational Leadership and Team Building	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
International Oil and Gas Management	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week

FEBRUARY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Interpersonal Communication	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Materials Management	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petrophysics and Formation Evaluation	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Investment Analysis and Fund Management	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Joint Venture Accounting	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Strategy for Senior Managers	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Leading a Project Team	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Modern Production Logging	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Mortgage Banking, Strategy Analysis and Credit Administration	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Business: Legal and Taxation Perspective	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Reservoir Management	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Payment Systems and Risk	Atlanta: 10th - 14th Feb	\$9,500 / \$6,000	2 weeks / 1 week
Pension Fund Risk Management: Finding Lasting Solution to Pension Plan Liability	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Performance Improvement and Accountability in Public Service	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Petroleum Production Technology	London: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Refinery Dynamics: Process Yields Optimisation	Kigali: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Power Plant Processes & Maintenance	Kigali: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Productivity and Efficiency Enhancement Techniques for Public Sector Institutions	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week

FEBRUARY 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Project Financial Management	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Project Management / Program Management, Finance and Valuation	Kigali: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	Dubai: 2nd - 6th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Data (2D/3D/4D) Interpretation	Dubai: 9th - 13th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Expression of Carbonate Systems: Exploration & Reservoir Characterization	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies Sequence Analysis and Hydrocarbon Reservoirs of Deepwater Siliciclastics Workshop	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Modelling in Exploration and Development	Kigali: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	Kigali: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Financial Management	London: 10th - 14th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Planning and Management of Organisational Change	Dubai: 9th - 13th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Strategy and Exemplary Leadership	Atlanta: 17th - 21st Feb	\$9,500 / \$6,000	2 weeks / 1 week
Successful Planning, Organising and Control	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	Dubai: 23rd - 27th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Tenders Management and Administration	Kigali: 17th - 21st Feb	\$8,500/ \$5,000	2 weeks / 1 week
Unitisation in Oil and Gas Industry: Issues and Challenges	London: 3rd - 7th Feb	\$8,500/ \$5,000	2 weeks / 1 week

FEBRUARY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Upstream Petroleum Economics: Profitability, Fiscal Systems, Risk & Uncertainty Analysis	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Well Log Interpretation	Dubai: 16th - 20th Feb	\$8,500/ \$5,000	2 weeks / 1 week
Workshop on Seismic Data Interpretation and Subsurface Mapping	London: 24th - 28th Feb	\$8,500/ \$5,000	2 weeks / 1 week

MARCH 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Achieving Service Excellence and Relationship Management	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Advanced Project Implementation Techniques	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Advanced Regulatory Compliance in Payment Systems	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Applied Biostratigraphy in Oil and Gas Exploration and Production	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Applied GeoMechanics	London: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	London: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Asset Management	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
AVO Inversion and Attributes: Principles and Applications	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Balanced Scorecard-Planning and Mapping a Strategy	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Basic Petroleum Engineering Practices	Dubai: 15th - 19th Mar	\$8,500/ \$5,000	2 weeks / 1 week
BenchMarking for Improve Performance	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Budgetary Control	London: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Business Development and Relationship Skills	Kigali: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week

MARCH 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Corporate Finance: Strategies for Creating Shareholder Value	Kigali: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Image Management	Atlanta: 9th - 13th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Crisis Management and Contingency Planning	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Export: Terminal Operations	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Marketing: Legal and Operations Perspective	Kigali: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Treatment: New Techniques in the Oil and Gas Industry	Kigali: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Developing Presentation Skills	Kigali: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Dipmeter and Image Log Applications and Interpretation	Atlanta: 23rd - 27th Mar	\$9,500 / \$6,000	2 weeks / 1 week
E-Procurement: Effective Business Process and Supply Operations	Kigali: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurements and Process Integration	Kigali: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Effective Policy Analysis and Development Masterclass	Kigali: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Kigali: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Exploration and Production	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Finance and Accounting for Non-Accountants	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Auditing	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Formulating and Implementing Human Resources Policies	Atlanta: 23rd - 27th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Fundamentals of Applied Geophysics	Kigali: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Unitization in Oil and Gas Production	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week

MARCH 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
High Resolution Sequence Stratigraphy of Clastic Sediments	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
HSE Audit & Hazard Management in Oil and Gas Exploration & Production Operations	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	London: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	Atlanta: 9th - 13th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Introduction to Materials Management	Atlanta: 16th - 20th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Introduction to Petroleum Geology	Kigali: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Investment Analysis and Fund Management	Kigali: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Operational Risk Management	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Strategy for Senior Managers	Kigali: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	London: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Leadership: Mentoring and Coaching Strategies	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Mortgage Banking, Strategy Analysis and Credit Administration	London: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Reservoir Management	Atlanta: 16th - 20th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Organisation and Workforce Planning	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Payment Systems and Risk	London: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	Dubai: 15th - 19th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Refinery Dynamics: Process Yields Optimisation	Kigali: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Policy Formulation / Implementation for the Oil & Gas Industry	Atlanta: 9th - 13th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Power Plant Processes & Maintenance	Kigali: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Production Logs	London: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week

MARCH 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Productivity and Efficiency Enhancement Techniques for Public Sector Institutions	Dubai: 8th - 12th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	London: 23rd - 27th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Project Management / Program Management, Finance and Valuation	London: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Public Governance and Accountability	Kigali: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	Kigali: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Recruitment, Interviewing and Selection	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Reservoir Characterization of Clastic (Sandstone) Reservoirs	Atlanta: 23rd - 27th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Sequence Analysis and Hydrocarbon Reservoirs of Deepwater Siliciclastics Workshop	London: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Sequence and Seismic Facies Analysis of Terrestrial and Shallow Water	Kigali: 2nd - 6th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Sequence Stratigraphy of Carbonates	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Dubai: 15th - 19th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Cost and Quality Management for Air / Seaports	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Recruitment and Retention Master Class	Atlanta: 2nd - 6th Mar	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Thinking and Planning	London: 9th - 13th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Dubai: 1st - 5th Mar	\$8,500/ \$5,000	2 weeks / 1 week

MARCH 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Strategy and Exemplary Leadership	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Strutural Styles in Petroleum Exploration and Production	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Tenders Management and Administration	London: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Unitisation in Oil and Gas Industry: Issues and Challenges	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Well Log Interpretation	Kigali: 16th - 20th Mar	\$8,500/ \$5,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Dubai: 22nd - 26th Mar	\$8,500/ \$5,000	2 weeks / 1 week

APRIL 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	London: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Achieving Service Excellence and Relationship Management	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Leadership Skills for Effective Management	Kigali: 13th - 17th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Regulatory Compliance in Payment Systems	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Seismic Facies Interpretation Workshop	Dubai: 12th - 16th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Kigali: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
AVO Inversion and Attributes: Principles and Applications	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices and Management of Procurement Function	Atlanta: 13th - 17th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Best Practices in Aviation and Maritime Cargo Security and Control	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Strategic Corporate Planning	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week

APRIL 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Cased Hole and Production Log Evaluation	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Governance and Economic Restructuring in Emerging Economies	Dubai: 26th - 30th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	London: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Credit and Operational Risk Management for Mortgage Sector	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management and Contingency Planning	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Dubai: 5th - 9th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Storage and Transfer Operations	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Treatment: New Techniques in the Oil and Gas Industry	London: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Delivering Dynamic Competitive Strategies for Sustainability	London: 13th - 17th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Depositional Environments of Siliciclastic Sediments	Kigali: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Atlanta: 27th Apr - 1st May	\$9,500 / \$6,000	2 weeks / 1 week
Enhanced Performance and Strategic Management Boot Camp	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Fault Seal Analysis	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Financial Planning for Organisational Effectiveness	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Formulating and Implementing Human Resources Policies	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Applied Geophysics	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week

APRIL 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Fundamentals of Credit Management and Collection Procedure	London: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Unitization in Oil and Gas Production	Atlanta: 20th - 24th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Gas Development and Monitoring Strategies	Atlanta: 27th Apr - 1st May	\$9,500 / \$6,000	2 weeks / 1 week
Geological Characterization of Carbonate Deposits	Dubai: 26th - 30th Apr	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Carbonate Deposits	London: 13th - 17th Apr	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Clastic Sediments	London: 13th - 17th Apr	\$8,500/ \$5,000	2 weeks / 1 week
How to Write Human Resources Policies and Procedure	Dubai: 5th - 9th Apr	\$8,500/ \$5,000	2 weeks / 1 week
HSE Audit & Hazard Management in Oil and Gas Exploration & Production Operations	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Human Relations and Etiquette Skills for Public Institution	London: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership and Team Building	Atlanta: 27th Apr - 1st May	\$9,500 / \$6,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	London: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
International Oil and Gas Management	London: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
International Public Sector Accounting Standard Workshop	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Introduction to Materials Management	Atlanta: 13th - 17th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Investment Analysis and Fund Management	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	London: 20th - 24th Apr	\$8,500/ \$5,000	2 weeks / 1 week

APRIL 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Leading a Project Team	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Managing Public Sector Procurement	London: 13th - 17th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Materials Production Planning and Control	Dubai: 12th - 16th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Business: Legal and Taxation Perspective	Atlanta: 27th Apr - 1st May	\$9,500 / \$6,000	2 weeks / 1 week
Payment Systems and Risk	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Policy Analysis, Leadership and Executives Management Seminar	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Open Hole Logs	Atlanta: 13th - 17th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Practical Interpretation of Production Logs	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Dubai: 26th - 30th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Professional Assertiveness and Office Management Skills	Dubai: 12th - 16th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Project Financial Management	Dubai: 26th - 30th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	Kigali: 27th Apr - 1st May	\$8,500/ \$5,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	Kigali: 6th - 10th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	Dubai: 5th - 9th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Expression of Carbonate Systems: Exploration & Reservoir Characterization	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Sequence and Seismic Facies Analysis of Terrestrial and Shallow Water	Atlanta: 27th Apr - 1st May	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Change Management in Government Masterclass	Dubai: 12th - 16th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	Dubai: 5th - 9th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week

APRIL 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Strategic Financial Management	Dubai: 12th - 16th Apr	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Dubai: 19th - 23rd Apr	\$8,500/ \$5,000	2 weeks / 1 week
Tenders Management and Administration	Atlanta: 6th - 10th Apr	\$9,500 / \$6,000	2 weeks / 1 week
Workshop on Seismic Data Interpretation and Subsurface Mapping	Dubai: 26th - 30th Apr	\$8,500/ \$5,000	2 weeks / 1 week

MAY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	Atlanta: 25th - 29th May	\$9,500 / \$6,000	2 weeks / 1 week
Achieving Service Excellence and Relationship Management	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Regulatory Compliance in Payment Systems	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Skills for Protocol Officers, Personal Assistants and Secretaries	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Dubai: 10th - 14th May	\$8,500/ \$5,000	2 weeks / 1 week
Applied Biostratigraphy in Oil and Gas Exploration and Production	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Applied GeoMechanics	Dubai: 10th - 14th May	\$8,500/ \$5,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	London: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Asset Management	Atlanta: 25th - 29th May	\$9,500 / \$6,000	2 weeks / 1 week
AVO Inversion and Attributes: Principles and Applications	Kigali: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	Dubai: 10th - 14th May	\$8,500/ \$5,000	2 weeks / 1 week
Blue Ocean Strategy	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week
Budgeting and Budgetary Control	Kigali: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Strategic Corporate Planning	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week

MAY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Building and Maintaining Corporate Brands	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Business Development and Relationship Skills	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Governance and Economic Restructuring in Emerging Economies	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Image Management	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Cost Management: Strategies for Business Decisions	London: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management and Contingency Planning	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Export: Terminal Operations	London: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Storage and Transfer Operations	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Vessels Managing Accounts and Reconciliation	Dubai: 10th - 14th May	\$8,500/ \$5,000	2 weeks / 1 week
Customs and Logistics Cargo Compliance and Security	Kigali: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Delivering Dynamic Competitive Strategies for Sustainability	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Depositional Environments of Siliciclastic Sediments	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Dipmeter and Image Log Applications and Interpretation	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Dynamics of Petroleum Depot Operations	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Effective Internal Auditing	Kigali: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Effective Public Procurement Management	London: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Enhanced Performance and Strategic Management Boot Camp	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Evaluation and Management of Fractured Reservoirs	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week

MAY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Exploration and Production	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Finance and Accounting for Non-Accountants	Kigali: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Financial Analysis, Auditing and Accounting Standards	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Financial and Market Risk Management	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week
Financial Planning for Organisational Effectiveness	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	Kigali: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Fraud	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
Gas Development and Monitoring Strategies	London: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Geological Characterization of Carbonate Deposits	Atlanta: 18th - 22nd May	\$9,500 / \$6,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Clastic Sediments	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
How to Write Human Resources Policies and Procedure	Atlanta: 18th - 22nd May	\$9,500 / \$6,000	2 weeks / 1 week
Improving Productivity through Quality and Cost Reduction	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership and Team Building	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	London: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
International Public Sector Accounting Standard Workshop	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week

MAY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Introduction to Petrophysics and Formation Evaluation	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Leadership and Operational Risk Management	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Leadership: Mentoring and Coaching Strategies	Atlanta: 25th - 29th May	\$9,500 / \$6,000	2 weeks / 1 week
Leading a Project Team	Kigali: 4th - 8th May	\$8,500/ \$5,000	2 weeks / 1 week
Mapping & Interpreting Clastic Reservoirs	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Materials Production Planning and Control	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Modern Production Logging	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Reservoir Management	Atlanta: 25th - 29th May	\$9,500 / \$6,000	2 weeks / 1 week
Payment Systems and Risk	London: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Performance Improvement and Accountability in Public Service	Kigali: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Geology of Deepwater (Turbidite) Depositional Systems	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Production Technology	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Policy Analysis, Leadership and Executives Management Seminar	Kigali: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Policy Formulation / Implementation for the Oil & Gas Industry	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Open Hole Logs	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Kigali: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week
Pressure Transient Test Design and Interpretation	Dubai: 10th - 14th May	\$8,500/ \$5,000	2 weeks / 1 week
Productivity and Efficiency Enhancement Techniques for Public Sector Institutions	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Professional Assertiveness and Office Management Skills	London: 25th - 29th May	\$8,500/ \$5,000	2 weeks / 1 week

MAY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Project Financing Strategies - Opportunities and Challenges	Dubai: 17th - 21st May	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
Public Governance and Accountability	London: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Reservoir Characterization of Clastic (Sandstone) Reservoirs	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Analysis	Dubai: 24th - 28th May	\$8,500/ \$5,000	2 weeks / 1 week
Sequence and Seismic Facies Analysis of Terrestrial and Shallow Water	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week
Sequence Stratigraphy of Carbonates	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
Siliciclastic Sediments Application to Exploration and Development	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Change Management in Government Masterclass	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Corporate Public Relations	Atlanta: 11th - 15th May	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Cost and Quality Management for Air / Seaports	London: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Kigali: 11th - 15th May	\$8,500/ \$5,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	Dubai: 3rd - 7th May	\$8,500/ \$5,000	2 weeks / 1 week
Upstream Petroleum Economics: Profitability, Fiscal Systems, Risk & Uncertainty Analysis	Atlanta: 25th - 29th May	\$9,500 / \$6,000	2 weeks / 1 week
Well Log Interpretation	Kigali: 18th - 22nd May	\$8,500/ \$5,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Atlanta: 4th - 8th May	\$9,500 / \$6,000	2 weeks / 1 week

JUNE 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Applied GeoMechanics	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week

JUNE 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Applied Sequence Stratigraphy of Clastic Depositional Systems	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Balanced Scorecard-Planning and Mapping a Strategy	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	Dubai: 14th - 18th Jun	\$8,500/ \$5,000	2 weeks / 1 week
BenchMarking for Improve Performance	London: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	Kigali: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Carbonate Facies & Sequences Stratigraphy Workshop	Kigali: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Complex Negotiating Skills in the Oil and Gas Industry	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Finance: Strategies for Creating Shareholder Value	Kigali: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Cost Management: Strategies for Business Decisions	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Kigali: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Marketing: Legal and Operations Perspective	Dubai: 28th Jun - 2nd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Storage and Transfer Operations	London: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Customs and Logistics Cargo Compliance and Security	Dubai: 28th Jun - 2nd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Descriptive Lithology Analysis of Cutting and Cores	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurement: Effective Business Process and Supply Operations	Kigali: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurements and Process Integration	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Effective Internal Auditing	London: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Effective Policy Analysis and Development Masterclass	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week

JUNE 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Effective Public Procurement Management	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Exploration and Production	Dubai: 7th - 11th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Finance and Accounting for Non-Accountants	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Financial and Market Risk Management	Atlanta: 1st - 5th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Financial Institution Analysis: Camels Approach	Kigali: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	Atlanta: 22nd - 26th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Financial Planning for Organisational Effectiveness	Dubai: 7th - 11th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	Dubai: 28th Jun - 2nd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Fraud	Kigali: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Accounting	Dubai: 21st - 25th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Formulating and Implementing Human Resources Policies	Atlanta: 22nd - 26th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Gas Development and Monitoring Strategies	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Clastic Sediments	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	Dubai: 7th - 11th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership and Team Building	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	Dubai: 21st - 25th Jun	\$8,500/ \$5,000	2 weeks / 1 week
International Public Sector Accounting Standard Workshop	Dubai: 21st - 25th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	London: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petroleum Geology	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week

JUNE 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Investment Analysis and Fund Management	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Joint Venture Accounting	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Operational Risk Management	London: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Strategy for Senior Managers	Dubai: 28th Jun - 2nd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Managing Public Sector Procurement	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Managing the Training Function	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Mapping & Interpreting Clastic Reservoirs	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Business: Legal and Taxation Perspective	Dubai: 7th - 11th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Organisation and Workforce Planning	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	Kigali: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Open Hole Logs	London: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Production Logs	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Professional Assertiveness and Office Management Skills	Atlanta: 22nd - 26th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Project Management / Program Management, Finance and Valuation	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Public Governance and Accountability	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Public Private Partnership and Concessioning	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Reservoir Characterization of Clastic (Sandstone) Reservoirs	Kigali: 22nd - 26th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	Atlanta: 8th - 12th Jun	\$9,500 / \$6,000	2 weeks / 1 week

JUNE 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Seismic Data (2D/3D/4D) Interpretation	Atlanta: 22nd - 26th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Modelling in Exploration and Development	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Siliciclastic Sediments Application to Exploration and Development	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Change Management in Government Masterclass	Atlanta: 1st - 5th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Communication	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	London: 8th - 12th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Planning and Management of Organisational Change	Kigali: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Recruitment and Retention Master Class	London: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Thinking and Planning	Kigali: 15th - 19th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	London: 1st - 5th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Successful Planning, Organising and Control	Atlanta: 15th - 19th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	Atlanta: 1st - 5th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Unitisation in Oil and Gas Industry: Issues and Challenges	Atlanta: 22nd - 26th Jun	\$9,500 / \$6,000	2 weeks / 1 week
Well Log Interpretation	Dubai: 7th - 11th Jun	\$8,500/ \$5,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Dubai: 21st - 25th Jun	\$8,500/ \$5,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	Atlanta: 13th - 17th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Atlanta: 13th - 17th Jul	\$9,500 / \$6,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Applied Subsurface Geological Mapping	Atlanta: 20th - 24th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Asset Management	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
BenchMarking for Improve Performance	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation and Maritime Cargo Security and Control	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Blue Ocean Strategy	London: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Budgetary Control	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Strategic Corporate Planning	Dubai: 5th - 9th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Business Development and Relationship Skills	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Carbonate Facies & Sequences Stratigraphy Workshop	Dubai: 12th - 16th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Cased Hole and Production Log Evaluation	Kigali: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Clustered Oil & Gas Fields: Directional & Multilateral Drilling	Atlanta: 13th - 17th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Complex Negotiating Skills in the Oil and Gas Industry	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Finance: Strategies for Creating Shareholder Value	Atlanta: 6th - 10th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Image Management	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	Dubai: 26th - 30th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Credit and Operational Risk Management for Mortgage Sector	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Atlanta: 20th - 24th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Export: Terminal Operations	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Depositional Environments of Siliciclastic Sediments	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Development Geophysics	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Dipmeter and Image Log Applications and Interpretation	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Dynamics of Petroleum Depot Operations	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Effective Internal Auditing	London: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Financial Analysis, Auditing and Accounting Standards	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Auditing	Dubai: 12th - 16th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Applied Geophysics	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Credit Management and Collection Procedure	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Gas Development and Monitoring Strategies	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
How to Write Human Resources Policies and Procedure	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
HSE Audit & Hazard Management in Oil and Gas Exploration & Production Operations	Atlanta: 6th - 10th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Human Relations and Etiquette Skills for Public Institution	Atlanta: 27th - 31st Jul	\$9,500 / \$6,000	2 weeks / 1 week
Improving Productivity through Quality and Cost Reduction	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Management Accounting	London: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	Dubai: 5th - 9th Jul	\$8,500/ \$5,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	Dubai: 26th - 30th Jul	\$8,500/ \$5,000	2 weeks / 1 week
International Public Sector Accounting Standard Workshop	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Introduction to Materials Management	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petroleum Geology	Atlanta: 6th - 10th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Joint Venture Accounting	Atlanta: 6th - 10th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Leading a Project Team	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Managing Public Sector Procurement	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Managing the Training Function	Atlanta: 20th - 24th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Mapping & Interpreting Clastic Reservoirs	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Modern Production Logging	London: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Business: Legal and Taxation Perspective	Dubai: 26th - 30th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Oil and Gas Reservoir Management	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Pension Fund Risk Management: Finding Lasting Solution to Pension Plan Liability	Kigali: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Performance Improvement and Accountability in Public Service	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Geology of Deepwater (Turbidite) Depositional Systems	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Production Technology	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	London: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Power Plant Processes & Maintenance	Dubai: 5th - 9th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Open Hole Logs	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Production Logs	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Professional Assertiveness and Office Management Skills	Atlanta: 20th - 24th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Project Financial Management	London: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Project Financing Strategies - Opportunities and Challenges	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	London: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Public Private Partnership and Concessions	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	London: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Recruitment, Interviewing and Selection	Atlanta: 6th - 10th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	Kigali: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Reservoir Characterization of Clastic (Sandstone) Reservoirs	Dubai: 19th - 23rd Jul	\$8,500/ \$5,000	2 weeks / 1 week
Risk Based Auditing	Dubai: 26th - 30th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Risk Evaluation and Management	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	Dubai: 5th - 9th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Analysis	Kigali: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies and Sequence Analysis of Carbonate Depositional Systems Workshop	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Modelling in Exploration and Development	Atlanta: 20th - 24th Jul	\$9,500 / \$6,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Siliciclastic Sediments Application to Exploration and Development	Dubai: 12th - 16th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	London: 27th - 31st Jul	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Cost and Quality Management for Air / Seaports	Kigali: 20th - 24th Jul	\$8,500/ \$5,000	2 weeks / 1 week

JULY 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Strategic Recruitment and Retention Master Class	Kigali: 13th - 17th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Strutural Styles in Petroleum Exploration and Production	Dubai: 12th - 16th Jul	\$8,500/ \$5,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Kigali: 6th - 10th Jul	\$8,500/ \$5,000	2 weeks / 1 week

AUGUST 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Advanced Leadership Skills for Effective Management	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Advanced Project Implementation Techniques	London: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Seismic Facies Interpretation Workshop	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Asset Management	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Technology	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices and Management of Procurement Function	Atlanta: 24th - 28th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	London: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Budgeting and Budgetary Control	Atlanta: 17th - 21st Aug	\$9,500 / \$6,000	2 weeks / 1 week
Business Development and Relationship Skills	Atlanta: 10th - 14th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Carbonate Facies & Sequences Stratigraphy Workshop	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Cased Hole and Production Log Evaluation	Kigali: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Image Management	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Cost Management: Strategies for Business Decisions	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Credit and Operational Risk Management for Mortgage Sector	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week

AUGUST 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Crude Oil Storage and Transfer Operations	Atlanta: 10th - 14th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Vessels Managing Accounts and Reconciliation	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Descriptive Lithology Analysis of Cutting and Cores	London: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Developing Presentation Skills	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Development Geophysics	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	London: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Dynamics of Petroleum Depot Operations	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
E-Procurement: Effective Business Process and Supply Operations	Atlanta: 10th - 14th Aug	\$9,500 / \$6,000	2 weeks / 1 week
E-Procurements and Process Integration	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Effective Internal Auditing	Atlanta: 17th - 21st Aug	\$9,500 / \$6,000	2 weeks / 1 week
Effective Public Procurement Management	London: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Effective Warehouse Management, Strategy and Control	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Enterprise Risk Management for Emerging Economies	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Evaluation and Management of Fractured Reservoirs	Kigali: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Exploration and Production	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Fault Seal Analysis	Atlanta: 10th - 14th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Finance and Accounting for Non-Accountants	London: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Financial and Market Risk Management	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Financial Institution Analysis: Camels Approach	London: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week

AUGUST 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Financial Statement Fraud	London: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Accounting	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Formulating and Implementing Human Resources Policies	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Credit Management and Collection Procedure	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Geological Characterization of Carbonate Deposits	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Geophysical Reservoir Characterisation	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Carbonate Deposits	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Project Planning and Control	Atlanta: 17th - 21st Aug	\$9,500 / \$6,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	Atlanta: 24th - 28th Aug	\$9,500 / \$6,000	2 weeks / 1 week
International Oil and Gas Management	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Materials Management	London: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petroleum Geology	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petrophysics and Formation Evaluation	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Operational Risk Management	Kigali: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	Kigali: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Leadership: Mentoring and Coaching Strategies	Atlanta: 24th - 28th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Managing Public Sector Procurement	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Managing the Training Function	London: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week

AUGUST 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Mapping & Interpreting Clastic Reservoirs	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Modern Production Logging	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Organisation and Workforce Planning	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Payment Systems and Risk	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Performance Improvement and Accountability in Public Service	London: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	London: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Geology of Deepwater (Turbidite) Depositional Systems	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Policy Analysis, Leadership and Executives Management Seminar	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Policy Formulation / Implementation for the Oil & Gas Industry	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Power Plant Processes & Maintenance	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Open Hole Logs	Atlanta: 10th - 14th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Pressure Transient Test Design and Interpretation	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Productivity and Efficiency Enhancement Techniques for Public Sector Institutions	Kigali: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Professional Assertiveness and Office Management Skills	London: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Project Management / Program Management, Finance and Valuation	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Public Private Partnership and Concessioning	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	London: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	London: 10th - 14th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Risk Based Auditing	Atlanta: 3rd - 7th Aug	\$9,500 / \$6,000	2 weeks / 1 week

AUGUST 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Risk Evaluation and Management	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Expression of Carbonate Systems: Exploration & Reservoir Characterization	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Analysis	Atlanta: 24th - 28th Aug	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies and Sequence Analysis of Carbonate Depositional Systems Workshop	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Sequence Stratigraphy of Carbonates	Dubai: 9th - 13th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	Kigali: 3rd - 7th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	Kigali: 17th - 21st Aug	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Cost and Quality Management for Air / Seaports	Kigali: 24th - 28th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	Dubai: 2nd - 6th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Successful Planning, Organising and Control	Dubai: 16th - 20th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Upstream Petroleum Economics: Profitability, Fiscal Systems, Risk & Uncertainty Analysis	Dubai: 23rd - 27th Aug	\$8,500/ \$5,000	2 weeks / 1 week
Well Log Interpretation	Atlanta: 24th - 28th Aug	\$9,500 / \$6,000	2 weeks / 1 week

SEPTEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Advanced Project Implementation Techniques	Kigali: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Regulatory Compliance in Payment Systems	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Skills for Protocol Officers, Personal Assistants and Secretaries	Kigali: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Kigali: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Applied Subsurface Geological Mapping	Kigali: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	Atlanta: 7th - 11th Sep	\$9,500 / \$6,000	2 weeks / 1 week

SEPTEMBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Asset Management	Kigali: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
AVO Inversion and Attributes: Principles and Applications	London: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Balanced Scorecard-Planning and Mapping a Strategy	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Basic Petroleum Technology	London: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Blue Ocean Strategy	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Kigali: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Business Development and Relationship Skills	Atlanta: 7th - 11th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Carbonate Facies & Sequences Stratigraphy Workshop	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Cased Hole and Production Log Evaluation	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Competencies: Design, Development and Implementation	Dubai: 13th - 17th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Finance: Strategies for Creating Shareholder Value	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Image Management	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management and Contingency Planning	London: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	London: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Export: Terminal Operations	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Treatment: New Techniques in the Oil and Gas Industry	London: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Delivering Dynamic Competitive Strategies for Sustainability	Atlanta: 21st - 25th Sep	\$9,500 / \$6,000	2 weeks / 1 week

SEPTEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Descriptive Lithology Analysis of Cutting and Cores	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Developing Presentation Skills	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Effective Warehouse Management, Strategy and Control	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Enterprise Risk Management for Emerging Economies	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Fault Seal Analysis	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Financial and Market Risk Management	Kigali: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Financial Institution Analysis: Camels Approach	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Fraud	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Accounting	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Fundamentals of Unitization in Oil and Gas Production	Dubai: 20th - 24th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Geological Characterization of Carbonate Deposits	Atlanta: 21st - 25th Sep	\$9,500 / \$6,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Carbonate Deposits	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
HSE Audit & Hazard Management in Oil and Gas Exploration & Production Operations	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Improving Productivity through Quality and Cost Reduction	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	Kigali: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	Dubai: 13th - 17th Sep	\$8,500/ \$5,000	2 weeks / 1 week
International Public Sector Accounting Standard Workshop	Kigali: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	London: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week

SEPTEMBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Leading a Project Team	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Managing Public Sector Procurement	Dubai: 20th - 24th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Organisation and Workforce Planning	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Pension Fund Risk Management: Finding Lasting Solution to Pension Plan Liability	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Performance Improvement and Accountability in Public Service	London: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Geology of Deepwater (Turbidite) Depositional Systems	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Petroleum Production Technology	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	Dubai: 13th - 17th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Policy Formulation / Implementation for the Oil & Gas Industry	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Power Plant Processes & Maintenance	London: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Pressure Transient Test Design and Interpretation	London: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Project Financing Strategies - Opportunities and Challenges	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Project Management	Kigali: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Project Management / Program Management, Finance and Valuation	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Quality Assurance/Quality Control Skills in Subsurface Mapping (QAQC)	Dubai: 20th - 24th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Recruitment, Interviewing and Selection	Kigali: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Refinery Shutdowns and Turnarounds: Process-led Management Approach	London: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Reservoir Characterization of Clastic (Sandstone) Reservoirs	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Risk Based Auditing	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Data (2D/3D/4D) Interpretation	Dubai: 20th - 24th Sep	\$8,500/ \$5,000	2 weeks / 1 week

SEPTEMBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Seismic Expression of Carbonate Systems: Exploration & Reservoir Characterization	Atlanta: 21st - 25th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies and Sequence Analysis of Carbonate Depositional Systems Workshop	Atlanta: 21st - 25th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies Sequence Analysis and Hydrocarbon Reservoirs of Deepwater Siliciclastics Workshop	Kigali: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Sequence Stratigraphy of Carbonates	Atlanta: 14th - 18th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Communication	Atlanta: 28th Sep - 2nd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Corporate Public Relations	Kigali: 28th Sep - 2nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Financial Management	Kigali: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	Atlanta: 21st - 25th Sep	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Planning and Management of Organisational Change	Dubai: 27th Sep - 1st Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Thinking and Planning	Dubai: 20th - 24th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	London: 14th - 18th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Strutural Styles in Petroleum Exploration and Production	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Successful Planning, Organising and Control	Dubai: 6th - 10th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	London: 7th - 11th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Unitisation in Oil and Gas Industry: Issues and Challenges	London: 21st - 25th Sep	\$8,500/ \$5,000	2 weeks / 1 week
Upstream Petroleum Economics: Profitability, Fiscal Systems, Risk & Uncertainty Analysis	Atlanta: 7th - 11th Sep	\$9,500 / \$6,000	2 weeks / 1 week

OCTOBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Accounting and Disclosure Rules for Financial Instruments and Institutions	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week

OCTOBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Advanced Leadership Skills for Effective Management	Dubai: 18th - 22nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Skills for Protocol Officers, Personal Assistants and Secretaries	Atlanta: 5th - 9th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Applied GeoMechanics	Dubai: 4th - 8th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Applied Sequence Stratigraphy of Clastic Depositional Systems	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Balanced Scorecard-Planning and Mapping a Strategy	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Technology	Kigali: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
BenchMarking for Improve Performance	Dubai: 11th - 15th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices and Management of Procurement Function	Dubai: 4th - 8th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation and Maritime Cargo Security and Control	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Blue Ocean Strategy	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Building and Maintaining Corporate Brands	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Kigali: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Clustered Oil & Gas Fields: Directional & Multilateral Drilling	Kigali: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Governance and Economic Restructuring in Emerging Economies	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Corporate Image Management	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Cost Management: Strategies for Business Decisions	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	Atlanta: 26th - 30th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Crisis Management and Contingency Planning	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week

OCTOBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Crude Oil Export: Terminal Operations	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Crude Oil Storage and Transfer Operations	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Delivering Dynamic Competitive Strategies for Sustainability	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Developing Presentation Skills	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Development Geophysics	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	Atlanta: 5th - 9th Oct	\$9,500 / \$6,000	2 weeks / 1 week
E-Procurement: Effective Business Process and Supply Operations	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Effective Internal Auditing	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Effective Policy Analysis and Development Masterclass	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Effective Program Evaluation in Government Masterclass	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Effective Warehouse Management, Strategy and Control	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Enterprise Risk Management for Emerging Economies	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Fault Seal Analysis	Dubai: 4th - 8th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Finance and Accounting for Non-Accountants	Dubai: 11th - 15th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Financial Analysis, Auditing and Accounting Standards	Dubai: 11th - 15th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Financial Planning for Organisational Effectiveness	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Fraud	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Auditing	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Carbonate Deposits	Dubai: 25th - 29th Oct	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Clastic Sediments	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week

OCTOBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
How to Write Human Resources Policies and Procedure	Kigali: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
HSE Audit & Hazard Management in Oil and Gas Exploration & Production Operations	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Human Relations and Etiquette Skills for Public Institution	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Improving Productivity through Quality and Cost Reduction	Atlanta: 26th - 30th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
International Financial Reporting Standard (IFRS) Workshop	Kigali: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
International Oil and Gas Management	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Introduction to Petrophysics and Formation Evaluation	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Joint Venture Accounting	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Operational Risk Management	Kigali: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Leadership and Strategy for Senior Managers	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Competences for Effective Corporate Governance	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Leadership Strategy and Crisis Management	Dubai: 11th - 15th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Leading a Project Team	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Managing the Training Function	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Mapping & Interpreting Clastic Reservoirs	Dubai: 4th - 8th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Materials Production Planning and Control	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Organisation and Workforce Planning	Kigali: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week

OCTOBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Practical Interpretation of Open Hole Logs	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Practical Interpretation of Production Logs	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Project Financing Strategies - Opportunities and Challenges	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Public Governance and Accountability	Atlanta: 19th - 23rd Oct	\$9,500 / \$6,000	2 weeks / 1 week
Risk Evaluation and Management	London: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies Analysis	Kigali: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Modelling in Exploration and Development	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Setting Standards for Organisational Effectiveness	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Siliciclastic Sediments Application to Exploration and Development	Dubai: 11th - 15th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Change Management in Government Masterclass	Dubai: 18th - 22nd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Corporate Public Relations	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Financial Management	Dubai: 4th - 8th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	London: 12th - 16th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Recruitment and Retention Master Class	Atlanta: 12th - 16th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Strategies for Tendering and Supplier Relationship Management	Kigali: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Upstream Petroleum Economics: Profitability, Fiscal Systems, Risk & Uncertainty Analysis	London: 26th - 30th Oct	\$8,500/ \$5,000	2 weeks / 1 week
Well Log Interpretation	Atlanta: 5th - 9th Oct	\$9,500 / \$6,000	2 weeks / 1 week
Work Ethics, Accountability & Corruption Prevention in the Workplace	Kigali: 19th - 23rd Oct	\$8,500/ \$5,000	2 weeks / 1 week
Workshop on Seismic Data Interpretation and Subsurface Mapping	London: 5th - 9th Oct	\$8,500/ \$5,000	2 weeks / 1 week

NOVEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Achieving Service Excellence and Relationship Management	London: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Project Implementation Techniques	Kigali: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Skills for Protocol Officers, Personal Assistants and Secretaries	Dubai: 22nd - 26th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Applied Biostratigraphy in Oil and Gas Exploration and Production	Kigali: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Applied GeoMechanics	Atlanta: 9th - 13th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Applied Sequence Stratigraphy of Clastic Depositional Systems	Dubai: 1st - 5th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Applying Ideas of Carbonate Sedimentology, Stratigraphy and Depositional Systems to Petroleum Exploration	Dubai: 1st - 5th Nov	\$8,500/ \$5,000	2 weeks / 1 week
AVO Inversion and Attributes: Principles and Applications	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Basic Petroleum Engineering Practices	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Geology	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
BenchMarking for Improve Performance	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Best Practices and Management of Procurement Function	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation and Maritime Cargo Security and Control	Dubai: 1st - 5th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Best Practices in Aviation Facilitation for Emerging Economies	Dubai: 22nd - 26th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Carbonate Facies & Sequences Stratigraphy Workshop	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Clustered Oil & Gas Fields: Directional & Multilateral Drilling	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Creating Strategic Business Process and Sustainability	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Crisis Management and Contingency Planning	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Treatment: New Techniques in the Oil and Gas Industry	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week

NOVEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Crude Oil Vessels Managing Accounts and Reconciliation	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Customs and Logistics Cargo Compliance and Security	London: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Depositional Environments of Siliciclastic Sediments	London: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Descriptive Lithology Analysis of Cutting and Cores	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Dipmeter and Image Log Applications and Interpretation	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Effective Public Procurement Management	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Enhanced Performance and Strategic Management Boot Camp	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Evaluation and Management of Fractured Reservoirs	Dubai: 8th - 12th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Exploration and Production	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	Dubai: 8th - 12th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Financial Reporting of Oil and Gas	London: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Accounting	Kigali: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Forensic Auditing	London: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Formulating and Implementing Human Resources Policies	Kigali: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Applied Geophysics	Dubai: 8th - 12th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Fundamentals of Unitization in Oil and Gas Production	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Geophysical Reservoir Characterisation	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Infrastructure Management Accounting	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week

NOVEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Inspirational Leadership and Team Building	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	London: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Interpersonal Communication	London: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Materials Management	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Introduction to Petrophysics and Formation Evaluation	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Leadership and Operational Risk Management	London: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Managing the Training Function	Atlanta: 2nd - 6th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Materials Production Planning and Control	Dubai: 15th - 19th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Mortgage Banking, Strategy Analysis and Credit Administration	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Pension Fund Risk Management: Finding Lasting Solution to Pension Plan Liability	Atlanta: 2nd - 6th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Petroleum Production Technology	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Refinery Dynamics: Process Yields Optimisation	London: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Policy Analysis, Leadership and Executives Management Seminar	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Practical Seismic Exploration and Development	Kigali: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Professional Assertiveness and Office Management Skills	Dubai: 8th - 12th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Project Financing Strategies - Opportunities and Challenges	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Public Governance and Accountability	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Public Private Partnership and Concessioning	Atlanta: 23rd - 27th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Risk Evaluation and Management	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week

NOVEMBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Seismic Data (2D/3D/4D) Interpretation	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies Analysis	Atlanta: 2nd - 6th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Facies Sequence Analysis and Hydrocarbon Reservoirs of Deepwater Siliciclastics Workshop	Kigali: 23rd - 27th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Sequence and Seismic Facies Analysis of Terrestrial and Shallow Water	Dubai: 15th - 19th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Sequence Stratigraphy of Carbonates	London: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	Atlanta: 16th - 20th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Corporate Public Relations	Kigali: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Management: Corporate Social Responsibility & Corporate Reputation	Atlanta: 9th - 13th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Planning and Management of Organisational Change	Atlanta: 9th - 13th Nov	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Thinking and Planning	London: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Strategies for effective Procurement and Material Management	Kigali: 2nd - 6th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Strategy and Exemplary Leadership	London: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Successful Planning, Organising and Control	London: 16th - 20th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Tenders Management and Administration	Kigali: 9th - 13th Nov	\$8,500/ \$5,000	2 weeks / 1 week
Workshop on Seismic Data Interpretation and Subsurface Mapping	Atlanta: 2nd - 6th Nov	\$9,500 / \$6,000	2 weeks / 1 week

DECEMBER 2020

COURSES	LOCATION AND DATE	FEE	DURATION
Advanced Seismic Facies Interpretation Workshop	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Advanced Writing Skills for Executives	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Applied Biostratigraphy in Oil and Gas Exploration and Production	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week

DECEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Applied GeoMechanics	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Applied Subsurface Geological Mapping	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Basic Petroleum Technology	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
BenchMarking for Improve Performance	Atlanta: 7th - 11th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Budgeting and Strategic Corporate Planning	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Building and Sustaining a Successful Business	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Finance: Strategies for Creating Shareholder Value	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Governance and Economic Restructuring in Emerging Economies	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Corporate Image Management	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Credit and Operational Risk Management for Mortgage Sector	Atlanta: 7th - 11th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Crisis Management Strategies and Techniques	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Crude Oil Marketing: Legal and Operations Perspective	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Customs and Logistics Cargo Compliance and Security	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Depositional Environments of Siliciclastic Sediments	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Dipmeter and Image Log Applications and Interpretation	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Downstream Petroleum Economics and Policy	Kigali: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
E-Procurements and Process Integration	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Effective Internal Auditing	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Effective Policy Analysis and Development Masterclass	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Effective Warehouse Management, Strategy and Control	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week

DECEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Enterprise Risk Management for Emerging Economies	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Financial Analysis, Auditing and Accounting Standards	Kigali: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Financial and Market Risk Management	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Financial Modelling and Forecasting Techniques using Microsoft Excel	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Financial Statement Analysis for Emerging Economies	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
High Resolution Sequence Stratigraphy of Carbonate Deposits	Dubai: 13th - 17th Dec	\$8,500/ \$5,000	2 weeks / 1 week
How to Write Human Resources Policies and Procedure	Atlanta: 7th - 11th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Human Relations and Etiquette Skills for Public Institution	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Infrastructure Management Accounting	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Inspirational Leadership for Government Executives	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Integration of Rocks, Log, Test and Seismic Data	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
International Oil and Gas Management	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Joint Venture Accounting	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Leadership and Strategy for Senior Managers	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Organisation and Workforce Planning	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Performance Measurement and Appraisal	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Geology of Deepwater (Turbidite) Depositional Systems	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Petroleum Refinery Dynamics: Process Yields Optimisation	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Planning and Managing Public Relations	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Productivity and Efficiency Enhancement Techniques for Public Sector Institutions	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week

DECEMBER 2020			
COURSES	LOCATION AND DATE	FEE	DURATION
Project Financial Management	Dubai: 6th - 10th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Risk Based Auditing	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Risk-Based Auditing (Upstream and Downstream Operations)	Atlanta: 7th - 11th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Seismic Data (2D/3D/4D) Interpretation	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Seismic Facies and Sequence Analysis of Carbonate Depositional Systems Workshop	Atlanta: 7th - 11th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Siliciclastic Sediments Application to Exploration and Development	Kigali: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Strategic Communication	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Cost and Quality Management for Air / Seaports	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week
Strategic Recruitment and Retention Master Class	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Strutural Styles in Petroleum Exploration and Production	London: 7th - 11th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Tank Farm Operations: Performance and Sustainability	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Tenders Management and Administration	London: 14th - 18th Dec	\$8,500/ \$5,000	2 weeks / 1 week
Unitisation in Oil and Gas Industry: Issues and Challenges	Atlanta: 14th - 18th Dec	\$9,500 / \$6,000	2 weeks / 1 week

OUR FACULTY

Dr Alistair A. Rayatchi - Senior Consultant & Trainer

Partner Risk Advisory Services-Moores Rowland International (US) UK qualified consultant & trainer with over 15 Years combined experience in Auditing, IT Auditing, IT Security, Internal Auditing, Internal Control, Cyber Warfare, Risk Management for Financial Services/ Energy (Oil and Gas) sector. Alistair has experience of working with major Auditing firms (Big4), including work for KPMG, Ernst & Young, Deloitte and PWC, Several Central and Private Banks in Africa and major International Energy and Oil companies such as Kuwait Golf Oil Company (KGOC), Kuwait Aviation Fuelling Company (KAFCo), Oil Sector Services Company (OSSCo), Kuwait National Petroleum Company (KNPC), Shell, BP and Crown Agents International Specialists (UK)

Ahmed Baluch

Ahmed, a Kenyan national, currently holds the position of Chief Executive Officer of Sinewave Human Resources Consultancy, Dubai (United Arab Emirates) providing consultancy services in executive search / head hunting services, general HR practices and talent management.

A trainer, Inspirational and motivational speaker and entrepreneur, Ahmed's passion is to instil and cultivate a transformational culture in people. Currently he is a life coach, a mentor and a trainer to over 2,000 executives all over the world.

Ahmed holds a Computer Science degree (UK) and a Master of Arts degree in Social Sciences (US). Prior to his current responsibilities, he worked as a Systems Accountant for fourteen years in Kenya, General Manager (Corporate Support Services) for a leading Logistics & Distribution Company (Dubai) for eight years, and Director (Shared Services) for a Dubai based IT Distribution Company, a subsidiary of MDS group (Middle East Data Systems), Dubai, for eight years.

He is also an International Faculty for an International Leadership and Management Institute headquartered in Atlanta (US), with two training centres in Maui, Hawaii (USA) and Singapore since 2002. He has conducted many programs in Leadership, HR, Strategic Management, Corporate Governance and many other soft skills. On a social front, Ahmed was a successful soccer player, having played for top clubs in Kenya for over fifteen years as well as the Kenyan National Team between 1982 and 1986.

Olumide Bewaji

Olumide graduated from University of Lagos in 1990 with BSc (Hons) Accounting. He is a Chartered Accountant (FCA) and a Fellow of the Chartered Institute of Taxation of Nigeria. He holds an MBA from Manchester Metropolitan University and MSc in Information Technology Management from University of Greenwich. He trained with Ernst and Young, Lagos and worked with various organisations in Nigeria before moving to UK as an Enterprise Resource Management Consultant in year 2000 specialising in SAP and Oracle Financials.

His experience cuts across industries, from Banking to Energy and Public sector. He facilitates advance training programmes at the Manchester Metropolitan University. His core competencies includes Financial Markets, Risk Management, Information Technology, E-Banking and E-Payments, Accounting Systems Development, Forensic Accounting, and Regulatory Compliance.

Victor Abayomi Olumi

Presently studying for a Doctorate in Business Administration (DBA) - with special reference to International Business in Walden University, Maryland, United States, Victor has almost two decades experience that has transverse the manufacturing, communications, electronics, automobile and management consulting industries. Whilst holding a double Masters degree in Economics and Supply Chain Management from the University of Lagos, Nigeria and the prestigious Michael Smurfits Graduate School of Business, University College Dublin, Ireland respectively, Victor also holds a Diploma in Business and Industrial Law (DBIL) from the University of Lagos.

A member of various professional associations that include Strategic Planning Xchange, UCD Business Alumni, Procurement Professionals, Institute of Production and Inventory Control Society (IPICS), Blanchardstown Area Partnership, etc, Victor is focused and committed to undertaking research programs in the area of Strategy Processes Development and Implementation.

Bunmi Olona

Bunmi Olona has over 14 years' experience in Business Analysis and Project Management having worked on the implementation of several multi-million dollar projects within the Financial & Telecommunications industry. Bunmi's expertise includes Enterprise Analysis and Process Re-engineering. She has vast experiences in all phases of System Development

Lifecycle (SDLC) and Project Lifecycle (PLC) including Requirements Definition, Design, Development, Testing and Support.

She currently works with one of the biggest banks in Canada and was the lead for the implementation of a multi-million dollar bank-wide project mandated by the Canadian Deposit Insurance Company (CDIC). The early implementation of the project resulted in premium savings of over \$20million dollars for the bank.

She was the Bank's representative at the Canadian Bankers' Association Working Group and was also consulted by the CDIC to review and vet a template which was later distributed to all the banks to be used in the calculation of customer payouts. She was awarded the Sparks award by the Bank to recognize her significant contribution to the successful implementation of the project. Bunmi holds a B.SC in Economics and is a member of the International Institute of Business Analysis and an associate member of the Association of Chartered Certified Accountants (ACCA) and the Certified General Accountant, Canada (CGA).