Developing management and leadership skills for you and your staff
### Client List

#### Oil, Gas and Petrochemicals
- Angola LNG Angola
- Organisation of the Petroleum Exporting Countries (OPEC) Austria
- State Oil Fund Azerbaijan
- Gulf Petrochemical Industries Company Bahrain
- Big Group Bolivia
- HESS Botswana
- Winterhall Germany
- Ghana National Petroleum Corp. Gabon
- Olifax Limited India
- Special Task Force for Upstream Oil and Gas Indonesia
- Kuwait Oil Tanker Co. Kuwait
- Malaysia Oil and Gas B.V. Libya
- Petrofac Malaysia
- Petrofac Mozambique
- Gazprom Sakhalin Holdings B.V. Netherlands
- Nigerian National Petroleum Corp. Nigeria
- Petroleum Development of Oman (PDO) Oman
- HPCL Pakistan Oil and Gas Co. B.V. Pakistan
- Qatar Gas Qatar
- Saudi Basic Industries Corp. (SABIC) Saudi Arabia
- Dar Petroleum Sudan
- Tanasan Petroleum Development Corp. Tanzania
- Petroleum Energy Developments International Ltd. Tunisia
- WELD Zep Turks and Caicos
- Shell Ukraine
- British Gas United Kingdom
- Petróleos de Venezuela Venezuela
- Cau Long Joint Operating Co. Vietnam
- GMV Yemen

#### Telecommunications
- K Telcom Ceylon (KTC) Armenia
- Azercell Telecom LLC Azerbaijan
- Dibaux Telecom Bulgaria
- Gambia Telecommunications Co. Ltd. Gabon
- Ghana Community Network Services Ltd. Ghana
- IPDQ Telecommunications Kazakhstan
- VIVA Kuwait Third Telecommunication Co. Kuwait
- Libyan Telecommunications Authority Libya
- Nigerian Communications Commission Nigeria
- Oman Telecommunications Co. (Omantel) Oman
- Communications and IT Commission Saudi Arabia
- National Telecommunications Commission Sierra Leone
- Telecoms Authority Trinidad and Tobago

#### Power and Utilities
- Ghana Grid Co. Ltd. (GGRID) Ghana
- Enel Italy
- Nigerian Bulk Electricity Trading Plc (NBET) Nigeria
- Maceo Electricity Co. Oman
- Rwanda Utilities Regulatory Authority Rwanda
- Shaqura Water and Electricity Co. Saudia Arabia
- Korea Hydro and Nuclear Power Ltd. South Korea
- Tanesco Electric Supply Co. Ltd (Tanesco) Tanzania
- Uganda Electricity Generation Co. Ltd. Uganda
- Office of Gas and Electricity Markets (OGEM) United Kingdom

#### Manufacturing
- Riche Bangladesh Limited Bangladesh
- Vossloh Kiepe Germany
- Eurofichiger Jagdflugzeug GmbH Germany
- Rhenus Netherlands
- Fau Fertilizer Co. Ltd. Pakistan
- British American Tobacco Trading SRL Romania
- BAE Systems Saudi Arabia
- LG International South Korea
- FNSS Defence Systems Turkey
- GlaxoSmithKline United Kingdom

#### Public Sector
- Department for International Development (DFID) Afghanistan
- United Nations Development Programme (UNDP) Afghanistan
- Center for Agriculdnce and Rural Dev. Foundation Armenia
- Tamkaren Bahrain
- ONCFL Burkina Faso
- Ministry of Lands and Housing Botswana
- Ethiopian Public Health Association Ethiopia
- Ministry of Health and Social Welfare Gabon
- European Union Monitoring Mission Georgia
- United Nations Germany
- Oman Free Zones Board Ghana
- United Nations Stabilisation Mission High International Initiative for Impact Evaluation (3ie) India
- United Nations Logistics Base Italy
- United Nations Childern’s Fund Iraq
- Multinationals Force and Observers Israel
- United Nations OCHA Kazakhstan
- Supreme Court of Kenya Kenya
- Public Authority for Industry Kuwait
- Ministry of Finance Malaysia
- Repoman Malaysia Berhad Malaysia
- Industrial Training Fund Nigeria
- Royal Air Force Oman
- International Organisation for Migration Pakistan
- Pemex Qatar
- State Trading Organization Plc Republic of Maldives
- Saudi Food and Drug Authority (SFDA) Saudi Arabia
- National Social Security and Insurance Trust Sierra Leone
- World Intellectual Property Organisation (WIPO) Switzerland
- Contractors Registrations Board Tanzania
- Ministry of Finance Thailand
- Electoral Commission Uganda
- Executive Affairs Authority United Arab Emirates
- The Royal Malaysian NHF Foundation United Kingdom

#### Banking and Finance
- African Export-Import Bank Egypt
- European Central Bank Germany
- Bank of Ghana Ghana
- Bank Indonesia Indonesia
- African Development Bank Ivory Coast
- Insurance Regulatory Authority Kenya
- Himalayan Bank Limited Nepal
- Securities and Exchange Commission Nigeria
- Capital Market Authority Oman
- Qatar Financial Centre Authority Qatar
- Saudi Arabian Monetary Agency (SAMA) Saudi Arabia
- Bank of Sierra Leone Sierra Leone
- Bank for International Settlements Switzerland
- Garanti Bank Turkey
- Uganda Revenue Authority Uganda
- Abu Dhabi Investment Authority United Arab Emirates
- HSBC Bank Plc United Kingdom
- World Bank Yemen

#### Parts and Transport
- MAERSK Argentina
- German Civil Aviation Authority Germany
- Ghana Civil Aviation Authority Ghana
- World Bank Yemen
- China Civil Aviation Administration of China Japan
- Kenya Airways Authority Kenya
- Railway Regulatory Authority Kazakhstan
- Nigerian Ports Authority Nigeria
- Oman Airports Management Co. S.A.O.C. Oman
- Qatar Airways Qatar
- Qatar Airways Co. Saudi Arabia
- Surface and Marine Transport Tanzania
- United Arab Emirates Authority United Kingdom
- National Express United Kingdom

#### Ports and Transport
- National Express United Kingdom
- Supramar United Kingdom
- Viva Africa United Kingdom
- World Bank United Kingdom
- Ethiopian Airlines Ethiopia
- World Intellectual Property Organisation (WIPO) Switzerland
- Contractors Registrations Board Tanzania
- Ministry of Finance Thailand
- Electoral Commission Uganda
- Executive Affairs Authority United Arab Emirates
- The Royal Malaysian NHF Foundation United Kingdom

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For all course dates and to book visit [www.lct.co.uk](http://www.lct.co.uk)
LCT welcomes you to London

There’s no better place to enhance your professional profile

Famously situated on the River Thames, the capital city of the United Kingdom is home to some of the world’s most powerful businesses.

The City of London is the world’s greatest foreign exchange market with much of the trade conducted in Canary Wharf. This is home to some of the best-known and influential names in finance, power and transport infrastructure, telecommunications and law.

And at London Corporate Training, we are leaders in providing the most advanced and comprehensive range of professional training courses available. Book now and come and experience everything that London has to offer.

“London Corporate Training is the best training organisation. Everything was excellent – the venue, the atmosphere, the customer service and the training was so interesting.”

Assistant executive officer
Supreme Court Of Nigeria

For all course dates and to book visit www.lct.co.uk
Introduction

The LCT approach
We have built our reputation on the cornerstone of excellent customer service and top quality educators, all of whom have extensive experience in their respective areas of expertise. The result is extremely high levels of delegate satisfaction.

We emphasise the practical element of our delegates’ learning experience: at least 50% of each session is spent showing delegates how to apply theoretical management concepts to real-life scenarios. This allows our delegates to utilise the tools and techniques learnt within their respective work scenarios. Our delegates also benefit from learning from the experience of their peers, who are often from differing cultural backgrounds and business sectors.

Constantly striving for perfection means that we consistently receive extremely positive feedback from delegates, and our service is continually customised to meet their specific requirements. Our dedicated customer service team is always at hand to offer the necessary advice to ensure delegates are comfortable and able to focus all their energies on a positive experience.

Open Courses in central London
This brochure provides details of our Open Courses, which we offer at different times of the year to delegates from all over the world. Contrary to many other training organisations, we do not cancel courses, so all courses will run providing that there is at least one delegate booked! This course listing was accurate as at 1 October 2019 and so please refer to our website www.lct.co.uk for accurate and up to date information on our Open Courses.

Our Open Courses are delivered in our training centre in Hammersmith, central London, where we have several training rooms. This training centre is located around 30 minutes from London Heathrow and has over 20 high quality hotels and similar accommodation within walking distance.

Bespoke tailor-made courses for groups
In addition to our Open Courses, we specialise in tailor-made courses that can be delivered anywhere in the world – at client offices, other leading international cities like New York, Dubai, Barcelona, or at our own training centre in Hammersmith, London.

Over the years, we have consolidated our relationship with our clients by developing and delivering tailor-made courses. These customised courses not only provide potential financial efficiencies for larger group sizes, but also provide clients with the added advantage of adopting the course to their specific requirements. Our experience and expertise enable us to develop almost any courses in the field of business and management. We always involve our expert consultants at an early stage in order to work in partnership with our clients in the design of the specific course, focusing on pre-assessment of the required capabilities and a skills gap analysis, in order to guarantee that the appropriate solutions are delivered.

Listed below are some examples of tailor-made courses that have been delivered by LCT for clients around the world.

- ‘Managing Marketing Communications’ in Doha for Qatar Diar
- ‘Skills Development Administration, Supervision Skills, and Leadership’ in London for Mellitah Oil and Gas B.V. (Libya)
- ‘Professional Ethics, Diplomacy and Communication’ in Lagos for Economic Community of West African States
- ‘Global Energy Market and Competition’ in Noida for Gas Authority of India Ltd
- ‘Enterprise Risk Management’ in London for Riyadh Bank (Saudi Arabia)
- ‘Effective Inventory Management within an IPSAS Environment’ in Habi for United Nations
- ‘Oil and Gas Exploration and Production Accounting’ in London for South Atlantic Petroleum (Nigeria)
- ‘Management Skills’ in Muscat for Civil Service Employees’ Pension Fund
- ‘Managing Matrix Organisations’ in Accra for Ghana National Petroleum Corporation
- ‘Events and Protocol Management’ in London for Katara (Qatar)
- ‘Human Resources Cost Optimisation’ in Russia for premium Vektor Ltd
- ‘Effectively Demonstrating Governance and Compliance via Sarbanes-Oxley’ in London for Chaucer Syndicates, UK

Established in 1994, LCT celebrated its 25th anniversary in 2019 and is proud to be a leading provider of executive education for international delegates from international corporations, including directors, senior executives, entrepreneurs and business owners.
Management and Leadership

Ask about our bespoke courses tailored to your specific needs.

Why not speak to one of our friendly advisers?
Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
### COURSE CONTENT

#### Setting Objectives and Targets
- Where are you now and where do you want to be, by when?
- Plan and actions required to achieve these objectives
- Improve organisational, team and individual performance with quantitative targets
- Monitoring and measuring feedback results

#### Leadership
- Vision, roles and responsibilities of an inspirational leader
- Qualities, skills and commitment required
- Adapting leadership styles to different situations
- Overcoming the challenges of leadership

#### Motivation
- Factors which motivate you and others
- Achieving organisational goals with a motivated workforce
- Increasing motivation to improve individual performance
- Management skills required to motivate individuals and teams

#### Team Building
- Characteristics of an effective team
- Roles and responsibilities of individuals in the team
- Building a strong team which delivers results
- Delegating, appraising, evaluating, coaching and mentoring skills for teambuilding

#### Verbal Communication Skills
- Structure simple messages using appropriate language and delivery
- Listen attentively to ensure mutual understanding
- Generate productive and open discussions to solve problems
- Overcome the barriers to effective verbal communication

#### Influencing Skills
- Analysis of factors which influence people
- How to influence people without power and authority over them
- Challenging and participating in meetings which produce results
- Finding common ground and reaching agreement

#### Assertiveness
- Characteristics and skills of assertiveness
- Handling difficult people with confidence
- Giving feedback and receiving criticism constructively
- Responding appropriately to aggressive, assertive and passive people

#### Negotiation Skills
- Pre-negotiation preparation on all aspects of the negotiation
- Styles, techniques and skills of a good negotiator
- Tricks people may play on you
- Close with a win-win result for all

#### Written Communication Skills
- Win and keep readers’ attention
- Managing discussions to solve problems
- Preparing and proofreading documents
- Motivating people and build successful teams

#### Emotional Intelligence and Body Language
- Key principles, qualities and skills of Emotional intelligence
- Application of EI to develop teams, individuals and required to situations
- Sending the right messages through your non-verbal communication
- Interpreting the signals and gestures of body language of others

#### Presentation Skills
- Research the people in the audience and their objectives
- Approach, structure, content and methods to meet audience requirements
- Anticipate, prepare and practice answers to difficult questions and awkward questioners
- Overcome nerves, project your voice powerfully and keep audience attention

#### Creative Problem Solving and Decision Making
- Analysis of causes, symptoms and implications of a problem
- Generating a range of creative solutions
- Prioritising options against objective criteria to make a decision
- Implementing decisions, evaluating results and responding to feedback

#### Time and Stress Management
- Prioritising and organising work according to goals
- Eliminating time wasters
- Identifying the causes and symptoms of stress
- Planning and implementing your strategy to avoid burnout

#### Emotional Intelligence
- Understanding your own emotions
- Managing your own emotions
- Reading and responding to other people’s emotions
- Developing empathy and compassion

#### Emotional Intelligence
- Understanding your own emotions
- Managing your own emotions
- Reading and responding to other people’s emotions
- Developing empathy and compassion

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For all course dates and to book visit [www.lct.co.uk](http://www.lct.co.uk)
Senior Management Skills
Course Reference: M.1B
Duration: 10 days
Course fee: £5,250.00

Motivational Leadership and Building Successful Teams
Course Reference: M.2
Duration: 5 days
Course fee: £3,050.00

Effective Communication and Inspirational Presentations
Course Reference: M.3
Duration: 5 days
Course fee: £3,050.00

Influencing Skills, Assertiveness and Negotiation
Course Reference: M.4
Duration: 5 days
Course fee: £3,050.00

Who should attend?
- Board Members
- Senior Directors
- Senior Managers
- Departmental Directors
- Departmental Managers
- Deputy Departmental Managers
- Team Leaders
- Project Managers
- Operations Managers

By the end of the course delegates will be able to:
- Set objectives and targets to achieve the vision, mission and goals of an organisation
- Confidently apply skills of motivational leadership and team building
- Develop clear decision making skills

COURSE CONTENT
Setting Objectives and Targets
Leadership
Motivation
Team Building
Creative Problem Solving and Decision Making

Who should attend?
- Senior Directors
- Senior Managers
- Departmental Directors and Departmental Managers
- Team Leaders
- Project Managers
- Operations managers

By the end of the course delegates will be able to:
- Increase the impact of verbal communication in multiple and complex situations
- Give powerful, memorable and winning presentations in meetings, conferences and at pitch presentations
- Write effectively and productively with impact
- Apply NLP™ and Emotional Intelligence to self-development

COURSE CONTENT
Verbal Communication Skills
Presentation Skills
Written Communication Skills
Introduction to Neuro-Linguistic Programming
Emotional Intelligence and Body Language

I thoroughly enjoyed the course. There’s a great, positive learning environment and staff are welcoming – which makes me hungry for more training at LCT.

Accountant
Lagos State Judiciary
Management and Leadership

ABOUT THE COURSE

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

By the end of the course delegates will be able to:
- Use verbal skills to influence people with a constructive outcome
- Apply assertiveness skills to cope confidently with different people
- Solve problems creatively and develop sound decision making techniques
- Increase effectiveness of time management and control stress

COURSE CONTENT

Verbal Communication Skills
- Influencing Skills
- Assertiveness
- Creative Problem Solving and Decision Making
- Time and Stress Management

ABOUT THE COURSE

Who should attend?
- Senior and experienced supervisors who would like to develop into more senior supervisory role
- Supervisors who would like to develop into a more senior supervisory role
- Supervisors who would like to develop their practical and relevant skills and techniques
- Senior team leaders
- Senior project supervisors

By the end of the course delegates will be able to:
- Set objectives and targets to achieve the vision, mission and goals of an organisation
- Apply the skills of leadership to enhance the supervisory role
- Motivate people and build successful teams
- Use verbal skills to influence people with a constructive outcome
- Apply assertiveness skills to cope confidently with different people
- Solve problems creatively and develop sound decision making techniques
- Increase effectiveness of their time management and stress control

COURSE CONTENT

Setting Objectives and Targets
- Where are you now and where do you want to be, by when?
- Plans and actions required to achieve these objectives
- Improve organisational, team and individual performance with quantifiable targets
- Monitoring, measuring and feedback results

Leadership
- Vision, roles and responsibilities of an inspirational leader
- Qualities, skills and commitment required
- Adapting leadership styles to different situations
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- Increasing motivation to improve individual performance
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Creative Problem Solving and Decision Making
- Analysis of causes, symptoms and implications of a problem
- Generating a range of creative solutions
- Prioritising options against objective criteria to make a decision
- Implementing decisions, evaluating results and responding to feedback

Time and Stress Management
- Prioritising and organising work according to goals
- Eliminating time wasters
- Identifying the causes and symptoms of stress
- Planning and implementing your strategy to avoid burnout

The staff were very welcoming and friendly. The training was well structured, useful, and intensive. The consultants were highly talented and happy to answer questions on the subject areas. They provided a diverse array of examples which aided our understanding of the material. I look forward to being in further contact with LCT in the future.

JCT Manager
Greenstreet B.V.

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

For all course dates and to book visit www.lct.co.uk
Management and Leadership

Advanced Strategic Management
Course Reference: M.6
Duration: 10 days
Course fee: £5,250.00
03 - 14 February
04 - 15 May
03 - 14 August
02 - 13 November
London

Stakeholder Identification
Measurement and Reporting
Evaluation of strategies to determine and ensure the success of all strategies
Applying relevant measures of progress to enable action to be taken to overcome any challenges to the implementation of the strategies
Generate commitment from all stakeholders to increase the strength of support for the successful implementation of the strategic plan
Identify and use the key approaches and methods of communication to ensure transparency and openness

Who should attend?
• Chief Executive Officers
• Directors
• Company Secretaries
• Presidential advisors
• Members of parliament
• Board Advisers
• Chorus Financial Officers
• Board Members
• Heads of Department
• Directors of Human Resources
• Directors of Business Development
• Strategic Advisors
• Senior Managers
• Project Directors

By the end of the course delegates will be able to:
• Create strategies which will enable an organization to achieve its vision, goals and objectives
• Develop-supporting systems and structures to underpin and ensure the success of all strategies
• Appreciate how important leadership is in the management and implementation of strategies and incorporate this knowledge into future strategic planning
• Anticipate and evaluate likely and unlikely risks and incorporate this knowledge into strategic management, while enabling a quick and flexible response to internal and external changes
• Identify those factors which contribute to the failure of the majority of all strategies and prevent or overcome these
• Revise, refresh and develop those key strategic management skills which enable strategic plans to be implemented effectively

About the course
See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
For all course dates and to book visit www.lct.co.uk

Management and Leadership

Formulating Corporate Strategy
Course Reference: M.7
Duration: 3 days
Course fee: £2,750.00
04 - 07 May
02 - 04 November

Who should attend?
• Chairmen
• Managing Directors
• Chief Executive Officers
• Directors
• Company Secretaries
• Presidential advisors
• Ministerial advisors
• Board advisors
• Chief Financial Officers
• Board Members
• Heads of Department
• Directors of Human Resources
• Directors of Business Development
• Strategic Advisors

By the end of the course delegates will be able to:
• Create strategies which enable an organisation to achieve its vision, goals and objectives
• Develop supporting systems and structures to underpin and ensure the success of all strategies
• Apply relevant measures of progress to enable action to be taken to overcome any challenges to the implementation of the strategies

COURSE CONTENT
Formulating Strategy to Achieve Vision
Structures, Processes and Procedures
Measurement and Reporting

ABOUT THE COURSE

Advanced Masterclass in Business Administration
Course Reference: M.8
Duration: 10 days
Course fee: £5,250.00
20 - 31 January
25 May - 05 June
21 September - 02 October

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

By the end of the course delegates will be able to:
• Describe key business functions and their impacts
• Develop a marketing strategy
• Analyse and interpret financial accounts and statements
• Conduct statistical analysis
• Develop a roadmap for operational management and efficiency
• Apply knowledge of organisational behaviour and dynamics
• Review and enhance their organisation’s approach to the challenges of Corporate Governance

COURSE CONTENT
Marketing
• Consumer Analysis
• Market Analysis
• Analysis of Own Situation and Competition
• Marketing Mix
• Marketing Economics

Organisational Behaviour
• Human challenges in the workplace
• Motivation and Leadership
• Organisational Models and Procedures
• Organisational Evolution and Change Management

Accounting
• Accounting Rules
• Accounting Concepts
• The Financial Statements
• Balance Sheets
• The Income Statement
• Cash Flows

Finance
• Business Structures
• Financial Management
• Risk
• Mergers and Acquisitions

Operations
• Operations Research
• Flow Diagrams
• Inventory
• Standards and Control
• Information Technology (IT)

Strategy
• The Seven S Model
• Competitive Strategies Various Models
• Implementation

Corporate Governance
• Implementation of Strategies
• Business Ethics: internal and external Responsibilities
• Stakeholder Analysis

Economics
• Micro-Economics: Supply and Demand
• Macro-Economics: GNP Monetary and Fiscal Policies
• Market Structures: Competition, Restraint of Trade, Monopoly

Quantitative Analysis
• Decision Theory
• Probability Theory
• Statistical and Market Research
• Regression Analysis and Forecasting

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
**Course Reference: M.BA**  
Duration: 5 days  
Course fee: **£3,050.00**  
20 - 24 January  
25 - 29 May  
21 - 25 September

### ABOUT THE COURSE

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

#### By the end of the course delegates will be able to:
- Understand the key business functions and their impacts
- Demonstrate an understanding of marketing strategy
- Understand the key business functions and their impacts
- Create a roadmap for operational management and efficiency
- Develop an understanding of organisational behaviour and dynamics

#### COURSE CONTENT
- Marketing
- Organisational Behaviour
- Accounting
- Finance
- Operations

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**Course Reference: M.BB**  
Duration: 5 days  
Course fee: **£3,050.00**  
27 - 31 January  
01 - 05 June  
28 September - 02 October

### ABOUT THE COURSE

#### Who should attend?
- Business owners and entrepreneurs who are looking for a focused course on key business skill development
- Public sector officials who are looking to develop leading edge business administration skills

#### By the end of the course delegates will be able to:
- Understand the key business functions and their impacts
- Comprehend the intricacies of financial accounting
- Demonstrate an in depth understanding of marketing strategy
- Understand the key business functions and their impacts

#### COURSE CONTENT
- Operations
- Strategy
- Corporate Governance
- Economics
- Quantitative Analysis

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**Course Reference: M.9**  
Duration: 10 days  
Course fee: **£5,250.00**  
13 - 24 January  
06 - 17 April  
06 - 17 July  
05 - 16 October

### ABOUT THE COURSE

#### Who should attend?
- Professionals who need to understand the latest developments in corporate governance
- Executives involved in strategy development, including financial, corporate strategy, human resources, and government affairs
- Public officials in a regulatory, supervisory or compliance function
- Investor Relations managers responsible for their organisation’s dealings with the finance community

#### What is Corporate Governance?
- Essential structures of corporate governance
- Principle functions and responsibilities of the Board
- Setting the company strategic direction
- Establishing corporate values
- Nominating the executives to account
- Maintaining the corporate reputation

#### COURSE CONTENT
- Company Directors and Company Boards
  - Board of a Director
  - Promoting the success of the company
  - The role of the chairman
  - Executive and Non-executive directors
  - Making a difference using non-executive directors
- Corporate Failure Resulting from Poor Governance
  - The ineffective board
  - Examples of corporate failure: Maxwell, Polly Peck, Enron
  - Analysis of the banking crisis as a failure of governance
- Sarbanes-Oxley and other regulatory responses to corporate governance failure
- Lessons learned from corporate failures

#### Protecting shareholders and other stakeholders
- The UK Corporate Governance Code
- The Company or Explain rule
- How to protect the shareholder?
- Communicating with the shareholder
- A Legal framework for corporate governance

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For all course dates and to book visit www.lct.co.uk

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Management and leadership

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It is clear that LCT is committed to its training. The course was highly enjoyable and staff took good care of my colleague and me.

Protocol to Hon. C.I.N.  
Supreme Court Of Nigeria

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For all course dates and to book visit www.lct.co.uk
Management and Leadership

Corporate Governance
Course Reference: M.9A
Duration: 5 days
Course fee: £3,050.00
13 - 17 January
06 - 10 April
06 - 10 July
06 - 09 October
London

Who should attend?
• Professionals who need to understand the latest developments in corporate governance
• Executives involved in strategy development, including finance, corporate strategy, human resources, and government affairs
• Public officials in a regulatory, supervisory or compliance function
• Investor relations managers responsible for their organisation’s dealings with the finance community
• Company secretaries and governance professionals
• Executive Directors, S & Non-Executive Directors
• Shareholder representatives

By the end of the course, delegates will be able to:
• Understand the duties of company directors
• Evaluate how company boards organise themselves
• Explain the underlying issues which led to the creation of corporate governance as a discipline
• Demonstrate knowledge of the checks and balance that apply to the boards of listed companies
• Understand the framework of governance rules that has been created by the UK Corporate Governance Code

COURSE CONTENT
What is Corporate Governance?
• Company Directors and Company Boards
• Corporate Failures Resulting from Poor Governance
• Protecting Shareholders and Other Stakeholders
• Corporate Social Responsibility (CSR)

Strategic Context
Threat and Risk Analysis
Financial, Market and Credit Risks
Practical Risk Management
The Organisational and Personal ‘appetite’ for Risk

Corporate Risk Management
Course Reference: M.10
Duration: 5 days
Course fee: £3,050.00
17 - 21 February
15 - 19 June
12 - 16 October
London

Who should attend?
• Senior managers and managers with responsibility for risk management
• Public or private sector managers without a specific risk management function but have elements of risk in their organisations and roles
• Private business owners looking to grow their business who recognise the need to manage the associated risks of expansion
• Delegates looking to develop a sound understanding of risk and organisational risk management processes
• Managers from organisations where risk management is a core activity
• Operational managers who wish to gain a greater understanding of corporate risk management as a key element of their business and corporate planning cycle

By the end of the course, delegates will be able to:
• Understand corporate risks and how they should be managed in either a private or public sector organisation
• Identify how strategic and operational managers can ensure their organisation has identified its key assets and the threats and risks these assets may face
• Demonstrate an understanding of the tools and techniques available for effective corporate risk management
• Develop plans to protect key people, financial and operational assets
• Create effective risk management plans at corporate and operational business levels
• Develop techniques to effectively protect your organisation’s key assets

COURSE CONTENT
The Organisational and Personal ‘appetite’ for Risk
Threat and Risk Analysis
Financial, Market and Credit Risks
Practical Risk Management
The Organisational and Personal ‘appetite’ for Risk

For all course dates and to book visit www.lct.co.uk

FIND OUT MORE ONLINE
About the Course
Course Content
COURSE CONTENT
Strategic Context
Threat and Risk Analysis
Financial, Market and Credit Risks
Practical Risk Management
The Organisational and Personal ‘appetite’ for Risk

Management and Leadership

Coaching and Mentoring
Course Reference: M.11
Duration: 5 days
Course fee: £3,050.00
08 - 12 June
01 - 05 March
London

Who should attend?
• Directors
• Deputy Directors
• Heads of Department
• Senior Managers
• General Managers
• Team leaders
• Project managers
• Project leaders
• All individual employees

By the end of the course, delegates will be able to:
• Achieve long-term organisational benefits
• Use modern correct skills and techniques
• Bring out the best of the skills, talents, contributions and qualities of all involved
• Maximise the achievement of an organisation’s vision through coaching and mentoring
• Overcome the challenges of setting the future

COURSE CONTENT
Characteristics and Benefits
Preparation
Skills for Success
Overcoming the challenges
Measuring Results and Contribution

FIND OUT MORE ONLINE
Finding out more
Characteristics and Benefits
Preparation
Skills for Success
Overcoming the challenges
Measuring Results and Contribution

Accredited Lean Management Programme
Course Reference: M.12
Duration: 5 days
Course fee: £6,500.00
16 - 20 December
19 - 23 February
London

Who should attend?
• Chief Executives
• Entrepreneurs
• Sales Directors
• Marketing Directors
• Chief Operations Officers
• Senior Managers
• General Managers
• Heads of Department
• Senior advisors and influencers

By the end of the course, delegates will be able to:
• Lean awareness
• Habits of effective people, leadership is a service
• T4F and how it fits, direction setting and strategic alignment
• Standardise to enable setting the future

FIND OUT MORE ONLINE
Finding out more
Lean awareness
Habits of effective people, leadership is a service
T4F and how it fits, direction setting and strategic alignment
Standardise to enable setting the future

For all course dates and to book visit www.lct.co.uk

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
ABOUT THE COURSE

Who should attend?
This course is ideal for Administrative Assistants, Office Managers, and Personal Assistants seeking to build on essential practical skills to improve knowledge of office management and administration duties.

By the end of the course delegates will be able to:
• Better manage their work environment to meet organisational objectives and individual performance
• Provide higher standards of modern office administration
• Better support their managers and operational colleagues by providing professional administrative support services
• Communicate confidently and effectively with customers and internal colleagues at all levels in the organisation
• Effectively organise, manage and administer management meeting and other events

COURSE CONTENT

Office Organisation
• Practical solution-focused administration skills
• How to manage the day-to-day running of the office
• How to effectively support operational and senior managers

Understanding the Role
• Exploring the different roles of the administrative assistant
• How to gain a clear understanding of each specific role in the organisation
• Practical tips for diary, workload management, etc. (delegates are encouraged to consider and communicate their personal learning needs ahead of the course)

Arranging Meetings and Taking Minutes
• Planning and arranging meetings and other events
• Best practice for handling meetings
• Providing the right support to delegates
• Providing the right support to the Chair of the meeting
• Arranging the environment for successful meetings or other events

Professional Verbal Communication Skills
• How to communicate with customers
• Dealing with complaints
• Communicating on behalf of others – maintaining the corporate image
• Communicating with a confident voice

Written Communication Skills
• How to write a good business letter, email or memo
• Using social media for work purposes
• Taking, publishing and following-up minutes and actions from meetings
• Creating and managing a professional filing system

FIND OUT MORE ONLINE
For all course dates and to book visit www.lct.co.uk

Management and Leadership

Secretary, Office Administration and Personal Assistants’ Programme – Level 1
Course Reference: SS.1
Duration: 5 days
Course fee: £3,050.00
23 - 27 March London
22 - 26 June London
21 - 25 September London
07 - 11 December London

Secretary, Office Administration and Personal Assistants’ Programme – Level 2
Course Reference: SS.2
Duration: 5 days
Course fee: £3,050.00
30 March - 03 April London
29 June - 03 July London
28 September - 02 October London
14 - 18 December London

Executive PA Training
Course Reference: SS.3
Duration: 10 days
Course fee: £5,250.00
02 - 13 March London
08 - 19 June London
02 - 13 March London
08 - 19 June London

ABSTRACT OF THE COURSE

Who should attend?
This course is designed for senior personal assistants and top-level management secretaries aiming to improve their performance and maximise opportunities for promotion to executive positions.

By the end of the course the delegates will be able to:
• Clearly understand the role and duties necessary to provide excellent support to the most senior ministers, directors and managers
• Carry out their duties more efficiently and effectively
• Update and raise standards of office management
• Align personal performance to organisational vision and success
• Gain a working understanding of project, event and change management
• Develop interpersonal skills and manage excellent teams

COURSE CONTENT

Office Organisation
• Professional and formal presentation skills
• Team-working
• Time and Stress Management
• Travel Management
Executive PA Training (3-day)
Course Reference: SS.4
Duration: 3 days
Course fee: £2,750.00

02 - 04 March
02 - 04 November
London
London

ABOUT THE COURSE

Who should attend?
This course is designed for senior personal assistants and high-level management secretaries aiming to improve their performance and maximise opportunities for promotion to executive positions.

By the end of the course the delegates will be able to:
• Clearly understand the role and duties necessary to provide excellent support to the most senior ministers, directors, and managers
• Carry out their duties more efficiently and effectively
• Update and raise standards of office management
• Align personal performance to organisational vision and success
• Gain a working understanding of project, event and change management
• Develop interpersonal skills and manage excellent teams

FIND OUT MORE ONLINE

The Role from the Principles Perspective
The Role from the Organisation’s Perspective
The Role Through the Individual’s Perspective

For all course dates and to book visit www.lct.co.uk
## Banking and Finance

### Advanced Reporting and Budgeting – Level 1 & 2 (FIN.1 & FIN.1A)

- **Financial Analysis** (FIN.2A): £3,050
  - 06 - 10 January
  - 06 - 10 April
  - 06 - 10 July
  - 06 - 10 October
- **Corporate Finance** (FIN.2B): £3,050
  - 13 - 17 January
  - 16 - 19 June
  - 17 - 21 December
- **Advanced Reporting and Budgeting – Level 1** (FIN.1A): £5,250
  - 13 - 24 April
  - 24 August - 04 September
  - 23 November - 04 December

### Banking and Finance

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**Ask about our bespoke courses tailored to your specific needs.**

Why not speak to one of our friendly advisers?

Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.

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See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

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For all course dates and to book visit www.lct.co.uk
Advanced Reporting and Budgeting – Level 1 & 2
Course Reference: FIN.1
Duration: 10 days
Course fee: £5,250.00

13 – 24 April
24 August – 04 September
23 November – 04 December
London

Who should attend?
Those for whom finance is part of their responsibility or are new to management and need a greater understanding of finance. They will be from all sectors, including private, public and not-for-profit including:

• Those who are new managers or managers wanting a refresher
• Budget holders who want to create and manage their budgets more effectively
• Operations managers who want to know more about cost management and projects
• Sales and marketing employees who want to understand financial statements

Any who needs to understand key accounting concepts, and improve forecasting and cost management skills

• Managers who are about to be promoted into positions which require financial literacy

• Managers facing financial decisions or expect to make a contribution to a wider planning process

COURSE CONTENT

◆ Concepts and Principles

• Financial accounting and management accounting – the differences
• Cash and accrual accounting compared and when they are used
• International accounting standards – formats and content
• The distinctive character of public sector accounting and budgeting

◆ Interpreting Financial Statements

• The income statement (P&L), format, content and key concepts
• Interpreting financial ratios derived from the income statement: P&L ratios. Profit margin
• The language and major components of the balance sheet
• Business ratios derived from the balance sheet and P & L, together: liquidity, debt, profitability etc.

◆ Investment Appraisal

• Defining the value generated and the required return – the hurdle rate
• Return on capital employed – calculation, methodology and interpretation
• Payback period calculations
• NPV and ARR calculations
• Non-financial aspects of investment appraisal and decision making

FIN.1 is a registered mark of the Project Management Institute, Inc.

By the end delegates will know how to:

• Describe the major concepts underlying accounting and finance
• Interpret and apply financial information in a business environment
• Put together a budget enabling you to justify expected expenditure
• Assess and measure budgetary performance
• Conduct effective investment appraisals
• Describe and interpret essential financial management information
• Manage financial aspects of projects more effectively
• Address budgeting requirements with a longer-term perspective and justify expected expenditure
• Participate in investment portfolio construction

Essential Budgeting Processes

• Purpose and benefits, problems and limitations of capital and operational budgets and the important differences
• Budget processes in the private sector
• Budget processes in the public sector
• Identification of risks to the budget and actions to mitigate them

Measuring Financial Performance

• What is financial performance?
• Financial performance in the public sector
• The importance of cash flow – how to measure and improve it
• Gross profit, operating profit, net profit margin
• Key performance ratios

Managing the Costs and Finances of Projects

• The stages of project management – PMBOK® Guide and Prince 2 compared
• Building the Business case and getting approval for funding
• Estimating project costs – expert, analogous parametric, top-down estimating etc.
• Understanding Gantt charts
• Project finances
• Project risks and financial implications

For all course dates and to book visit www.lct.co.uk

Banking and Finance

Reporting and Budgeting – Level 1
Course Reference: FIN.1A
Duration: 5 days
Course fee: £3,050.00

13 – 17 April
24 – 28 August
23 – 27 November
London

Who should attend?
Those for whom have studied finance and its part of their responsibility or they are new to management and need a greater understanding of financial management. It’s an ideal course to attend prior to the Level 2 course.

Participants will be from all sectors, including private, public and not-for-profit including:

• New managers or managers wanting to update their financial knowledge
• Budget holders who are responsible for creating and managing their department’s budgets
• Operations managers who want to know more about budget management and projects
• Senior sales and marketing employees who want to understand financial statements
• Senior managers who require greater financial literacy skills
• Managers facing strategic financial decisions or expect to make a contribution to a wider planning process

By the end of the training delegates will be able to:

• Describe the key features of financial modeling and techniques
• Express the importance, implications and uses of financial modeling in both organizational decision making and strategy implementation
• Use the analytical tools available within financial modeling
• Design and construct financial models

Course fee:

Course Reference: FIN.1B
Duration: 5 days
Course fee: £3,050.00

20 – 24 April
31 August – 04 September
30 November – 04 December
London

Who should attend?
Those who have studied finance and it is part of their responsibility or they are new to management and need to understand financial management. They will be from all sectors, including private, public and not-for-profit. This course assumes they already have a good appreciation and current knowledge of the topics covered in the Level 1 course.

• New managers or managers wanting to update their financial knowledge
• Budget holders who want to create and manage their budgets more effectively
• Operations managers who want to know more about cost management and projects
• Sales and marketing employees who want to understand financial statements
• Senior managers who require greater financial literacy skills
• Managers who are about to be promoted into positions which require financial literacy
• Managers facing financial decisions or expect to make a contribution to a wider planning process

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

• Describe and interpret essential financial management information
• Manage financial aspects of projects more effectively
• Address budgeting requirements with a longer-term perspective and justify expected expenditure
• Participate in investment portfolio construction

Course fee:

Course Reference: FIN.2
Duration: 10 days
Course fee: £5,250.00

13 – 24 April
24 August – 04 September
23 November – 04 December
London

Who should attend?
Those who want to improve their financial acumen. It is an ideal course to attend prior to the Level 2 course.

• Those who are new to management and need a greater understanding of financial management
• Those who have studied finance and it is part of their responsibility or they are new to management and need a greater understanding of financial management
• Those who want to improve their financial literacy
• Those who want to learn more about budget management and projects

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

• Better understand and create financial statements
• Develop a deeper understanding of budgeting and cash flow management

Course fee:

Course Reference: FIN.2A
Duration: 5 days
Course fee: £3,050.00

13 – 17 April
24 – 28 August
23 – 27 November
London

WHO SHOULD ATTEND

• Managers facing financial decisions or expect to make a contribution to a wider planning process
• Managers who are about to be promoted into positions which require financial literacy
• Managers facing strategic financial decisions or expect to make a contribution to a wider planning process

Key Financial Concepts and Principles Covered in Level 1

• Management Accounting
• Managing the Costs and Finances of Projects
• Budgeting for Effective Budgeting and Risk

The course was well-organised and gave me a great insight into what happens in the financial sector being a non-financial practitioner.

Road Maintenance Engineer
Uganda Road Fund

For all course dates and to book visit www.lct.co.uk
Advanced Financial Analysis        Course Reference: FIN.2
Duration: 10 days        Course fee: £5,250.00
06 - 17 January London
30 March - 10 April London
29 June - 10 July London
28 September - 09 October London

Introduction to Financial Analysis and Financial Statements
- Short quiz exploring participant’s knowledge
- What is financial analysis and who uses it for what
- Sources of information
- Efficient markets theory
- International Financial reporting standards – the key statements explained
- Financial performance in the public sector use of ratios

What Financial Analysis Can and Cannot Tell You
- Comparison of analysis techniques
- Evaluation of performance – comparisons
- Income statement ratios, common size, profit margin, return on equity etc.
- Balance sheet ratios, quick ratios, current ratios, debt to equity and more
- Use of notes to the accounts

Return on Investments and Making Sense of Trends
- The building blocks of ROI
- Payback method
- Net present value method (NPV)
- Internal rate of return (IRR)
- Historical comparisons and industry benchmarks
Technical Analysis
- What is technical analysis and why it works
- Crowd behaviour concepts
- Behaviour economics
- Types of technical indicators
- Drawing and interpreting trend lines

More Ratios and Practical Exercises
- Price to earnings ratio, dividend yield, dividend payout ratio
- The importance of cash flow – how to measure and improve it
- Gross profit, operating profit, net profit margin
- Key investor ratios
- End of week quiz to reinforce learning

How The Shift from Shareholder to Stakeholder Value is Driving Strategy and Decision-Making
- Value maximization and stakeholder theory
- The drivers of shareholder and stakeholder value
- Linking decision-making to shareholder value – the long-term perspective
- Ethical dimensions of decision-making

Funding the Business
- Capital structure and the cost of capital
- Funding with equity
- Retaining profit – dividend policy
- Funding with debt
- The main instruments of the capital markets

The Impact of PESTLE on Strategy and Risk Management
- The components of PESTLE and the impact on corporate finance
- Porter’s generic competitive strategies
- Mergers and acquisition – a corporate approach
- Managing financial risks

An Effective Treasury Function
- Expanding strategic role of treasury and its role in corporate decision making
- Price to earnings ratio, dividend yield, dividend payout ratio
- Leadership and training for treasurers
- The areas where treasury takes a lead role including: bank relationship management; short-term and long-term borrowing; financial risk management
- Defining treasury success – IRR, credit ratings etc.

For all course dates and to book visit www.lct.co.uk

Financial Analysis        Course Reference: FIN.2A
Duration: 5 days        Course fee: £3,050.00
06 - 10 January London
30 March - 03 April London
29 June - 03 July London
28 September - 02 October London

Introduction to Financial Analysis and Financial Statements
- Short quiz exploring participant’s knowledge
- What is financial analysis and who uses it for what
- Sources of information
- Efficient markets theory
- International Financial reporting standards – the key statements explained
- Financial performance in the public sector use of ratios

What Financial Analysis Can and Cannot Tell you
- Comparison of analysis techniques
- Evaluation of performance – comparisons
- Income statement ratios, common size, profit margin, return on equity etc.
- Balance sheet ratios, quick ratios, current ratios, debt to equity and more
- Use of notes to the accounts

Return on Investments and Making Sense of Trends
- The building blocks of ROI
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Technical Analysis
- What is technical analysis and why it works
- Crowd behaviour concepts
- Behaviour economics
- Types of technical indicators
- Drawing and interpreting trend lines

More Ratios and Practical Exercises
- Price to earnings ratio, dividend yield, dividend payout ratio
- The importance of cash flow – how to measure and improve it
- Gross profit, operating profit, net profit margin
- Key investor ratios
- End of course quiz to reinforce learning

For all course dates and to book visit www.lct.co.uk
For all course dates and to book visit www.lct.co.uk

ABOUT THE COURSE

Who should attend?
Managers and executives from all sectors who input into strategic and financial planning for their organisation, including:
• Those who are new appointed into a strategic planning role
• Treasury department managers who wish to increase the strategic role of the treasury function
• Financial planning practitioners who want to update their skills
• Those who want to be able to look at their organisation’s performance and that of competitors
• Audit personnel
• Financial risk managers

By the end of the course delegates will be able to:
• Go beyond the description of financial performance to calculate and interpret key information
• Assess the influential role of all stakeholders
• Develop a business funding policy to manage financial risk
• Evaluate the growing influence of corporate finance on strategy
• Exploit the growing strategic role in developing competitive advantage

COURSE CONTENT

• Financial Statements, International Standards and Interpreting them
  - Using Ratio Analysis
  - International Financial Standards for Private and Public Sectors
  - The key statements, format and content
  - Financial analysis – the essential ratios based on the income statement
• The Impact of PESTLE on Strategy and Risk Management
  - The components of PESTLE and the impact on corporate finance
  - Porter’s generic competitive strategies
  - Mergers and acquisitions – a corporate approach
  - Managing financial risk
• An Effective Treasury Function
  - Expanding strategic role of treasury and its role in corporate decision-making
  - Price to earnings ratio, dividend yield, dividend pay-out ratio
  - Leadership skills and training for treasurers
  - The areas where treasury takes a lead role, including bank relationships, management, short-term and long-term borrowing, financial risk management
  - Defining treasury success – KPIs, credit ratings etc
• The Shift from Shareholder to Stakeholder Value is Driving Strategy and Decision-Making
  - Value maximisation and stakeholder value
  - Linking decision-making to stakeholder value – the long-term perspective
  - Ethical dimensions of decision-making

Funding the Business
• Capital structure and the cost of capital
• Funding with equity
• Retaining profit – dividend policy
• Funding with debt
• The main instruments of the capital markets
• See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

About the course

Corporate Finance
Course Reference: FIN.2B
Duration: 5 days
Course fee: £3,050.00
13 - 17 January
06 - 10 April
06 - 10 July
05 - 09 October
London

Advanced Compliance Tool Kit
Course Reference: FIN.3
Duration: 10 days
Course fee: £5,250.00
02 - 13 March
09 - 20 November
London

Financial Crime Prevention
Course Reference: FIN.3A
Duration: 5 days
Course fee: £3,050.00
02 - 06 March
09 - 13 November
London

Financial Compliance
Course Reference: FIN.3B
Duration: 5 days
Course fee: £3,050.00
09 - 13 March
16 - 20 November
London

For all course dates and to book visit www.lct.co.uk
ABOUT THE COURSE

Who should attend?
Delegates who have some experience of auditing, either directly as an auditor or from within the financial services sector seeking to develop a professional and best practice approach to the development of the internal audit function in private and public sector organisations and enterprises.

By the end of the course delegates will be able to:
• Describe the expanded internal audit function
• Promote the conduct of effective audits and reporting
• Promote the development of an effective internal audit function
• Engage effectively with stakeholders
• Implement enhanced internal audit structures

Financial Crime Risks
• Money laundering, terrorist financing and sanctions risks
• AML controls
• CTF controls
• Sanctions controls – matches
• Trade based money laundering risks
• Customer due diligence controls
• Enhanced customer due diligence controls
• Consideration of money laundering risks in practice evidenced by the organisation
• Beneficial Ownership Transparency – individuals and entities
• Testing operational efficiency vs. financial crime risk preventions in practice
• Training and awareness programmes

Audit Report Writing
• Ensuring objective comments
• Ensuring use of constructive language
• Financial crime compliance terms and abbreviations for internal auditors
• Improvement recommendations
• Continuous improvement techniques

I enjoyed the training, especially the presentation skills of the training consultant; coupled with their depth of knowledge of the various topics covered. I hope to return to LCT.

Senior Manager of Finance
Nigerian Communications Commission

I have acquired additional skills which will help improve my work performance and output. The teaching style was based on participation and active learning. I found it refreshing.

Director for Planning, Projects and Studies
FARF - Fundo de Apoio à Redução da Desigualdade (FARF - Fund for the Reduction of Inequality)
Strategic Internal Auditing
Course Reference: FIN.4D
Duration: 10 days
Course fee: £5,250.00
09 - 20 March
London
08 - 19 June
London
30 November - 11 December
London

Who should attend?
Delegates who have some auditing experience, either directly as auditors or from within the quality assurance sector looking to develop further their auditing skills and best practice approach to the development of the internal audit function in private and public sector organisations.

By the end of the course delegates will be able to:
- Ensure their reports integrate risk for decision making processes
- Identify and assess financial crime risks within the control environment
- Engage effectively with stakeholders and deliver assurance standards on the culture of the organisation
- Promote and enhance the function of the organisation’s Chief Risk Officer

The Role and Function of Internal Audit
- Key goals of the internal audit function
- Ensuring auditor objectivity
- Avoidance of conflicts of interest within auditing
- Auditor skillset

Conducting Effective Audits
- Pre-audit planning
- Effective audit sampling techniques
- Recording findings during auditing
- Effective stakeholder engagement

Audit Structures
- The audit committee’s role
- Developing the audit charter
- The external auditor’s role
- Developing and improving best practices

Financial Crime Risks
- Money laundering, terrorist financing and sanctions risks
- AML, controls
- CFT controls
- Sanctions controls – matches
- Trade-based money laundering risks
- Customer due diligence controls
- Enhanced customer due diligence controls
- Consistent identification and management of money laundering risks in practice evidenced by the organisation
- Beneficial Ownership Transparency – individuals and entities
- Testing operational efficiency v. financial crime risk prevention in practice
- Training and awareness programmes

Audit Report Writing
- Ensuring objective comments
- Ensuring use of constructive language
- Financial crime compliance terms and abbreviations for internal auditors
- Improvement recommendations
- Continuous improvement techniques

Risk – Based Auditing
- Identifying areas of risk
- Identifying new areas of risk
- Classification and quantification of risk areas
- Identifying potential interface of existing and new areas of risk
- Developing audit and re-audit frequency in alignment with risk
- Overview of emerging and evolving threats

Conducting Effective Audits
- The auditor’s role as a consultant
- Utilising audit reporting to inform organisational policy development
- Continuous improvement initiatives and supervision
- Measuring improvement – toolkit for objective measurement and demonstration of audit output improvements

Financial Crime Compliance
- Record keeping procedures
- Controls to identify potentially suspicious activities
- Trade finance transactions
- Trade processing controls by processing staff
- Red flagging procedures
- Pre-determined thresholds and controls
- Escalations
- Actions taken by senior management
- Evidence and awareness of management evidencing how crime risks evolve in organisational type of business

Engaging with the Audit Structure
- Making effective recommendations and business cases
- Presenting information effectively
- OSGRA (Oxford University Standard for the Citation of Legal Authorities) for external auditors
- Contributing meaningfully to the development of the long – term audit strategy
- Upgrading the profile of internal audit within the organisation

For all course dates and to book visit www.lct.co.uk

Banking and Finance
Banking and Finance

Advanced Strategic Internal Auditing
Course Reference: FIN.4E
Duration: 10 days
Course fee: £5,250.00
16 - 27 March
London
15 - 26 June
London
07 - 18 December
London

Who should attend?
Delegates who have some auditing experience or professional from within the financial services sector seeking to develop an advanced strategic auditing toolkit and refine their best practice approach to the enhancement of the internal audit function in private and public sector organisations.

By the end of the course delegates will be able to:
- Focus on critical enterprise risks and emerging risks from the audit function side
- Contribute effectively to addressing ongoing organisational business management risks on an on-going basis
- Link risk reporting to the organisation’s business objectives
- Effectively use risk reporting in order to advance dialogue around risk appetite
- Integrate risk reporting with performance reporting
- Assess and report on whether changes in the external environment affect the critical assumptions underlying the organisation’s strategy

Audit Report Writing
- Ensuring objective comments
- Ensuring use of constructive language
- Financial crime compliance terms and abbreviations for internal auditors
- Improvement recommendations
- Continuous improvement techniques

Risk – Based Auditing
- Identifying areas of risk
- Identifying new areas of risk
- Classification and quantification of risk areas
- Identifying potential interface of existing and new areas of risk
- Developing audit and re-audit frequency in alignment with risk
- Overview of emerging and evolving threats

Conducting Effective Audits
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Financial Crime Compliance
- Record keeping procedures
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- Evidence and awareness of senior management evidencing how crime risks evolve in organisational type of business

Engaging with the Audit Structure
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- OSGRA (Oxford University Standard for the Citation of Legal Authorities) for external auditors
- Contributing meaningfully to the development of the long – term audit strategy
- Upgrading the profile of internal audit within the organisation

For all course dates and to book visit www.lct.co.uk

International Financial Reporting Standards (IFRS)
Course Reference: FIN.5A
Duration: 5 days
Course fee: £3,050.00
30 March - 03 April
London
10 - 14 August
London

Who should attend?
Managers and executives from all sectors, particularly those using or planning to use IFRS and want to know acquire the tools needed to understand and apply the standards

By the end of the course the delegates will be able to:
- Describe the role, benefits and purpose of IFRS
- Engage with all key stakeholders
- Ensure compliance with financial reporting obligations
- Identify the key steps in implementing the standards

Audit Report Writing
- Ensuring objective comments
- Ensuring use of constructive language
- Financial crime compliance terms and abbreviations for internal auditors
- Improvement recommendations
- Continuous improvement techniques

Risk – Based Auditing
- Identifying areas of risk
- Identifying new areas of risk
- Classification and quantification of risk areas
- Identifying potential interface of existing and new areas of risk
- Developing audit and re-audit frequency in alignment with risk
- Overview of emerging and evolving threats

Conducting Effective Audits
- The auditor’s role as a consultant
- Utilising audit reporting to inform organisational policy development
- Continuous improvement initiatives and supervision
- Measuring improvement – toolkit for objective measurement and demonstration of audit output improvements

Financial Crime Compliance
- Record keeping procedures
- Controls to identify potentially suspicious activities
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- Actions taken by senior management
- Evidence and awareness of senior management evidencing how crime risks evolve in organisational type of business

Engaging with the Audit Structure
- Making effective recommendations and business cases
- Presenting information effectively
- OSGRA (Oxford University Standard for the Citation of Legal Authorities) for external auditors
- Contributing meaningfully to the development of the long – term audit strategy
- Upgrading the profile of internal audit within the organisation

For all course dates and to book visit www.lct.co.uk

General atmosphere; friendly team who were always willing to help/assist. Highly experienced trainers who delivered the course with a high level of professionalism. I look forward to returning to LCT.

Materials Officer
National Petroleum Investment Management Services, Nigeria

For all course dates and to book visit www.lct.co.uk
**International Public Sector Reporting Standards (IPSAS)**

**Course Reference:** FIN.59  
**Duration:** 5 days  
**Course fee:** £3,050.00

- **30 March - 03 April**  
- **10 - 14 August**  
  - Location: London

**Who should attend?**  
Managers and executives from the public sector, particularly those using or planning to use IPSAS and who want to acquire the tools needed to understand and apply the standards.

- Those who are new appointed to a senior financial role and want to find their way around the key standards
- Those who work in the public sector who are looking for best practice application of IPSAS
- Those who work in parts of the public sector who are or will be using IPSAS
- Accountants and finance staff at all levels involved in the preparation of financial statements for the public sector
- Financial analysts, auditors, accountants
- Audit team members who need to update their knowledge

**By the end of the course delegates will be able to:**
- Describe the role, benefits and purpose of IPSAS
- Engage with all key stakeholders
- Ensure compliance with financial reporting obligations
- Identify the key steps in implementing the standards and develop a plan for migration
- Leverage the benefits to the organisation of IPSAS

**Course Content**

- **Private and Public Standards – how they have Evolved**
  - The background and evolution of financial standards around the world
  - International Financial Standards for Private and Public Sectors compared
  - Underlying financial and accounting principles
  - Benefits to the organisations and stakeholders
  - Application of standards world-wide

- **IPSAS and IFRS Convergence**
  - IPSAS and FRS – Board structures of Governing Bodies and Due Process
  - IPSAS and IFRS – similarities and differences summarised
  - Budgeting in the Private and Public Sectors compared
  - Disclosure and transparency aspects
  - Accounting issues covered by IFRS with no equivalent IPSAS

- **IPSAS and IFRS Effective Implementation and Benefits**
  - Planning for transition and implementation
  - Identification of key issues
  - Choosing your approach – ‘Big Bang’ or phased
  - Scoping the project
  - Project team structure and roles
  - Allocating priorities
  - Managing issues and communication
  - Critical success factors

- **Key Principles of International Standards for the Public Sector**
  - Different users of public sector financial information
  - Underlying financial and accounting principle
  - Which public sector entity it should be applied to?
  - Benefits to the organisations and stakeholders
  - Cash-based/ Accrual based – which is the route to take?

- **Preparation of IPSAS Compliant Financial Statements**
  - IPSAS 7 – disclosure and policies
  - Statement of financial position
  - Key features, issues and content
  - Statement of financial performance
  - Key features, issues and content
  - Statements of changes in net assets/equity
  - Key features, issues and content
  - Compliance with budgets

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**Advanced Corporate Governance for Financial Institutions**

**Course Reference:** FIN.6

**Duration:** 10 days  
**Course fee:** £5,250.00

- **16 - 27 March**  
- **13 - 24 July**  
- **09 - 20 November**  
  - Location: London

**Who should attend?**  
Managers and executives who want a deep appreciation of the critical role of corporate governance

- Regulators who are developing and implementing codes and standards
- Board members who have clear responsibilities and obligations which they need to understand and exercise
- Audit committee, nominations committee and other committee members who need to explore their roles and purposes
- Company secretaries who have specific governance responsibilities
- Aspiring Board members who want to quickly increase their knowledge
- Senior staff who support the Board and its committees
- Internal auditors who will be verifying internal controls
- Other stakeholders and investors who need to monitor and challenge the application of standards
- In-House lawyers who have responsibilities for governance and internal controls

**By the end of the course delegates will be able to:**
- Understand corporate governance of the international financial sector
- Develop and apply codes to their own environment
- Understand the applicability of their own existing practices and structures in comparison with growing international best practice
- Appreciate the inter-dependence of corporate governance, Risk Management & Compliance (GRC)
- Evaluate the key features of enterprise risk management
- Develop procedures and internal controls relevant to financial sector institutions
- Understand the triple-bottom line of corporate social responsibility
- Develop best practice in compensation and remuneration

**Course Content**

- **The World of Corporate Governance Today**
  - International events leading to governance reform
  - Purpose and objectives of governance including agency risk and moral hazard
  - US Sarbanes Oxley Act style legislation vs. UK-style voluntary code: focusing where possible on participants' countries
  - Standards-driving bodies and evolving principles
  - Formative regulatory bodies including OECD, Basel Committee, SEC and CMA, Central Banks

- **Main Components and Principles**
  - Eight principles which underpin every system of governance
  - OECD Code core concepts and guidance
  - Listing requirements and continuous obligations relating to the - what is special about banks and bank governance?
  - Basle Committee's guidance on enhancing corporate governance for the banking sector
  - Review of European Union's approach to Corporate Governance in Financial Institutions
  - The Governing Body
    - What does a “Good” financial institution look like
    - Alternative board structures – dual and unitary boards
    - Different types of board members: their roles and responsibilities, including the Secretary to the Board
    - The new seventeen principles – practical application to provide comprehensive controls
    - The strong link between Basle II operational risk management and COSO
    - Inherent limitations of internal controls
  - The Control Environment
    - The vital first step: establishing the management tone at the top and an institution-wide code of conduct reflecting integrity and ethical values
    - Board and management's delegation of authority
    - Commitment to competence – attracting, developing and retaining the right human resources
    - Performance measures, incentives and rewards
  - Types of Internal Controls
    - Risk appetite and strategy established by the Board and risk response strategies
    - Control activities, internal controls, responsibilities and oversight through the eyes of different stakeholders
    - Inherent and residual risks
    - Reporting and assurance

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For all course dates and to book visit [www.lct.co.uk](http://www.lct.co.uk)
Corporate Governance for Financial Institutions
Course Reference: FIN.6A
Duration: 5 days
Course fee: £3,050.00
16 - 20 March
23 - 27 March
30 - 03 April
09 - 13 November

Who should attend?
• Public officials of regulatory authorities in banking, insurance, pensions and capital markets
• Executive and non-executive board and committee members of financial institutions
• Company secretaries
• Shareholders representatives
• Executive directors and senior managers of financial institutions
• Corporate lawyers
• Institutional investors

By the end of the course delegates will be able to:
• Understand the role, objectives and functions of the corporate governance department in an organisation
• Increase the strategic role of the treasury function
• Optimal working capital
• Capital structure and the treasury function in the private and public sector
• Differentiate between primary and secondary markets and the roles of the markets
• Develop skills of calculating the fair value of equity and bond instruments
• Develop skills in assessing the performance of stocks and shares
• Demonstrate how derivative instruments can be used to protect against pure risks

Thank you for the wealth of knowledge passed on to us during the course and the mode of delivery which not only made it interactive but also interesting. The consultants made the entire training worthwhile and I enjoyed every bit of it.
Reconciliation Officer
Bank of Ghana

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

Internal Controls for Financial Institutions
Course Reference: FIN.6B
Duration: 5 days
Course fee: £3,050.00
20 - 24 July
27 April - 01 May
31 August - 04 September

Who should attend?
• Public officials of regulatory authorities in banking, insurance, pensions and capital markets
• Executive and non-executive board and committee members of financial institutions
• Company secretaries
• Shareholders representatives
• Executive directors and senior managers of financial institutions
• Corporate lawyers
• Institutional investors

By the end of the course the delegates will be able to:
• Understand the role, objectives and functions of the internal controls department in an organisation
• Increase the strategic role of the internal controls framework
• Apply the main industry frameworks and standards which influence internal controls
• Assess the effectiveness of their organisations internal controls
• Demonstrate to and guide executives and management in the establishment of an appropriate control environment
• Understand the effective usage of internal controls

Advanced Treasury Management
Course Reference: FIN.7A
Duration: 10 days
Course fee: £3,050.00
27 April - 08 May
31 August - 11 September

Who should attend?
• Those in treasury who use or plan to use the capital markets and want advanced knowledge of raising finance and/or investing using capital market instruments. They will be from all sectors, including private, public and not-for-profit including:
  - Those working in treasury and need to know more about the capital markets and treasury
  - Managers who want to increase their strategic capability
  - Operations managers who want to know more about treasury activities
  - Managers who are responsible for investing surplus funds in the capital markets
  - Treasury employees who need to know how to assess financial performance
  - Internal auditors, accountants who need to show CPD

By the end of the course the delegates will be able to:
• Demonstrate how derivative instruments can be used to protect against pure risks
• Contrast and compare the treasury function in the private and public sector
• Evaluate the increasing the strategic role of the treasury function
• Identify financial risks in treasury management
• Optimal working capital

Thank you for the wealth of knowledge passed on to us during the course and the mode of delivery which not only made it interactive but also interesting. The consultants made the entire training worthwhile and I enjoyed every bit of it.
Reconciliation Officer
Bank of Ghana

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
Financial Risk Management
Course Reference: FIN.8
Duration: 5 days
Course fee: £3,050.00

10 - 14 February
01 - 05 June
19 - 23 October
London

ABOUT THE COURSE
Who should attend?
Those who have a direct or indirect responsibility for financial risk management. They will be from all sectors, including private, public and not-for-profit including:
- Treasury managers who want to know more about financial risk management
- Professionals working or planning to work in market, credit or operational risk
- Anyone wanting to find out more about risk management in finance
- Risk managers seeking to widen their knowledge
- Internal auditors, accountants who need to show CPD

By the end of the course delegates will be able to:
- Introduce frameworks for managing risks
- Identify key classifications of financial risks
- Explore how derivative instruments can be used to protect against pure risks
- Review risk mitigation techniques
- Establish the need for strong internal controls requirements
- Link up Governance, Risk and Compliance (GRC)
- Describe the role of directors and senior executives in overseeing, understanding and leveraging risk management

COURSE CONTENT
Types of Financial Risk
Exploring Market Risk
Liquidity Risk
Credit Risk
Linking Governance, Risk and Compliance (GRC)

Financial Modelling
Course Reference: FIN.9
Duration: 5 days
Course fee: £3,050.00

06 - 10 April
24 - 28 August
14 - 18 December
London

ABOUT THE COURSE
Who should attend?
- Financial practitioners who are looking to develop their financial modelling skills
- Managers seeking to explore the benefits of financial modelling for their organisation

By the end of the course delegates will be able to:
- Describe the key concepts of financial modelling and techniques
- Examine the importance, implications and uses of financial modelling in both organizational decision making and strategy implementation
- Use the analytical tools available within financial modelling
- Design and construct financial models

COURSE CONTENT
Role and Function of Financial Modelling
- The use and impact of financial models within the public sector
- Financial modelling and scenario planning
- Key features and benefits of financial models
- Global best practice

Practical Financial Modelling
- Developing the base model
- Identification, creation and linkage of sub-models
- Ensuring formulae accuracy
- Key analysis tools within financial modelling

Financial Ratio Analysis
- Integration of financial ratio analysis within financial models
- Capital structure models
- Return on investment (ROI) models
- Budget and forecasting models

Financial Statements
- Integration of budgets and forecasting within financial models
- Linking budgets with financial statements
- Utilizing financial modelling for forward prediction
- Developing a bespoke financial management information model

Effective Risk Management
- Overview of risk factors within financial modelling
- Developing effective risk management strategies
- Testing of financial models as a contribution to effective risk management
- Case study analysis – applications of financial modelling

Both the content and the delivery of the course were excellent. I have learned a number of things from the training and will certainly apply it to my job. I also greatly appreciated the farewell lunch. Thank you.

Head Strategy/Enterprise Risk Management
International Energy Insurance Plc
Banking and Finance

Regulatory Compliance

**Course Reference:** FIN.10
**Duration:** 5 days
**Course fee:** £3,050.00

- **30 March - 03 April** London
- **02 - 06 November** London

**About the Course**

- Who should attend?
  - Managers and executives from financial sector organisations who wish to strengthen their compliance risk mitigations and want to effect a greater awareness of compliance within their organisation
  - Risk managers
  - Decision makers in their organisation
  - New compliance officers
  - Internal auditors tasked with auditing the compliance function
  - Legal department managers
  - Treasury staff
- By the end of the course the delegates will be able to:
  - Describe the role of the Chief Compliance Officer in regulatory compliance and risk management
  - Review your financial institution’s existing processes and procedures and make recommendations for changes to bring them to international standards
  - Establish policies and procedures for conflicts of interest management and application of internal controls
  - Improve internal reporting to the Regulator, Board and Senior Management
  - Identify, analyse and mitigate compliance risk

FIND OUT MORE ONLINE

- Introduction to Regulatory Compliance and Compliance Roles
- International and Supranational Standards
- Complying with External Regulations
- Internal Compliance
- Global Internal and External Regulatory Compliance

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

Insurance Portfolio Management

**Course Reference:** FIN.11
**Duration:** 5 days
**Course fee:** £3,050.00

- **17 - 21 February** London
- **12 - 16 October** London

**About the Course**

- Who should attend?
  - Effective insurance portfolio management is designed for delegates from within the insurance sector with direct responsibility for overall commercial and risk management, including underwriting staff, risk managers, and compliance managers.
- By the end of the course the delegates will be able to:
  - Construct insurance portfolio applying knowledge of the dynamics of insurance portfolios
  - Manage concentration risk
  - Measure and monitor liquidity position
  - Effectively rebalance and manage the insured portfolio

FIND OUT MORE ONLINE

- Key Insurance Portfolio Dynamics
- Effective Portfolio Risk Management
- Practical Portfolio Stress Testing
- Legal Aspects of Portfolio Management
- Continuous Improvement

Pension’s Reform, Regulation and Governance in the 21st Century

**Course Reference:** FIN.12
**Duration:** 5 days
**Course fee:** £3,050.00

- **06 - 10 April** London
- **02 - 06 November** London

**About the Course**

- Who should attend?
  - Managers and executives from the public and private sectors who want to consider how to reduce their pension’s liabilities and improve scheme efficiencies, including:
    - Those new to pensions development
    - Pension Scheme Trustees
    - Policy Makers
    - Scheme Administrators
    - Pension Managers
    - Company Managers and those responsible for setting up occupational schemes
    - Company Managers and those responsible for setting up occupational schemes
    - HR Generalists/Rewards and benefits specialists
    - Regulators
- By the end of the course the delegates will be able to:
  - Reflect on your own scheme(s)
  - Participate in identifying key reforms required for setting up occupational schemes
  - Identify, analyse and mitigate compliance risk
  - Work more closely with regulatory bodies
  - Understand how it works
  - Be aware of anti-money laundering regulations and international financial crime compliance standards
  - Take to the workplace proportionate and sophisticated action plans and processes for combating financial crime and fraud

FIND OUT MORE ONLINE

- Scheme Objectives, Structures and Challenges
- Scheme Funding and Investment
- The Need for Regulation
- Scheme Governance and Administration
- The Role and Responsibilities of Trustees and Actuaries

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

Anti-Money Laundering (AML)

**Course Reference:** FIN.13
**Duration:** 5 days
**Course fee:** £3,050.00

- **20 - 24 April** London
- **16 - 20 November** London

**About the Course**

- Who should attend?
  - Delegates in the financial services sector who must have knowledge of this subject
  - Delegates in non-financial sectors who need to understand their exposure to money laundering
  - Government officials who need to understand the impact of money laundering on financial issues and policies
- By the end of the course the delegates will be able to:
  - Define money laundering and explain how it works
  - Be aware of anti-money laundering regulations and international financial crime compliance standards
  - Take to the workplace proportionate and sophisticated action plans and processes for combating financial crime and fraud

FIND OUT MORE ONLINE

The Scope of Money Laundering
- Regulatory Frameworks
- The Risk-based Approach
- AML Tools
- Recognising and Reporting Suspicious Transactions

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
Banking and Finance

Financial Development for Non-Financial Managers
Course Reference: FIN.14
Duration: 5 days
Course fee: £3,050.00

<table>
<thead>
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<tr>
<td>04 - 08 May</td>
<td>London</td>
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<td>24 - 28 August</td>
<td>London</td>
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<tr>
<td>07 - 11 December</td>
<td>London</td>
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About the Course

Who should attend?
These for whom finance is not a significant part of their responsibility, but who will benefit from understanding it in more depth. They will be from all sectors, including private, public and not-for-profit including:

- Those who are new managers or managers wanting a refresher
- Budget holders who want to create and manage their budgets more effectively
- Operations managers who want to know more about cost management and projects
- Sales and marketing employees who want to understand financial statements
- Anyone who needs to understand key accounting concepts, and improve forecasting and cost management skills
- Managers who are about to be promoted into positions, which require financial literacy
- Managers facing financial decisions or expect to make a contribution to a wider planning process

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

- Describe fundamental bookkeeping and accounting concepts enabling them to manage the financial aspects of their role more effectively
- Compare the different approaches taken in the public and private sector
- Make sense of key financial statements
- Manage financial aspects of projects more effectively
- Participate more knowledgeably in the budgeting process

Course Content

Key Financial Concepts and Principles
- Bookkeeping versus accounting
- Cash accounting versus accrual accounting and use in private and public sectors
- Types of accounts in the General Ledger, their purpose and the chart of accounts
- Double-entry bookkeeping concepts and implications
- Depreciation and amortisation

Reading Financial Statements, Public and Private Sector
- International standards in the private and public sectors: IFRS and IPSAS
- Format and content of the statement of financial position (balance sheet)
- Format and content of the statement of profit or loss
- IPSAS principles of financial statements presentation for the public sector
- Investor ratios

Management Accounting
- Financial accounting and management accounting compared
- Types of management information prepared for internal consumption
- Financial information managers need to manage – the power of comparisons
- Analysing costs, key ratio calculations for management and variance analysis, including ROE, ROA and liquidity ratios

Managing the Finances and Costs of Projects
- Financial aspects of building the business case and getting approval for funding
- Estimating project costs – different estimating techniques, expert, analogue, parametric, bottom up etc.
- Project forecasts, cost variances and cost control
- Project risks and financial implications

Building an Effective Budget
- Public sector v. Private sector budgeting differences in purpose, processes and motive
- Budgetary methodologies, incremental and zero-based
- Budget and variance analysis
- End of week quiz to appraise learning achieved

The consultants were knowledgeable and displayed a high degree of professionalism. I enjoyed the interactive nature of the entire programme.

Director, Finance & Accounts
Nigerian Copyright Commission

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
For all course dates and to book visit www.lct.co.uk

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Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.

Strategic Human Resources Management - Level 1
(HR.1A) £3,050
03 - 07 February
03 - 07 August
02 - 06 November

Strategic Human Resources Management - Level 2
(HR.1B) £3,050
02 - 06 November

Advanced Strategic Human Resources Management and Leadership
(HR.2A) £5,500
03 - 21 February
03 - 21 August
02 - 20 November

Performance Management
(HR.3A) £3,050
30 March - 03 April
24 - 28 August
14 - 18 December

Training and Development
(HR.4A) £3,050
22 - 26 June
19 - 23 October

Advanced Strategic Human Resources Management
(HR.1C) £5,250
03 - 14 February
03 - 14 August
02 - 13 November

Advanced Human Resources Analytics
(HR.4C) £5,250
16 - 20 March
20 - 24 July
09 - 13 November

Human Resources Analytics - Level 1
(HR.4D) £3,050
16 - 20 March
20 - 24 July
09 - 13 November

Human Resources Analytics - Level 2
(HR.4E) £3,050
24 - 27 March
27 - 30 July
16 - 20 November

Human Resources Analytics – Level 1
(HR.4A) £3,050
16 - 20 March
20 - 24 July
09 - 13 November

Human Resources Analytics – Level 2
(HR.4B) £3,050
23 - 27 March
27 - 30 July
16 - 20 November

Training the Trainer
(HR.5A) £3,050
24 - 28 February
08 - 12 June

Succession Planning
(HR.5B) £3,050
17 - 21 February
15 - 19 June

Personal Development Planning (PDP)
(HR.5C) £3,050
05 - 09 June
05 - 09 October

Effective Recruitment and Selection
(HR.5D) £3,050
08 - 12 June
12 - 16 October
Human Resources

Strategic Human Resources Management - Level 1
Course Reference: HR.1A
Duration: 5 days
Course fee: £3,050.00
03 - 07 February  
London
03 - 07 August  
London
02 - 06 November  
London

COURSE CONTENT

Learning and Development Strategy
- Strategic Human Resource Development
- Elements of human resource development
- Strategies for creating a learning culture
- Organisational learning strategies
- Learning organisations’ strategies
- Individual learning strategies

Resourcing Strategy
- The strategic HRM approach to resourcing
- Integrating Business and resourcing strategies
- Workforce planning
- Employee value proposition
- Resourcing plan
- Retention strategy
- Flexibility strategy

Performance Management
- The evolution of performance management
- Performance management process
- Managing organisational performance
- Evaluating performance management
- International performance management

Reward Strategy
- Why have a reward strategy?
- Guiding principles
- Developing reward strategies
- Effective reward strategies
- Reward Strategy and line management capability

The Framework of HR Strategy
- The resource-based view of Strategic HRM
- Best practice in HR, Best fit strategy
- Strategic business partner model
- Types of HR Strategies
- Development of HR strategy
- Setting out the strategy
- Implementation of HR strategy
- Evaluation of HR strategy

ABOUT THE COURSE

Who should attend?
- Senior HR professionals who would like to enhance their HR strategy development skills
- Senior executives who would like to have a greater understanding of new HR trends

By the end of the course delegates will be able to:
- Explore new HR recruitment strategies
- Review their Performance Management systems
- Take a more strategic approach towards learning and development in an organisational context
- Recognise the importance of designing a reward strategy and line management capability

(by the end of the course) delegates will be able to:
- By the end of the course the delegates will be able to:
- Review their organisation’s approach to Performance Management systems
- Develop a strategic approach towards learning and development in their organisation
- Design a talent management system which is linked to organisation’s strategic plan
- Plan a knowledge management system designed to retain and develop knowledge within the organisation
- Develop succession planning that contributes towards future organisational goals
- Review technological development of HR software

£3,050.00
Course fee:
10 days
Course Reference: HR.1C
Advanced Strategic Human Resources Management
03 - 14 February  
London
03 - 14 August  
London
02 - 13 November  
London

COURSE CONTENT

Talent Management Strategy
- Knowledge Management Strategies
- Succession Planning
- Software Applications, Analytics and HR Decisions

Human Resources Strategy

Strategic Human Resources Management - Level 2
Course Reference: HR.1B
Duration: 5 days
Course fee: £3,050.00
10 - 14 February  
London
10 - 14 August  
London
09 - 13 November  
London

Who should attend?
- Senior HR executives who would like to have a greater understanding of new HR trends
- HR functional managers who are in charge of shifting human resource management towards a strategic role in the organisation

By the end of the course the delegates will be able to:
- Design a talent management system which is linked to their organisation’s strategic plan
- Plan a knowledge management system designed to retain and develop knowledge within their organisation
- Review their organisation’s approach to succession planning
- Explore new HR recruitment strategies
- Review new technological development of HR software

£5,250.00
Course fee:
10 days
Course Reference: HR.1B
Strategic Human Resources Management
02 - 13 November  
London
03 - 14 August  
London
03 - 14 February  
London

Who should attend?
- Senior HR professionals who would like to enhance their HR strategy development skills
- Senior executives who would like to have a greater understanding of new HR trends
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- Plan a knowledge management system designed to retain and develop knowledge within their organisation

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HR.1
About the course
COURSE CONTENT

Software Applications, Analytics and HR Decisions
- The Framework of HR Strategy
- Resourcing Strategy
- Learning and Development Strategy
- Performance Management
- Reward Strategy
- Talent Management Strategy
- Knowledge Management Strategies
- Succession Planning

For all course dates and to book visit www.lct.co.uk

Human Resources

Strategic Human Resources Management - Level 1
Course Reference: HR.1A
Duration: 5 days
Course fee: £3,050.00
03 - 07 February  
London
03 - 07 August  
London
02 - 06 November  
London

COURSE CONTENT

Learning and Development Strategy
- Strategic Human Resource Development
- Elements of human resource development
- Strategies for creating a learning culture
- Organisational learning strategies
- Learning organisations’ strategies
- Individual learning strategies

Resourcing Strategy
- The strategic HRM approach to resourcing
- Integrating Business and resourcing strategies
- Workforce planning
- Employee value proposition
- Resourcing plan
- Retention strategy
- Flexibility strategy

Performance Management
- The evolution of performance management
- Performance management process
- Managing organisational performance
- Evaluating performance management
- International performance management

Reward Strategy
- Why have a reward strategy?
- Guiding principles
- Developing reward strategies
- Effective reward strategies
- Reward Strategy and line management capability

The Framework of HR Strategy
- The resource-based view of Strategic HRM
- Best practice in HR, Best fit strategy
- Strategic business partner model
- Types of HR Strategies
- Development of HR strategy
- Setting out the strategy
- Implementation of HR strategy
- Evaluation of HR strategy

ABOUT THE COURSE

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£5,250.00
Course fee:
10 days
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Advanced Strategic Human Resources Management
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03 - 14 August  
London
02 - 13 November  
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£3,050.00
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Course Reference: HR.1B
Strategic Human Resources Management
02 - 13 November  
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03 - 14 August  
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03 - 14 February  
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HR.1
For all course dates and to book visit www.lct.co.uk

For all course dates and to book visit www.lct.co.uk
Advanced Strategic Human Resources Management and Leadership

Course Reference: HR.1D
Duration: 15 days
Course fee: £6,500.00

03 - 21 February
03 - 21 August
02 - 20 November

Who should attend?
- Senior HR professionals who would like to enhance their HR strategy development skills
- Senior executives who would like to have greater understanding of new HR trends
- HR functional managers who are in charge of shifting human resource management towards a strategic role in the organisation

By the end of the course delegates will be able to:
- Evaluate new HR recruitment strategies
- Review a Performance Management system
- Take a strategic approach towards learning and development in the organisational context
- Design a talent management system which is linked to the organisational strategic plan
- Design a knowledge management system to retain and develop knowledge within the organisation
- Create a succession plan that contributes towards future organisational goals
- Keep up-to-date with new technological developments of HR software
- Set objectives and targets to achieve the vision, mission and goals of an organisation
- Apply the skills of leadership to enhance the management role
- Motivate people and build successful teams
- To communicate effectively verbally in all situations with all people

COURSE CONTENT

The Framework of HR Strategy
- Ressourcing Strategy
- Learning and Development Strategy
- Performance Management

Reward Strategy
- Talent Management Strategy
- Knowledge Management Strategies
- Succession Planning
- Software Applications, Analytics and HR Decisions
- Setting Objectives and Targets
- Leadership
- Motivation
- Team-Building
- Verbal Communication Skills

Performance Management Process and the Skills
- Setting goals
- Providing feedback
- 360-degree feedback
- Conducting performance review
- Assessing performance
- Coaching
- Managing under-performance

Performance Management
Course Reference: HR.2
Duration: 5 days
Course fee: £3,050.00

03 - 21 February
03 - 21 August
02 - 20 November

Who should attend?
- SR-HR professionals who would like to enhance organisational performance management
- HR directors who would like to ensure organisational performance management is fit to deliver organisational objectives
- HR professionals who are in charge of design and implementation of the performance management system
- HR professionals who would like to keep up-to-date with the latest developments in monitoring organisational performance

By the end of the course delegates will be able to:
- Describe the evolution of performance management systems
- Explain the importance of psychological contracts in organisations and how it influences performance
- Use enhanced knowledge of today’s performance management challenges
- Identify key component of evidence-based performance management
- Develop a robust performance management system
- Address under-performance within organisations
- Differentiate the importance of reward strategy and how it should be embedded into performance management systems

ABSTRACT THE COURSE

Who should attend?
- HR directors who would like to ensure organisational performance management is fit to deliver organisational objectives
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ABSTRACT THE COURSE

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APPLICATIONS OF PERFORMANCE MANAGEMENT
- Managing organisational performance
- Performance management and human capital management
- Developing a high-performance culture
- Managing performance and employee engagement
- Performance management and reward

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The Development of Performance Management
- Stages of development of performance management
- Web-based performance management
- The role of HR and line managers
- Evaluating performance management

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The Development of Performance Management
- Stages of development of performance management
- Web-based performance management
- The role of HR and line managers
- Evaluating performance management
**Course fee:** £3,050.00
22 - 26 June
London
19 - 23 October
London

**ABOUT THE COURSE**

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

By the end of the course the delegates will be able to:
- Lead the initiation, development and implementation of learning and development strategies, interventions and activities.
- Critically analyse and evaluate the formulation and implementation of learning and talent development strategies for defining and achieving current and future effectiveness at organisational, group and individual levels.
- Apply learning and talent development strategies, policies and methods.
- Establish the key components of a strategic knowledge management system and design one.

**FIND OUT MORE ONLINE**

Learning and Development Strategy
- Needs Assessment
- SI/SP and MIRAD model
- Talent Management Strategy
- Knowledge Management Strategies

---

**Course fee:** £5,250.00
20 - 31 July
London
09 - 20 November
London

**ABOUT THE COURSE**

Who should attend?
- Human Resources Directors who would like to strengthen their position in the boardroom.
- HR professionals who would like to go the extra mile in developing a robust HR strategy.
- HR professionals who would like to measure contribution of HR towards organisational performance.

By the end of the course delegates will be able to:
- Identify the reasoning behind predictive analytics and its benefits.
- Explore various levels of analytics and their uses; showing the evolution of metrics into predictive analytics.
- Describe the predictive management model and the HCM:21 model.
- Appreciate Risk Assessment as a fundamental part of modern human capital management.
- Take an evidence-based approach using advanced analytics to develop a collaborative workplace when selecting and motivating people.
- Develop Workforce Planning that replaces gap-analysis with the concept of generating human capability.
- Change HR service delivery into a value-generating process.

**COURSE CONTENT**

**Introduction to Predictive Analytics**
- What is analytics?
- Why is analytics important?
- The language of metrics and analytics
- The power of analytics
- The model of predictive management
- Human Resources analytics case study

**Human Capital Predictive Management**
- The big picture and the value of statistical analytics.
- The importance of risk assessments.
- How to improve hire process.
- The employee value proposition.
- Getting support to implement strategy exercise.
- Strategic choice and advanced analytics case study.

**HCM Practice Choice and Advanced Analytics**
- Business intelligence alignment of HCM.
- Decision science and implications of HCM decisions.
- Human science and selection decisions.
- HCM case study.

**Optimising Selection and Promotion Decisions**
- Talent acquisition and decisions analytics.
- Biases and the selection decisions.
- Application of expert intuition to selection and promotion decisions.
- Predictive modelling and selection decisions.
- Applied econometrics and machine learning techniques.

**Human Science and Incentives**
- Incentive contracts.
- Complexity theory and incentive contracts.
- The application of expert intuition to incentive and motivation issues.
- Predictive modelling and incentive contracts.
- HCM incentives case study.

**HCM Applications, Analytics and HR Decisions**
- IT options and optimal HCM practice.
- Enterprise resource planning (ERP).
- Business intelligence applications.
- Talent management and advanced analytics.
- The new face of workforce planning.

**The New Face of Workplace Planning**
- Human resources versus human capital planning.
- Quality employee engagement measurements.
- Collapsing the idea.
- Process analytics for human resources.
- Human capital planning case study.

**Turning Data into Business Intelligence**
- What are metrics?
- Avoiding common metrics mistakes.
- Second generation metrics: benchmarking.
- Third generation metrics: predictive analytics.
- Understanding the data vs In.
- Understanding the data vs Insight exercise.
- Business intelligence case study.

**Data interpretation**
- Predictive Analytics for Human Capital Management.
- Using Human Capital Data for Performance Management.
- Using HR metrics to make a difference.
- Common pitfalls in data interpretation.

---

Rich and useful materials. The trainers were experienced and had knowledge of all the areas covered. Sufficient practical exercises were conducted. Very impressed.

**Personal Officer**
Nigerian Maritime Administration and Safety Agency (NIMASA)
Human Resources Analytics - Level 1
Course Reference: HR.4A
Duration: 5 days
Course fee: £3,050.00

16 – 20 March
20 – 24 July
09 – 13 November

London

Human Resources Analytics - Level 2
Course Reference: HR.4B
Duration: 5 days
Course fee: £3,050.00

23 – 27 March
27 – 31 July
16 – 20 November

London

Who should attend?
• Human Resources Directors who would like to strengthen their position in the boardroom
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• Describe the predictive management model and the HCM21 model
• Appreciate risk assessment as a fundamental part of modern human capital management
• Take an evidence-based approach using advanced analytics to developing a collaborative workplace when selecting and motivating people
• Review when HR software development and options available
• Change HR service delivery into a value-generating process

Course CONTENT
Introduction to Predictive Analytics
Human Capital Predictive Management
HCM Practice – Choice and Advanced Analytics
Organising, Selection and Promotion Decisions
Human Science and Incentives

FIND OUT MORE ONLINE
Assessing Needs and Understanding Adult Learners
Training Styles
Selecting, Developing and Delivering Adult Training Methods
Evaluating Training

Training the Trainer
Course Reference: HR.5
Duration: 5 days
Course fee: £3,050.00

24 – 28 February
08 – 12 June

London

Who should attend?
• L&D professionals who would like to enhance their ability to select, design and conduct a Needs Assessment
• L&D professionals who would like to develop skills to adjust delivery of training
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• L&D professionals who would like to develop skills to adjust delivery of training

By the end of the course the delegates will be able to:
• Develop training evaluation methods
• Strengthen their ability to create a positive learning environment to encourage participation
• Develop training evaluation methods to ensure ODI

Course CONTENT
HR Analytics in a Nutshell
HCM Applications, Analytics and HR Decisions
The New Face of Workforce Planning
Turning Data Into Business Intelligence
Data Interpretation

FIND OUT MORE ONLINE
Effective Succession Planning
The Role of HR
Managing Learning and Development
Developing the Succession Planning Process
Effective Monitoring and Evaluation

Succession Planning
Course Reference: HR.6
Duration: 5 days
Course fee: £3,050.00

17 – 21 February
15 – 19 June

London

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Course CONTENT
HR Analytics in a Nutshell
HCM Applications, Analytics and HR Decisions
The New Face of Workforce Planning
Turning Data Into Business Intelligence
Data Interpretation

FIND OUT MORE ONLINE
Effective Succession Planning
The Role of HR
Managing Learning and Development
Developing the Succession Planning Process
Effective Monitoring and Evaluation

Personal Development Planning (PDP)
Course Reference: HR.7
Duration: 5 days
Course fee: £3,050.00

01 – 05 June
05 – 09 October

London

Who should attend?
• Managers who have responsibility for implementing Organisational Development (OD) and Learning, Training and Development (LTD) and Performance Management (PDP) policies and procedures
• Operational managers who wish to gain a greater understanding of OD, LTD and PDP
• All managers who are looking for new ways to develop their people
• Employees who have been identified as having the potential to be promoted and who wish to explore further ways to develop their skills and career

By the end of the course the delegates will be able to:
• Improve the effectiveness of the PDP by putting it into context of the organisation’s LTD culture and performance management processes
• Support employees develop and plan their careers
• Create a personal development plan
• Develop the skills needed to enhance job opportunities and career prospects

Course CONTENT
Overview of Personal Development Planning
PDP Performance Management and Learning and Development
Creating a Personal Development Plan
Developing Career and Personal Development Skills
Building Company-wide Personal Development Plans

FIND OUT MORE ONLINE
Overview of Personal Development Planning
PDP Performance Management and Learning and Development
Creating a Personal Development Plan
Developing Career and Personal Development Skills
Building Company-wide Personal Development Plans
Effective Recruitment and Selection
Course Reference: HR.8
Duration: 5 days
Course fee: £3,050.00

08 - 12 June
12 - 16 October

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

By the end of the course the delegates will be able to:
• To gain greater understanding of integrating business and resourcing strategy
• To understand the employee value proposition and how to develop, resourcing plans, retention and flexibility strategy
• To develop recruitment, selection and induction policies and obtain support from your senior managers
• To learn how branding impact quality of recruitment and how to create your brand
• To strengthen organisation on-boarding strategy to ensure ROI

FIND OUT MORE ONLINE
• Resourcing Strategy
• The Recruitment Process
• Attracting Candidates
• Selection Methods
• Induction
<table>
<thead>
<tr>
<th>Course</th>
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<th>Dates</th>
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<tbody>
<tr>
<td>Corporate Legal Advisers and Chartered Company Secretaries</td>
<td>£3,050</td>
<td>27 - 31 January&lt;br&gt;13 - 17 April&lt;br&gt;12 - 16 October</td>
</tr>
<tr>
<td>Advanced Corporate Legal Advisers and Chartered Company Secretaries</td>
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</tr>
<tr>
<td>Law-Making and Legislative Drafting</td>
<td>£3,050</td>
<td>27 January - 07 February&lt;br&gt;14 - 25 September</td>
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<tr>
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<tr>
<td>The Development and Impact of Public Sector Policy</td>
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<td>15 - 19 June&lt;br&gt;26 - 30 October</td>
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<tr>
<td>Advanced Alternative Dispute Resolution and Mediation</td>
<td>£5,250</td>
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<tr>
<td>Judicial Reasoning</td>
<td>£3,050</td>
<td>16 - 20 March&lt;br&gt;16 - 20 November</td>
</tr>
<tr>
<td>Prosecutorial Reasoning</td>
<td>£3,050</td>
<td>23 - 27 March&lt;br&gt;23 - 27 November</td>
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</tbody>
</table>

**Ask about our bespoke courses tailored to your specific needs.**

Why not speak to one of our friendly advisers?

Call now on +44 (0)203 609 8890 or visit www.lct.co.uk to make an enquiry.
Corporate Legal Advisers and Chartered Company Secretaries
Course Reference: LAW.1A
Duration: 5 days
Course fee: £3,050.00
27 - 31 January
13 - 17 April
12 - 16 October
London

Advanced Corporate Legal Advisers and Chartered Company Secretaries
Course Reference: LAW.1B
Duration: 10 days
Course fee: £5,250.00
27 January - 07 February
13 - 24 April
12 - 23 October
London

Who should attend?
- New or Experienced in-house lawyer wanting to refresh their skills and knowledge about their role
- Lawyers transferring from private practice to a corporate role
- Executive and Non-Executive Company Directors
- Public officials in a regulatory, supervisory or compliance function
- Company secretaries of public companies

ABOUT THE COURSE

I have had a great time. The lecturers helped me achieve my objectives for the course. Special thanks to the customer service team as well for their efforts.
Legal Advisor
Qatari Diar

Roles and Responsibilities of Corporate Legal Department
- What is the job of the in-house lawyer?
- Adding value to company performance
- Identifying and reducing corporate risks
- Measuring the effectiveness of the corporate legal performance

Resolving Legal Disputes
- Where do the problems occur?
- Resolving disputes without recourse to the courts
- Alternative dispute resolution techniques – arbitration, mediation, conciliation
- Other dispute procedures

Negotiating, Drafting and Structuring Legal Agreements
- Contract law refresher
- Drafting legal agreements
- Negotiation principles
- Tools and techniques for negotiation
- What are our negotiables?
- Best alternative to negotiated agreement (BATNA)

Who should attend?
- Company Executive and Non-Executive Directors
- Shareholder representatives
- Pension and Investment Fund Managers
- Public officials in a regulatory, supervisory or compliance function
- Company Secretaries of public companies
- Executives involved in strategic and operational functions, including finance, corporate strategy, human resources and government affairs
- Senior managers involved in setting up corporate governance initiatives
- Corporate lawyer who wish to improve their understanding of new company law developments concerning corporate responsibility

By the end of the course delegates will be able to:
- Review and clarify the duties of company directors
- Compare best practice of how company boards are organised
- Describe the benefits to stakeholders of applying corporate governance principles
- Develop checks and balance that apply to the boards of listed companies
- Relate the UK Corporate Governance Code to their own environment
- Refresh the commercial skills needed by legal and regulatory executives
- Explore the importance of the Company Secretary’s role
- Negotiate more effectively

Roles and Responsibilities of Company Secretary
- Assisting the Board
- Record-keeping
- Managing the registered office and company meetings

COURSE CONTENT

Corporate Behaviours – Best Practices
- Company director duties
- The role of the MD
- Creating an effective board
- Corporate conduct – the social responsibilities of the company
- Consequences of failure in corporate behaviour

Negotiating, Drafting and Structuring Legal Agreements
- Contract law refresher
- Drafting legal agreements
- Negotiation principles
- Tools and techniques for negotiation
- What are our negotiables?
- Best alternative to negotiated agreement (BATNA)

Course fee: £1,300.00
London

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- Public officials in a regulatory, supervisory or compliance function
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- Contract law refresher
- Drafting legal agreements
- Negotiation principles
- Tools and techniques for negotiation
- What are our negotiables?
- Best alternative to negotiated agreement (BATNA)

What is Corporate Governance?
- Essential structures of corporate governance
- Principles and responsibilities of the Board
- Setting the company’s strategic direction
- Establishing corporate values
- Holding the executives to account
- Maintaining the corporate reputation

Company Directors and Company Boards
- Duties of a Director
- Promoting the success of the company
- Role of the chairman
- Executive and Non-executive directors
- Making a difference using non-executive directors

Corporate Failure Resulting from Poor Governance
- The ineffective board
- Examples of corporate failure: Maxwell, Polly Peck, Enron
- Analysis of the banking crisis as a failure of governance
- Sarbanes-Oxley and other regulatory responses to corporate governance failure
- Lessons learned from corporate failures

Protecting Shareholders and Other Stakeholders
- The UK Corporate Governance Code
- The Company Law
- How to protect the shareholder
- Communicating with the shareholder
- Corporate governance framework

Corporate Social Responsibility (CSR)
- The pressure for corporate behaviour change
- The Legal Background of CSR
- Company directors’ obligations and CSR
- Voluntary measures

Roles and Responsibilities of Company Secretary
- Assisting the Board
- Record-keeping
- Managing the registered office and company meetings

Roles and Responsibilities of Corporate Legal Department
- The job of the in-house lawyer
- Adding value to company performance
- Identifying and reducing corporate risks
- Measuring the effectiveness of the corporate legal performance

Resolving Legal Disputes
- Where do the problems occur?
- Resolving disputes without recourse to the courts
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Negotiating, Drafting and Structuring Legal Agreements
- Contract law refresher
- Drafting legal agreements
- Negotiation principles
- Tools and techniques for negotiation
- What are our negotiables?
- Best alternative to negotiated agreement (BATNA)

Overall, I enjoyed the course. The consultants are very accommodating and resourceful.
Deputy Director of Legal and Prosecution Departments
City Hall of Kuala Lumpur

For all course dates and to book visit www.lct.co.uk
Legislative Drafting
Course Reference: LAW.2B
Duration: 5 days
Course fee: £3,050.00

Who should attend?
- Corporate advisors concerned with influencing the creation of new legislation
- Legal advisors and practitioners from both public and private sectors
- Corporate advisors concerned with influencing the creation of new legislation
- Legal advisors and practitioners from both public and private sectors
- Corporate advisors concerned with influencing the creation of new legislation
- Legal advisors and practitioners from both public and private sectors

By the end of the course the delegates will be able to:
- Identify the role of law in solving policy challenges
- Influence the development of policy through legal innovation
- Overcome obstacles to turning policy into legislation
- Follow a structured process of making new laws
- Contribute to the drafting of new legislation
- Practice their legislative drafting skills
- Prepare instructions for professional draftsmen

**FIND OUT MORE ONLINE**
Introduction to Low-making
The Law Makers
Government Systems Compared
Effective Policy Making
The Low Making process
Getting Results with Law Making
Legislative Instruments under the Microscope
Drafting Legislation
Stakeholder Participation in Low Making
Turning Policy into Practice

Law-Making and Legislative Drafting
Course Reference: LAW.2
Duration: 10 days
Course fee: £5,250.00

27 January - 07 February  | London
14 - 25 September  | London

15 - 19 June
20 April - 01 May
17 - 21 August

By the end of the course the delegates will be able to:
- Identify the role of law in solving policy challenges
- Influence the development of policy through legal innovation
- Overcome obstacles to turning policy into legislation
- Follow a structured process of making new laws
- Contribute to the drafting of new legislation
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**FIND OUT MORE ONLINE**
Introduction to Law-making
The Law Makers
Government Systems Compared
Effective Policy Making
The Low Making process
Getting Results with Law Making
Legislative Instruments under the Microscope
Drafting Legislation
Stakeholder Participation in Low Making
Turning Policy into Practice

The Development and Impact of Public Sector Policy
Course Reference: LAW.3
Duration: 5 days
Course fee: £3,050.00

15 - 19 June
26 - 30 October

By the end of the course the delegates will be able to:
- Overcome obstacles to turning policy into legislation
- Describe the process of making new laws
- Contribute to the drafting of new legislation
- Practice their legislative drafting skills

**FIND OUT MORE ONLINE**
Role and Objectives of the Government
Key Elements of the Policy Development Process
Evaluating the Impact of Public Sector Policy
Evaluating the Environmental Impact of Public Sector Policy

Law-Making
Course Reference: LAW.2A
Duration: 5 days
Course fee: £3,050.00

03 - 07 February  | London
14 - 18 September  | London

10 days
Course Reference: LAW.2A
Duration: 5 days
Course fee: £3,050.00

15 - 19 June
26 - 30 October

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Introduction to Low-making
The Law Makers
Government Systems Compared
Effective Policy Making
The Low Making process
Getting Results with Law Making
Legislative Instruments under the Microscope
Drafting Legislation
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Turning Policy into Practice

Advanced Alternative Dispute Resolution and Mediation
Course Reference: LAW.4
Duration: 10 days
Course fee: £5,250.00

20 April - 01 May
17 - 21 August

By the end of the course the delegates will be able to:
- Use negotiation skills in commercial disputes
- Distinguish between different forms of ADR
- Determine when mediation is the best means of resolving disputes
- Manage conflict through a negotiated approach

**FIND OUT MORE ONLINE**
Introduction to Dispute Resolution
Arbitration
Negotiating Solutions to Disputes
Mediation
Other Dispute Resolution Mechanisms
Mediation Agreements and other Formations
Mediation Processes
Developing Mediation Skills
Mediation Scenarios

Who should attend?
- Legal managers
- Company lawyers and in-house counsel
- Commercial contract managers
- Academic lawyers
- Lawyers and other professional advisors in private practice
- Anyone involved in the management of professional relationships

**FIND OUT MORE ONLINE**
Introduction to Low-making
The Law Makers
Government Systems Compared
Effective Policy Making
The Low Making process
Getting Results with Law Making
Legislative Instruments under the Microscope
Drafting Legislation
Stakeholder Participation in Low Making
Turning Policy into Practice

Negotiating Solutions to Disputes
Mediation
Other Dispute Resolution Mechanisms
Mediation Agreements and other Formations
Mediation Processes
Developing Mediation Skills
Mediation Scenarios

Who should attend?
- Legal managers
- Finance managers
- Claims managers
- Supply Chain, Procurement and Purchasing Managers
- Contract Managers, Engineers and Analysts
- Anyone involved in the management of commercial relationships

**FIND OUT MORE ONLINE**
Introduction to Low-making
The Law Makers
Government Systems Compared
Effective Policy Making
The Low Making process
Getting Results with Law Making
Legislative Instruments under the Microscope
Drafting Legislation
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Introduction to Dispute Resolution
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Legislative Instruments under the Microscope
Drafting Legislation
Stakeholder Participation in Low Making
Turning Policy into Practice

For all course dates and to book visit www.lct.co.uk
Law

Mediation
Course Reference: LAW.4B
Duration: 5 days
Course fee: £3,050.00
27 April - 01 May  London
24 - 28 August  London

Judicial Reasoning
Course Reference: LAW.5A
Duration: 5 days
Course fee: £3,050.00
16 - 20 March  London
16 - 20 November:  London

Prosecutorial Reasoning
Course Reference: LAW.5B
Duration: 5 days
Course fee: £3,050.00
23 - 27 March  London
23 - 27 November  London

ABOUT THE COURSE

Who should attend?
- Legal managers
- Claims managers
- Company lawyers and in-house counsel
- Commercial contract managers
- Lawyers and other professional advisers in private practice
- Judges
- Academic lawyers
- Anyone involved in the professional management of relationships

By the end of the course the delegates will be able to:
- Evaluate and apply mediation-based strategies for resolving conflict
- Identify the strengths and weaknesses of mediation when applied to specific disputes
- Prepare their organization to participate in the mediation process
- Use newly gained skills to select an appropriate mediator
- Manage conflict through a negotiated approach

By the end of the course the delegates will be able to:
- Enhance the ability to engage ‘critically’ and logically in judicial reasoning
- Develop the skills to articulate sound legal arguments
- Gain an in-depth appreciation of the fundamental elements of the rule of law, and the significance of fairness and justice in social and legal systems
- Identify rapidly key issues in cases and be able to summarise key points succinctly, accurately and with high impact
- Strengthen legal research skills using primary and secondary sources
- Kolb’s Adult Learning Styles Model
- Rejoice coherently to challenging questions about the law by the use of legal referencing

FIND OUT MORE ONLINE
Overview of Mediation
Mediation Agreements and other Formalities
Mediation Processes
Developing Mediation Skills
Mediation Scenarios

ABOUT THE COURSE

Who should attend?
- Members of the judiciary of all grades
- Prosecutors
- Trainee judges and prosecutors
- Court clerks
- Legal and administrative personnel of tribunals
- Counsellors of States
- Legislative drafters
- Members of Parliament participating in legislative drafting committees
- Lawyers
- Legal professionals, clients of chambers and paralegals
- Law graduates wishing to take either the judicial or prosecutorial route

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FIND OUT MORE ONLINE
Week 2: Judicial Reasoning

For all course dates and to book visit www.lct.co.uk
### Oil and Gas

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course Code</th>
<th>Fee</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil &amp; Gas: Business Environment and Finance</td>
<td>OG.1</td>
<td>£5,250</td>
<td>13 - 24 January 11 - 22 May 07 - 18 September</td>
</tr>
<tr>
<td>Oil &amp; Gas - Business Environment</td>
<td>OG.1A</td>
<td>£3,250</td>
<td>13 - 17 January 11 - 15 May 07 - 11 September</td>
</tr>
<tr>
<td>Oil &amp; Gas - Business Finance</td>
<td>OG.1B</td>
<td>£3,250</td>
<td>20 - 24 January 18 - 22 May 14 - 18 September</td>
</tr>
<tr>
<td>Fundamentals of Oil &amp; Gas Exploration &amp; Production</td>
<td>OG.2</td>
<td>£3,250</td>
<td>06 - 09 April 17 - 20 August 07 - 10 December</td>
</tr>
<tr>
<td>Upstream Oil &amp; Gas Development Lifecycle Costing</td>
<td>OG.3</td>
<td>£3,250</td>
<td>13 - 16 April 24 - 27 August 14 - 17 December</td>
</tr>
<tr>
<td>Oil &amp; Gas: Contract Management</td>
<td>OG.4</td>
<td>£3,250</td>
<td>24 - 26 February 08 - 12 June 28 September - 02 October</td>
</tr>
<tr>
<td>Introduction to Process Safety</td>
<td>OG.5</td>
<td>£3,250</td>
<td>02 - 05 May 29 June - 02 July 09 - 12 November</td>
</tr>
<tr>
<td>FPSO Design, Technology and Operations</td>
<td>OG.6</td>
<td>£3,250</td>
<td>10 - 13 February 13 - 16 July 09 - 12 November</td>
</tr>
</tbody>
</table>

Ask about our bespoke courses tailored to your specific needs.

Why not speak to one of our friendly advisers?
Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.
Oil & Gas: Business Environment and Finance
Course Reference: OG.1
Duration: 10 days
Course fee: £5,250.00

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

By the end of the course delegates will be able to:
- Present the main features of the global Oil & Gas business environment
- Speculate on emerging trends and opportunities
- Apply knowledge of the key financial management systems
- Manage: Market risk, Credit risk and Liquidity risk
- Undertake effective financial modelling and scenario planning

Course Reference: OG.1A
Duration: 5 days
Course fee: £3,250.00

Who should attend?
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- Public sector officials with responsibility for the state management of Oil & Gas resources
- Engineers and Project Managers who are looking to develop leading edge practice for both themselves and their organization

By the end of the course delegates will be able to:
- Develop the key components of a financial management systems
- Use knowledge of financial instruments and their impacts
- Manage: Market risk, Credit risk and Liquidity risk
- Undertake effective financial modelling and scenario planning

Course Reference: OG.18
Duration: 5 days
Course fee: £3,250.00

Who should attend?
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- Public sector officials with responsibility for the state management of Oil & Gas resources
- Engineers and Project Managers who are looking to develop leading edge practice for both themselves and their organization

By the end of the course delegates will be able to:
- Present the main features of the global Oil & Gas business environment
- Speculate on emerging trends and opportunities
- Apply knowledge of the macro-economic factors both regionally and globally that shape the industry
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For all course dates and to book visit www.lct.co.uk

The overall experience I had at LCT was excellent. Very good customer service all round - the staff were friendly and attentive to my needs. I was grateful that the course was not cancelled even though I was the only scheduled attendee – the training turned into a one-to-one session which I was very happy with. The consultant did a great job at personalising the course and making the material relevant to my line of work. The overall experience I had at LCT was excellent. Very good customer service all round - the staff were friendly and attentive to my needs. I was grateful that the course was not cancelled even though I was the only scheduled attendee – the training turned into a one-to-one session which I was very happy with. The consultant did a great job at personalising the course and making the material relevant to my line of work. The overall experience I had at LCT was excellent. Very good customer service all round - the staff were friendly and attentive to my needs. I was grateful that the course was not cancelled even though I was the only scheduled attendee – the training turned into a one-to-one session which I was very happy with. The consultant did a great job at personalising the course and making the material relevant to my line of work. The overall experience I had at LCT was excellent. Very good customer service all round - the staff were friendly and attentive to my needs. I was grateful that the course was not cancelled even though I was the only scheduled attendee – the training turned into a one-to-one session which I was very happy with. The consultant did a great job at personalising the course and making the material relevant to my line of work.
**Oil and Gas**

**Fundamentals of Oil & Gas Exploration & Production**

Course Reference: OG.2  
Duration: 4 days  
Course fee: £3,250.00

- 06 - 09 April  
- 17 - 20 August  
- 07 - 10 December  
- London

**ABOUT THE COURSE**

Who should attend?

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

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

- Deliver a comprehensive overview of the oil and gas exploration and production industry  
- Describe a historical, current and future perspective for both non-technical and technical staff  
- Explain the principles of exploration, drilling, development and production  
- Elaborate on what is happening in the industry, now and in the future  
- Explain the full lifecycle of exploration to product delivery  
- Identify the nomenclature and terminology used in the industry

**Course Content**

Introduction to Exploration and Production (E&P)  
- History and cultural perspectives  
- Types of oil and gas resources  
- Petroleum geology and geoscience  
- Finding oil and gas

Subsurface Aspects of E&P – Reservoirs and Wells  
- Understanding the reservoir  
- Drilling  
- Optimizing production

Surface Aspects of E&P – Processing and Export  
- Oil and gas production and export facilities  
- Development project management and costing  
- Health, environment and safety

Business Aspects of E&P  
- Integrated Field Development Planning  
- Production contracts and licenses  
- Economic, risk and investment analysis  
- Decision making

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**Upstream Oil & Gas Development Lifecycle Costing**

Course Reference: OG.3  
Duration: 4 days  
Course fee: £3,250.00

- 13 - 16 April  
- 26 - 27 August  
- 14 - 17 December  
- London

**ABOUT THE COURSE**

Who should attend?

- Upstream oil and gas industry professionals, managers and discipline experts, who need to gain a deeper understanding of upstream lifecycle costing  
- Persons involved in industry oversight, from regulators, government agencies, non-governmental organisations (NGOs), charities, special interest and campaigning groups that need to better understand the cost constraints under which oil companies operate  
- Early career professionals wishing to advance their understanding of upstream oil and gas costing and economics issues

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

- Better collaborate within multidisciplinary teams on field development planning tasks leading to investment decisions  
- Give a comprehensive overview of the nature and magnitude of exploration, development, production and decommissioning costs  
- Explain how to express lifecycle costings in cash flow and economic models  
- Describe the challenges of upstream lifecycle costing, and dealing with uncertain and incomplete information

**Course Content**

Upstream Oil & Gas Lifecycle Costing  
Upstream Oil and Gas Lifecycle Cost Components  
Field Development Planning  
The Wider Context

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For all course dates and to book visit www.lct.co.uk
Oil & Gas: Contract Management
Course Reference: OG.4
Duration: 5 days
Course fee: £3,250.00
24 - 28 February
08 - 12 June
28 September - 02 October
London
London
London

Who should attend?
This is a stimulating and practical course designed for directors, managers, senior executives and decision makers involved in strategic and operational functions, including managers of procurement, finance, legal and supplier relations and who want to understand how to maximise competitive advantage in the Oil and Gas sector.

By the end of the course delegates will be able to:
• Lead and manage procurement processes and contract discussions and negotiations
• Identify risks that contracts should address
• Employ contractual tools and techniques to increase competitive advantage
• Apply typical standard contract terms and conditions
• Initiate and develop better commercial contracts within their organisation
• Improve supplier performance through better contracts
• Plan and manage the resolution of contractual disputes

Managing the Purchasing Process
• Overview of purchasing best practice
• Creating interest from the marketplace
• The statement of work for an oil services contract
• Results-based purchasing techniques
• Evaluating supplier proposals
• Is the lowest cost technically compliant the right one to choose?

Petroleum Industry Contracts
• Formation of the contract
• Express and implied terms
• Typical features of exploration and production contracts and contracts for the supply of oil-related services
• Local content or contract requirements
• A knock for knock liability considered
• Anti-corruption measures in petroleum industry contracts
• Case study exercises using oil contract examples

Managing Contractor Performance
• Identifying and managing supplier risk
• Getting and maintaining supplier contract performance
• Service level agreements
• Negotiating SMART objectives (SLS)
• Key performance indicators (KPI)
• Contract governance; managing contractual variations
• Why performance is important and who is involved?
• Post contract closure action

Dispute Resolution in the Petroleum Industry
• Contract breaches and remedies
• Termination of contract
• Should we litigate?
• Using arbitration, mediation or conciliation as means to resolve contractual disputes
• Strengths and weaknesses of ADR as an alternative to litigation
• Dispute resolution scenarios

Contract Negotiation Skills and Practice in a Petroleum Industry Context
• Preparing for the negotiation
• Understanding the position of the other side
• Negotiation rules and tactics
• Reaching an agreement
• Knowing your Best Alternative to Negotiated Agreement (BATNA)
• What happens if the negotiation fails?
• Negotiation role play

COURSE CONTENT

Introduction to Process Safety
Course Reference: OG.5
Duration: 4 days
Course fee: £3,250.00
02 - 05 March
29 June - 02 July
09 - 12 November
London
London
London

Who should attend?
• Technical, commercial and management staff that require a high level of technical overview of process safety in the hydrocarbon processing industry
• Personnel within the industry
• Technical support staff entering the industry
• Technical staff who want to expand their understanding of the industry

By the end of the course delegates will be able to:
• Define process safety and the human, environmental and business consequences of poor process safety
• Apply a simple model for analysing process safety incidents
• Describe process safety hazards and risk
• Describe the elements of a modern process safety management system and how such systems are organised

The final objective of the end of the course is to create a broad understanding of the tools and problem solving techniques used in process safety. The delegates should achieve the following four key learning outcomes:

Course fee:
£3,250.00
Duration:
28 September - 02 October
Course Reference:
OG.4

Who should attend?
Anyone who would like to develop a broad understanding of process safety

The hazards of hydrocarbon processes
• Importance of process safety
• Hazards of hydrocarbon processing
• Apply a simple model for analysing process safety incidents

COURSE CONTENT

 FPSO Design, Technology and Operations
Course Reference: OG.6
Duration: 4 days
Course fee: £3,250.00
02 - 05 March
29 June - 02 July
09 - 12 November
London
London
London

Who should attend?
• Suitable for persons at all levels of responsibility and authority within an engineering or operations function
• It may be of interest to those who have had limited exposure to FPSOs and need to update their knowledge and familiarity, or those who may have had previous first-hand offshore experience on an FPSO but wish to expand their knowledge in the topics of design and operation

By the end of the course delegates will be able to:
• Be aware of the history of the FPSO and the reasons why it has developed to become a mainstream choice for offshore production
• Be familiar with the various forms of floating production systems and how the FPSO fits within the applications
• Appreciate the concepts and the options available for offshore field development
• Be aware of the main technical and economic drivers in relation to the choice of an FPSO as the host facility
• Understand the main technical questions surrounding the design of the FPSO and their resolutions
• Be familiar with the main building blocks for an FPSO design
• Understand the design and selection of the hull and mooring system
• Understand the configurations available for the subsea layout in terms of the manifolds, flow lines, man and umbilicals
• Be familiar with the layout and configuration of the topsides process plant on an FPSO based on both safety and operability criteria
• Be familiar with the main marine systems of the FPSO based on the need for safety of the vessel and persons on board

Course fee:
£3,250.00
Duration:
28 September - 02 October
Course Reference:
OG.4

ABOUT THE COURSE

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• Understand the configurations available for the subsea layout in terms of the manifolds, flow lines, man and umbilicals
• Be familiar with the layout and configuration of the topsides process plant on an FPSO based on both safety and operability criteria
• Be familiar with the main marine systems of the FPSO based on the need for safety of the vessel and persons on board

Course fee:
£3,250.00
Duration:
28 September - 02 October
Course Reference:
OG.4

COURSE CONTENT

Introduction to FPSO Design
• Understanding the role of FPSOs
• Examining FPSO life cycle
• Choosing the FPSO as a solution
• Introduction to FPSO engineering

Course fee:
£3,250.00
Duration:
28 September - 02 October
Course Reference:
OG.4
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Why not speak to one of our friendly advisers?
Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.
Operations Management

Advanced Project Management
Course Reference: OR11
Duration: 10 days
Course fee: £5,250.00
23 March - 03 April
27 July - 07 August
23 November - 04 December
London

Who should attend?
- Project managers and Project Directors
- Project team members wishing to move into project management roles
- Senior line managers of project staff
- Technical and engineering staff willing to develop skills in managing projects
- Procurement and contract management personnel

By the end of the course delegates will be able to:
- Set up and manage projects effectively
- Scope out the objectives and deliverables for a project
- Create a Project Plan
- Calculate the resources required for a project
- Manage project teams effectively
- Establish systems for monitoring and evaluating projects
- Assess risk factors and develop contingency plans
- Interact more effectively with project stakeholders

Overview of Project Management
- Definition of a project
- The key characteristics of all projects
- Understanding the key terms and stages
- Defining key project stakeholders

Management of the Project
- How the project manager is selected
- The key attributes of a project manager
- The responsibilities of the project manager
- The allocated project team
- Identification and analysis of key stakeholders

The Project Lifecycle, Planning and Control
- The importance of project planning and communication
- Understanding the elements of a project scope
- Developing a Work Breakdown Structure
- Establishing the project schedule and baseline
- The typical constraint that affects projects

Project Execution and Managing the Schedule
- Introduction to GANTT charts and building a viable schedule
- Effective techniques of estimating work
- Understanding the Critical Path Method and applying PERT
- Methods and techniques to avoid project scope creep
- Tracking progress and dealing with schedule variances

Dealing with Changes, Risk and Project Handover
- Understanding the importance of change management in projects
- Developing a project risk matrix
- The importance of effective project reporting
- How a project ends
- Project handover and close down of the project

Staying Focused and Leading the Project Team with Conviction
- Adapting your personal style of leadership
- Developing a vision and motivating your team
- Implementing a robust and viable communications plan
- Setting direction and agreeing Critical Performance Indicators
- Deal with contradicting needs between the customer, project manager and project team

Measuring Schedule, Costs and Earned Value Management
- Scheduling tools and techniques
- Validating the schedule
- Managing change within the project
- The importance of a good cost schedule baseline to measure performance against
- The tools and techniques for using Earned Value Management

The Importance of Stakeholder Management
- Stakeholder definition and analysis
- Determination of relevance of stakeholders
- Stakeholder mapping
- Stakeholder influence
- The keys to effective influence and persuasion

Managing Risks and Quality
- Risk management planning
- Identifying project risks
- Performing risk analysis
- Risk response monitor and control
- Controlling project quality


Operations Management

Project Management – Level 1
Course Reference: OR1A
Duration: 5 days
Course fee: £3,050.00
23 - 27 March
27 - 31 July
23 - 27 November
London

Who should attend?
- Project team members wishing to move into project management roles
- Other operational staff wishing to learn project management tools and techniques
- Project planners
- Technical and engineering staff wishing to develop skills in managing projects
- Procurement and contract management personnel
- Operational staff who need to understand the basics of project management
- Who should attend?
- Project managers and Project Directors
- Project team members wishing to move into project management roles
- Senior line managers of project staff
- Technical and engineering staff willing to develop skills in managing projects
- Procurement and contract management personnel

By the end of the course delegates will be able to:
- Utilise basic tools and techniques of project management
- Identify reasons why fail and how failure can be avoided
- Build Gantt charts and conduct a Critical Path Analysis
- How a project ends
- Project handover and close down of the project

Overview of Project Management
- Definition of a project
- The key characteristics of all projects
- Understanding the key terms and stages
- Defining key project stakeholders

Management of the Project
- How the project manager is selected
- The key attributes of a project manager
- The responsibilities of the project manager
- The allocated project team
- Identification and analysis of key stakeholders

The Project Lifecycle, Planning and Control
- The importance of project planning and communication
- Understanding the elements of a project scope
- Developing a Work Breakdown Structure
- Establishing the project schedule and baseline
- The typical constraint that affects projects

Measuring Schedule, Costs and Earned Value Management
- Scheduling tools and techniques
- Validating the schedule
- Managing change within the project
- The importance of a good cost schedule baseline to measure performance against
- The tools and techniques for using Earned Value Management

The Importance of Stakeholder Management
- Stakeholder definition and analysis
- Determination of relevance of stakeholders
- Stakeholder mapping
- Stakeholder influence
- The keys to effective influence and persuasion

Managing Risks and Quality
- Risk management planning
- Identifying project risks
- Performing risk analysis
- Risk response monitor and control
- Controlling project quality


For all course dates and to book visit www.lct.co.uk

Excellent course. The administration staff and the resource personnel were excellent, cooperative, and friendly.
Operations Ghana Revenue Authority

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For all course dates and to book visit www.lct.co.uk

Operations Management

Operations Management
By the end of the course delegates will be able to:

- Set up and manage projects effectively
- Scope out the objectives and deliverables for a project
- Create a Project Plan
- Calculate the resources required for a project
- Manage project teams effectively
- Establish systems for monitoring and evaluating projects
- Assess risk factors and develop contingency plans
- Interact more effectively with project stakeholders

### COURSE CONTENT

**Overview of Key Principles of Project Management**
- Step-by-step guidance and learning the Project Team
- The Importance of Stakeholder Management
- Managing Risks and Quality

**Managing Stakeholder Relationships**
- Identifying key stakeholders
- Developing strategies for managing stakeholder relationships
- Establishing systems for monitoring and evaluating stakeholder relationships

**The Strategic Sourcing Process**
- Understanding the concept of strategic sourcing
- Differences between sourcing and strategic sourcing
- The seven stages of a competitive sourcing strategy
- The value and benefits of strategic sourcing
- Performing a strategic sourcing gap analysis

**Supplier Relationship Management (SRM)**
- Introduction to the principles of SRM
- The importance of the buyer/supplier relationship
- Developing the SRM strategy
- Managing the development of the relationship
- Deliberating the seven phases
- The value and benefits of SRM
- The seven stages of a competitive SRM strategy
- The value and benefits of strategic sourcing
- Performing a strategic sourcing gap analysis

**Strategic Cost Management**
- Determination of the most appropriate suppliers
- Setting up a competitive sourcing strategy
- The value and benefits of strategic sourcing
- Performing a strategic sourcing gap analysis

**Monitoring and Managing Supplier Contracts**
- Managing the contract and setting expectations
- The importance of setting proper baselines
- Conducting supplier appraisals based on performance measures and metrics
- Dealing with underperforming suppliers
- Dealing with breaches and disputes

**Definition and Development of a Sourcing Strategy**
- Understanding the concept of strategic sourcing
- Differences between sourcing and strategic sourcing
- The seven stages of a competitive sourcing strategy
- The value and benefits of strategic sourcing
- Performing a strategic sourcing gap analysis

**Identifying and Managing Risks**
- Determination of the risk involved in the global supply chain
- Procurement risk identification and assessment
- Effective risk mitigation strategies
- Dealing with challenging situations in the supply chain

### ABOUT THE COURSE

Who should attend?

- Project managers and Project Directors
- Project team members wishing to move into project management roles
- Senior line managers of project staff
- Technical and engineering staff wishing to develop skills in managing projects
- Procurement and contract management personnel

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The trainers use an interactive method for their training sessions. The professional gain has now enabled me to take important things back with me to my organisation.

National Operations Officer
International Organization for Migration - MRG Islamabad
Who should attend?
- Purchasing executives and professional staff from supply chain management, logistics and inventory planning and control
- General managers wishing to understand the procurement function
- Project managers involved in plant and equipment development projects
- Engineering planners working with complex maintenance material requirements
- Quality managers seeking to understand how suppliers are selected

By the end of the course delegates will be able to:
- Set up and manage a procurement activity
- Select suppliers using appropriate evaluation methods and criteria
- Measure supplier performance
- Identify ways to increase procurement effectiveness and efficiency
- Develop a strategy for sourcing that achieves tangible benefits
- Review critical supply strategies
- Implement and report on KPI performance
- Establish effective inventory strategies
- Ensure the presence audit trails and apply transparency principles
- Apply risk management techniques to supply chain and inventory management

LCT have given me the skills that I was missing to be able for me to carry out my position as Operations Manager to a higher performance than I was able to do previously.

Operations Manager

Toby Churchill, Ltd.
Operations Management

Supply Chain Management – Level 1
Course Reference: OP3A
Duration: 5 days
Course fee: £3,050.00

20 - 24 January
18 - 22 May
21 - 25 September
London

27 - 31 January
25 - 29 May
28 September - 02 October
London

ABOUT THE COURSE

Who should attend?
- Procurement, warehouse and supply chain management practitioners
- Transport Managers
- Professionals in Logistics Functions
- Warehouse and distribution managers and supervisors
- Material handling supervisors

This course is suitable for commercial management, who are looking to obtain leading edge supply chain efficiencies and competitive edge for themselves and their organisation and those who need to develop their understanding about Supply Chain Management.

By the end of the course delegates will be able to:
- Identify the benefits, both operational and financial, of effective supply chains
- Apply global best practice strategies within their own environment
- Develop cost and operational efficiency initiatives for each component of the supply chain
- Manage inventory and warehouse efficiency strategies
- Ensure compliance with quality, environmental and safety standards
- Make informed financial and operational decisions for supply chain operations
- Apply global best practice strategies
- Show how the supply chain can contribute to overall organisational profitability

COURSE CONTENT

Understanding the Supply Chain
Role and Importance of the Integrated Supply Chain
Supplier Relationship Management (SRM)
Goals and Objectives of Supplier Management
The Strategic Warehouse

Supply Chain Fundamentals
Supply Chain Planning and Stock Control – Level 2
Course Reference: OP3B
Duration: 5 days
Course fee: £3,050.00

Advanced Inventory Planning and Stock Control
Course Reference: OP4A
Duration: 10 days
Course fee: £5,250.00

20 April - 01 May
27 April - 01 May
20 - 24 April
17 - 21 August
London

FIND OUT MORE ONLINE

Fundamentals of Inventory Management Replacement Policies and Inventory Planning
Stock Identification and Recording Procedures
Inventory Control
Strategic Management of Inventory and all Types of Stock
Stock Identification and Recording Procedures
Management Strategies Involved in Creating an Efficient Warehouse
Managing People, Resources, Performance, Health and Safety
Inventory Improvements and the Supply Chain

For all course dates and to book visit www.lct.co.uk

For all course dates and to book visit www.lct.co.uk
Advanced Facilities Management  
Course Reference: OR5  
Duration: 10 days  
Course fee: £5,250.00  
02 - 13 March  
01 - 12 June  
31 August - 11 September  
30 November - 11 December  
London

Who should attend?  
• Seasoned Facilities Managers  
• Key staff within engineering and production  
• Strategic maintenance personnel  
• Maintenance managers  
• Quality Managers and Supervisory maintenance staff with a full end-to-end maintenance strategy and implementation process.  

By the end of the course delegates will be able to:  
• Describe the role of the facilities manager  
• Establish the need for facilities management within an organisation  
• Identify the skills and competencies required by a facilities manager  
• Develop effective maintenance management systems  
• Apply risk management techniques  
• Incorporate key statistical methodologies within maintenance planning  

COURSE CONTENT

Role of the Facilities Management Team within the Organisation  
• Overview of FM  
• Understanding the importance of FM  
• Expectations of FM  
• Facilities Needs Assessment  
• Defining Hard and Soft services  
• Core Competencies of an FM professional

Key Elements of Facilities Management  
• Understanding the organisational goals and objectives  
• Understanding Support Services  
• Managing People and Resources  
• Managing Premises  
• Managing Contractors on a daily basis  
• Managing the Working Environment

Health, Safety and Environmental Practices  
• Health and Safety at Work  
• Handling workplace law  
• Understanding sustainability and environmental issues  
• Environmental efficiency  
• Risk Assessment  
• Risk Mitigation

Maintenance and Repairs  
• Preventive Maintenance Management  
• Heating, Ventilation and Air Conditioning (HVAC) Maintenance  
• Lifts and Escalators Maintenance  
• Risk Based Maintenance  
• Corrective Maintenance  
• Emergency Corrective Maintenance

Management and Control  
• Managing Internal Customer Service and Expectations  
• Managing Risk  
• Contracting Costs  
• Service Level Agreements  
• Contractors’ Performance  
• Space Management

Role & Contribution of the Maintenance Function within the Organisation  
• Overview of the maintenance function  
• Specific roles and responsibilities  
• Key principles within maintenance management  
• The impact of “uptime” on the organisation  
• The impacts of “downtime” on the organisation

Key Maintenance Strategies  
• Developing preventative maintenance strategy  
• Developing corrective maintenance strategy  
• Developing emergency maintenance strategy  
• Monitoring and measuring the combined strategy effectiveness  
• Implementation of the agreed strategy

Utilising Key Methodologies within Maintenance  
• Calculating mean time between failure  
• The “Bath-tub” failure model  
• Probability analysis  
• Identifying and analysing risks  
• Risk management – The FMEA model

Managing Maintenance Systems  
• Managing the maintenance budget  
• Variance analysis and corrective actions  
• Engaging with stakeholders  
• Measuring and reporting upon maintenance systems benefits  
• Analysing the effects of the maintenance system

Facilities Management  
Course Reference: OP5A  
Duration: 5 days  
Course fee: £3,050.00  
02 - 06 March  
01 - 05 June  
31 August - 04 September  
30 November - 04 December  
London

Who should attend?  
• Seasoned Facilities Managers  
• Key staff within engineering and production  
• Strategic maintenance personnel  
• Maintenance managers  
• Quality Managers and Supervisory maintenance staff with a full end-to-end maintenance strategy and implementation process.  

By the end of the course delegates will be able to:  
• Develop the role of the Facilities Manager for their organisation  
• Document the requirements of FM within the organisation  
• Identify the skills and competencies required by a facilities manager  
• Develop the skills and competencies to implement best practice FM operations  
• Identify the various risks and safety issues within FM  
• Implement and manage maintenance programmes  
• Manage and control contractors’ performance and costs

COURSE CONTENT

Role of the Facilities Management Team within the Organisation  
• Overview of FM  
• Understanding the importance of FM  
• Expectations of FM  
• Facilities Needs Assessment  
• Defining Hard and Soft services  
• Core Competencies of an FM professional

Key Elements of Facilities Management  
• Understanding the organisational goals and objectives  
• Understanding Support Services  
• Managing People and Resources  
• Managing Premises  
• Managing Contractors on a daily basis  
• Managing the Working Environment

Health, Safety and Environmental Practices  
• Health and Safety at Work  
• Handling workplace law  
• Understanding sustainability and environmental issues  
• Environmental efficiency  
• Risk Assessment  
• Risk Mitigation

Maintenance and Repairs  
• Preventive Maintenance Management  
• Heating, Ventilation and Air Conditioning (HVAC) Maintenance  
• Lifts and Escalators Maintenance  
• Risk Based Maintenance  
• Corrective Maintenance  
• Emergency Corrective Maintenance

Management and Control  
• Managing Internal Customer Service and Expectations  
• Managing Risk  
• Contracting Costs  
• Service Level Agreements  
• Contractors’ Performance  
• Space Management

Role & Contribution of the Maintenance Function within the Organisation  
• Overview of the maintenance function  
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Managing Maintenance Systems  
• Managing the maintenance budget  
• Variance analysis and corrective actions  
• Engaging with stakeholders  
• Measuring and reporting upon maintenance systems benefits  
• Analysing the effects of the maintenance system

For all course dates and to book visit www.lct.co.uk
ABOUT THE COURSE

Who should attend?
Delegates who have a good basic knowledge of quality principles and who are looking for best practice and structured ways of achieving leading edge best practice both for themselves and their organisation. It is also designed for business managers, business analysts, process analysts and practitioners involved in process-based change and the automation of process solutions.

By the end of the course the delegates will be able to:
- Describe the principles of business process management and apply them
- Re-engineer a range of business processes
- Define key process outputs and impacts
- Benefits of business process management
- Engage with key stakeholders in relation to organisational processes
- Address the "people dimension" of process management
- Better utilise existing resources
- Design and implement a business process improvement plan

COURSE CONTENT

The course was a great introduction to procurement. It triggered lots of great questions and ideas to apply at work. I had a great time.

Operations Coordinator Flash Entertainment

The Principles and Process of Contract Negotiation
- The main models and processes of negotiation
- Negotiating in a purchaser/supplier relationship
- Plan and manage a negotiation with a supplier
- Identify and negotiate key contract variables
- Reaching a win-win agreement

Contract Risk Assessment and Management Techniques
- Understanding the various risks that affect all contracts
- Contract risk analysis
- Developing robust contracts with a focus on mitigating risk
- Managing risk through the contract
- Managing an exit strategy and risk mitigation in event of contractor failure/default

Managing Relationships and Performance
- The importance of collaboration
- Key stakeholder management
- Setting agreed service levels
- Improving contract performance
- Managing contract closeout

About the course
By the end of the course the delegates will be able to:
- Describe the procurement cycle and the contract management lifecycle
- Define and develop the right contract
- Measure supplier performance
- Analyse contract risks and their impacts
- Negotiate effectively with suppliers
- Manage contractual changes
- Professionally close contracts

Who should attend?
- Contract management personnel
- Purchasing executives, senior managers, and professional staff from supply chain management, logistics and inventory planning and control
- General managers wishing to understand the procurement function
- Project managers involved in plant and equipment development projects
- Technical personnel involved in performance specification of plant and equipment
- Engineering planners working with complex maintenance material requirements
- Quality managers seeking to understand how supply contracts are managed

By the end of the course the delegates will be able to:
- Describe the procurement cycle and the contract management lifecycle
- Define and develop the right contract
- Measure supplier performance
- Analyse contract risks and their impacts
- Negotiate effectively with suppliers
- Manage contractual changes
- Professionally close contracts

Introduction to Contract Management
- Principles of contract law
- The main stage of the contract management lifecycle
- Forming and creating robust procurement contracts
- Standard terms and conditions for goods and/or services
- Special terms and conditions and essential clauses

Key Concepts in Contracts and Associated Legal Considerations
- The scope and features of good contract management
- Specification writing
- Earning, changing and modifying contracts
- Managing contract extensions and any allowable price increases
- Establishing a change control regime

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

Course fee: £3,050.00
Duration: 5 days
Course Reference: ORB
10 - 14 February
London

Course fee: £3,050.00
Duration: 5 days
Course Reference: ORB
22 - 26 June
London

Course fee: £3,050.00
Duration: 5 days
Course Reference: ORB
19 - 23 October
London
Advanced Customer Service Management  
Course Reference: OP9  
Duration: 10 days  
Course fee: £5,250.00  
24 February - 06 March  
15 - 26 June  
12 - 23 October  
London

Customer Service Management  
Course Reference: OP9A  
Duration: 5 days  
Course fee: £3,050.00  
24 - 28 February  
15 - 19 June  
12 - 16 October  
London

Complaints Management  
Course Reference: OP9B  
Duration: 5 days  
Course fee: £3,050.00  
02 - 06 March  
22 - 26 June  
19 - 23 October  
London

Strategic Operations for the Public Sector  
Course Reference: OP10  
Duration: 5 days  
Course fee: £3,050.00  
10 - 14 February  
07 - 11 September  
London

Who should attend?  
Managers and executives from public and private sector organisations who want to design, improve and deliver superior customer services, including:  
- Managers and customer-facing employees wishing to raise their organisation’s level of service  
- Front-line teams who respond to verbal and written service enquiries and complaints  
- Employees in the service sector and public utilities  
- Supervisors and service team members  
- Marketing executives

By the end of the course the delegates will be able to:  
- Communicate more effectively and positively with customers  
- Create good first impressions and build trust levels  
- Meet high standards of response and resolution  
- Develop their own personal toolkit to lift service levels  
- Improve first contact resolution pro-actively identifying complaints and fixing them  
- Turn around entrenched, emotionally charged and dissatisfied customers  
- Analyze complaints and recognize patterns to avoid them in the future

ABOUT THE COURSE

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

By the end of the course the delegates will be able to:  
- Generate ideas to make improvements to the way they work with and respond to their customers  
- Meet the ever-increasing needs of their customers  
- Make a good first impression, develop and maintain ongoing relationships based on trust and high quality communication  
- Identify and solve problems related to customer satisfaction and the performance of customer service providers regarding their key performance areas  
- Manage difficult customers more effectively and confidently  
- Be more customer-focused in their work  
- Apply team work in customer care  
- Improve handling of customers by frontline customer service providers

ABOUT THE COURSE

Who should attend?  
Managers and executives from public and private sector organisations who want to design, improve and deliver enhanced complaints handling processes, including:  
- Managers responsible for customer service  
- Employees in the customer service department  
- Front-line teams who handle complaints through telephone, online or face-to-face  
- Employees in the service sector and public utilities  
- Employees of banks and other financial service organizations  
- Marketing executives

By the end of the course the delegates will be able to:  
- Describe ways to handle complaints with confidence  
- Set standards of response and resolution  
- Improve first contact resolution pro-actively identifying complaints and fixing them  
- Turn around entrenched, emotionally charged and dissatisfied customers  
- Analyze complaints and recognize patterns to avoid them in the future

ABOUT THE COURSE

Who should attend?  
Managers and executives from public and private sector organisations who are involved with providing services, including:  
- Office managers  
- Procurement specialists  
- Facilities management  
- HR managers  
- Managers in schools, hospitals, prisons and other

By the end of the course the delegates will be able to:  
- Define operations and operations management  
- Distinguish between private and public sector operations  
- Describe the key practices and principles of Operations Management  
- Use skills which you have developed on the course  
- Lead change more effectively

FIND OUT MORE ONLINE

Operations Management in the Public Sector Defined  
Essential Skills in Efficient and Effective Operations in the Public Sector  
Interpersonal and Personal Effectiveness Skills  
Public Sector Procurement  
Leading and Managing Change

For all course dates and to book visit www.lct.co.uk  
For all course dates and to book visit www.lct.co.uk
Operations Management

Finance for Project Management
Course Reference: OP.11
Duration: 5 days
Course fee: £3,050.00

17 - 21 February
14 - 18 September
London

Donor-Funded Projects
Course Reference: OP.12
Duration: 5 days
Course fee: £3,050.00

24 - 28 February
21 - 25 September
London

Who should attend?
- Project managers
- Project team members
- Experienced Project Managers who have not had prior project management training in finance
- Anyone looking to improve their assessment of project management finances

By the end of the course the delegates will be able to:
- Relate financial terminology and concepts to their own projects
- Evaluate alternative projects and select those which meet criteria based on financial aspects
- Estimate and monitor project costs
- Build a budget financial baseline and budget

Who should attend?
Managers and executives from public sector organisations who want to strengthen their compliance risk mitigation and want to reflect a greater awareness of compliance in their organisation:
- Those new to grant management
- Project managers / directors
- Project team members
- Anybody managing donor funds
- Procurement specialists
- Accounting and financial management staff

By the end of the course the delegates will be able to:
- Describe and compare different variants of the project lifecycle
- Interpret donor reporting requirements
- Be a valued member of a project team
- Evaluate your existing systems and recommend changes where relevant
- Identify significant project risks and use techniques to mitigate them

Operations Management

ABOUT THE COURSE

FIND OUT MORE ONLINE

Project Financial Terminology and Financial Criteria for Selection
Overview of Project Cost Management and The Project Budget
Cost Control
Project Procurement Management
Project Risk Management

FIND OUT MORE ONLINE

Appropriate Donor Project Structures
Project Methodology
Key Areas of Compliance on Donor Projects
Managing Projects
Why Projects Fail

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

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For all course dates and to book visit www.lct.co.uk

Public Relations

Public Relations Management – Level 1
(PR.1A) £3,050
20 - 24 January
20 - 24 April
19 - 23 October

Advanced Strategic Public Relations Management
(PR.3A) £5,250
27 January - 07 February
27 April - 08 May
26 October - 06 November

Protocol and Events Management – Level 1
(PR.5A) £3,050
27 January - 07 February
27 April - 08 May
26 October - 06 November

Strategic Marketing, Brand Management and Public Relations
(PR.7) £3,050
30 March - 03 April
14 - 18 December

Media Relations
(PR.8) £3,050
08 - 12 June
05 - 09 October

Corporate Social Responsibility
– Level 1
(PR.6A) £3,050
02 - 06 March
01 - 05 June
30 November - 04 December

Brand Management
(PR.10) £3,050
30 March - 03 April
14 - 18 December

Understanding Government Legal Structures, Systems and Legislative Processes
(PR.11) £3,050
17 - 18 May
07 - 09 September

Strategic Communication Skills
(PR.9) £3,050
08 - 12 June
05 - 09 October

Brand Management
(PR.10) £3,050
30 March - 03 April
14 - 18 December

Understanding Government Legal Structures, Systems and Legislative Processes
(PR.11) £3,050
17 - 18 May
07 - 09 September

Professional Ethics, Diplomacy, and Communication
(PR.12) £3,050
13 - 17 July
14 - 18 December

For all course dates and to book visit www.lct.co.uk
Who should attend?
- Those new to PR Management
- Those who need to understand the rapidly changing media environment
- PR Executives, Assistants and Researchers
- Marketing Executives and Assistants
- Those in PR in public sector, private sector and not-for-profit organisations
- Those in PR at the national, regional and community level
- Those working for international, global or supranational organisations

By the end of the course delegates will be able to:
- Practise PR successfully in their organisation
- Assess the range of approaches, methods and techniques required
- Understand the markets and audiences and their different PR requirements
- To write appropriately for all media
- Manage PR events and activities

What is PR - Public Relations?
- Those in PR at the national, regional and community level
- Those in PR in public sector, private sector and not-for-profit organisations
- Those working for international, global or supranational organisations
- Those who need to understand the rapidly changing media environment

By the end of the course delegates will be able to:
- Strengthen current management, structures, methods and techniques of PR
- Implement plan effectively
- Maximise the Return on Investment (ROI) of PR
- Build strong and durable relationships with all media

Course Reference: PR.1A
Duration: 5 days
Course fee: £3,050.00
20 - 24 January  London
20 - 24 April  London
19 - 23 October  London

Course Reference: PR.1B
Duration: 5 days
Course fee: £3,050.00
27 - 31 January  London
27 April - 01 May  London
26 - 30 October  London

Course Reference: PR.1C
Duration: 5 days
Course fee: £3,050.00
03 - 07 February  London
04 - 08 May  London
02 - 06 November  London

See page 119 for information about courses that occur during Bank Holidays in the United Kingdom.
I have attended several training programs organised by other training providers but the one LCT organised was a significant step up in quality. I am highly impressed by the consultants’ experience. Thank you.

Document Control Officer
Nigerian National Petroleum Corporation (NNPC)
ABOUT THE COURSE
Who should attend?
- Travel directors, managers, supervisors, team leaders, executives and assistants
- Protocol directors, managers, supervisors, team leaders, executives and assistants
- PR directors, managers, supervisors, team leaders, executives, and assistants who would like an understanding of the role of protocol and travel management in the promotion of the positive corporate image of their organisation
- International relations managers and directors
- All those who are involved in welcoming visitors to their country or sending their staff overseas.

By the end of the course delegates will be able to:
- Revise, refresh and develop skills for efficient protocol and travel management
- Organise national and international travel for your staff and for visitors to your country
- Plan international exhibitions, visits and events
- Strengthen relationships and develop powerful communication skills
- Ensure that meetings at home and abroad achieve objectives
- Create realistic budgets and control costs
- Reduce the impact of unexpected emergencies and crises

Advantages of being Protocol and Travel Ready: Protecting your staff, reputation, and business

COURSE CONTENT
Managing the Protocol and Travel Function
- Role and responsibilities of the function
- Creating streamlined policies, systems, structure and procedures
- Keeping up-to-date with changes, in rules and regulations, nationally and internationally
- Recording, reporting, updating and maintaining
- Applying all policies, procedures and processes fairly to all

The Right Documents, at the Right Time, in the Right Place
- Organising passports, processing visas and overcoming the complexities and problems
- Compliance with entry requirements and immigration rules
- Ensuring the health, safety and security of staff and visitors
- Booking tickets, timetables, time differences; holidays, cancellations
- Airport procedures, requirements and duties

Accommodation and International Travel Requirements
- Factors to choose and book the most appropriate hotel or rooms
- Customer and protocol requirements; preferred hotels list; change in plans; families
- Car transport: taxi, car, airport, rental; security; motorcycles
- Meeting the demands of business travel: payment methods and exchange rates
- Methods to research all possible options and prioritise the best

Exhibitions, Conferences, Visits and Events – Nationally and Internationally
- Planning and organising events, conferences and visits
- Organising, exhibiting at or attending exhibitions
- Trade visits and the protocol for them
- Creating foreign itineraries, flying flags correctly and meeting expectations
- Order of precedence for official ceremonies

Budgeting and Cost Control
- Budgeting accurately and meaningfully
- Monitoring, authorisation, approval, expenditure, allowances, expenses and receipts
- Cost control for ensuring that expenses are legitimate
- Cancellations, claims, reimbursements, hospitality
- Insurance which is robust, appropriate and up-to-date

Building and Maintaining Strong Relationships
- Principles of durable relationships
- Building strong relationships with your internal clients, suppliers, agents and contacts
- Building relationships with Embassies and Missions
- Cultural etiquette in business, social, religious, giving and receiving presents
- Promoting cross cultural understanding of History and traditions

Communication Skills Required
- Qualities required: questioning and active listening
- Dealing with difficult people
- Negotiating win-win deals with suppliers, agents and contacts while maintaining relationship and quality of service
- Communication in crisis or emergency or disruption
- Turning complaints into opportunities

Meetings at Home and Abroad
- Pre-meeting preparation including leading, interpreting, and parking
- Dining, participating and preparing agendas
- Order of deixities for entering a room: introductions, seating and making presentations
- Conflict resolution, decision-making and problem-solving

Risks – Disruption to Travel: Pro-active Management
- Identification, evaluation and management of threats and risks
- Creating contingency plans for emergencies
- Disaster recovery planning
- Implementing and practice
- Ensuring continuity throughout disruption
- Planning for unexpected crisis

By the end of the course delegates will be able to:
- Develop a strong travel management function
- Understand all aspects of protocol
- Ensure the delivery of quality service to all users in the most cost-effective way
- Understand the process, procedures and requirements for all documents
- Organise events that run smoothly
- Create budgets and apply cost control systems

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.

For all course dates and to book visit www.lct.co.uk
### Advanced Protocol and Events Management

**Course Reference:** PR.5  
**Duration:** 10 days  
**Course fee:** £5,250.00  
27 January - 07 February  
27 April - 08 May  
26 October - 06 November  

**Who should attend?**  
- Protocol Senior Managers, Protocol Managers and Assistants  
- Events - Senior Managers, Events - Project Planners, Conference Project Planners, Exhibition Managers and Meetings Managers  
- Customer Relations Senior Managers and Managers  
- Public Relations Senior Managers and Managers  
- Communications Senior Managers and Communications Managers  

**By the end of the course delegates will be able to:**  
- Manage protocol and event functions efficiently and effectively  
- Apply tips and avoid the traps of organising events  
- Identify risks and understand how to manage and mitigate  
- Ensure that events are delivered on time and to budget  
- Project manage the planning, organising and holding of successful events  
- Understand the key factors in building and maintaining strong relationships  
- Ensure that meetings at home and abroad achieve strategic objectives

**COURSE CONTENT**  
- Managing the Protocol and Events Function  
- Exhibitions, Conferences, Visits and Events – National and International  
- Communication Appropriate for Guests, Audiences and Stakeholders  
- Risk and Crisis Management for Different Events  
- Budgeting and Cost Control  
- Project Management in Protocol and Events  
- PR and Marketing for Successful Events  
- Building and Maintaining Strong Relationships  
- Meetings at Home and Abroad

See page 119 for information about courses that occur during UK Bank Holidays in the United Kingdom.
Advanced Corporate Social Responsibility
Course Reference: PR.6
Duration: 10 days
Course fee: £5,250.00
02 - 13 March  London
01 - 12 June  London
30 November - 11 December  London

Who should attend?
• Heads of sustainable development
• Corporate Affairs managers and officers
• CSR managers and officers
• Corporate strategists
• Community Relations managers and officers
• HR, Administration and Environmental managers concerned with CSR planning and implementation
• Procurement managers involved in responsible sourcing initiatives
• Project managers responsible for developing and implementing CSR projects
• Managers and officers involved in non-financial corporate reporting
• Communications managers and officers responsible for internal and external reporting on sustainability
• Internal auditors concerned with corporate social responsibility risks

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Apply CSR best practices to organisational programmes and projects
• Develop and improve their community relations activities
• Interpret the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes
• Assess the importance of their sustainability initiatives
• Identify the links between business ethics, Corporate Social Responsibility and Corporate Governance

What isCSR and Why Does it Matter?
• The pressure for change
• The legal backdrop of CSR
• Company directors’ obligations and CSR
• Voluntary measures
• Is CSR just Public Relations?
• CSR and corporate governance links

Best Practice in CSR – Corporate Approaches on the Key Topics
• Codes of Practice
• Dealing with communities
• CSR and employees
• Managing supplier’s responsibly
• Responsible client relations
• Corporate Responsibility and the environment

The Business Case for CSR
• The Strategic Imperatives involved in CSR
• What is a business case?
• USGK tools to build the business case
• Identifying and Managing CSR risks
• The public, procurement challenges from CSR
• Getting and maintaining corporate support and approval

Changing the Organisation to Include CSR
• Developing the CSR corporate vision
• Setting our CSR strategic SMART objectives
• Identifying and Managing affected stakeholders
• How leaders make CSR happen
• The key steps to make the CSR change effective

Developing and Implementing the CSR Plan
• What should be in the CSR plan?
• Communicating the plan
• Piloting the plan
• Overcoming objections
• Measuring impact and results
• Auditing and measuring CSR performance
• Reporting on CSR

Sustainability in Purchasing
• Managing a responsible Supply Chain
• The Ethical Trading Initiative Base Code
• Combating child labour in manufacturing
• Contracting contractor abuses in construction
• Monitoring ethical standards
• Diversity in the supply chain
• Conflict minerals policies

Community Relations and Environmental Sustainability
• Working effectively with host communities
• Managing sensitive issues including payments and relocation
• Building successful community projects
• Assessing social and environmental risk
• Managing operations sustainably
• Case studies on community relations

CSR and corporate governance links
• Understanding the legal duties company directors must observe concerning CSR
• Examining examples of good and bad business behaviour across different industrial sectors
• Explore how business ethics, corporate social responsibility and corporate governance are converging
• Develop the components of a CSR action plan for their own organisations

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6A
02 - 06 March  London
01 - 05 June  London
30 November - 04 December  London

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

By the end of the course delegates will be able to:
• Appreciate why corporate social responsibility is important in the public and private sectors
• Examine how organisational behaviour is impacted by CSR
• Develop skills to initiate or improve CSR programmes in their organisations
• Understand the legal duties company directors must observe concerning CSR
• Examine examples of good and bad business behaviour across different industrial sectors
• Explore how business ethics, corporate social responsibility and corporate governance are converging
• Develop the components of a CSR action plan for their own organisations

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6B
09 - 13 March  London
08 - 12 June  London
07 - 11 December  London

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

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Develop and improve their community relations activities
• Examine the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6C
01 - 05 June  London
07 - 11 June  London

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

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Develop and improve their community relations activities
• Examine the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6D
07 - 11 June  London

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

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Develop and improve their community relations activities
• Examine the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6E
01 - 05 June  London
07 - 11 June  London

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

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Develop and improve their community relations activities
• Examine the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6F
07 - 11 June  London

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

By the end of the course delegates will be able to:
• Understand how Corporate Social Responsibility is important in the public and private sectors
• Develop and improve their community relations activities
• Examine the impact of CSR on the reputation of the organisation
• Plan, initiate or improve CSR programmes
• Report on their sustainability programmes

Course fee:
£3,050.00
Duration:
5 days
Course Reference:
PR.6G
07 - 11 June  London
ABOUT THE COURSE

Who should attend?
- Corporate and government spokespersons
- Public Relations and Media Relations managers
- Government officials, MPs, senior civil servants
- Spokesperson and senior communications officials
- Diplomatic staff advisors and consultants
- Embassy and High Commission staff
- Foreign Ministry senior staff and officials
- All personnel dealing with international relations
- Directors of policy and communications
- Policy and campaigns managers
- Public Relations Officials
- Employees involved in external affairs and protocol
- Key personnel from all libraries
- Security Forces personnel
- Ambassadors and diplomats, overseas international conferences and meetings
- Permanent Secretaries, senior secretarial staff and administrators
- Business leaders with government contracts

By the end of the course the delegates will be able to:
- Develop and understand how international relations functions
- Appreciate the role of diplomacy in foreign affairs
- Raise awareness on ethical considerations in overseas activities
- Understand the impact of international law, relationships and procedures on diplomatic success
- Make aware the importance of protocol and procedures for overseas and visiting dignitaries
- How to use diplomacy in times of conflict and crisis
- What the real and ethical obligations of diplomatic representatives are
- What international codes of ethics are and their obligations
- Appreciate the basic principles of international negotiating
- The impact of social media and new technology on diplomatic activity
- Understand how 24-hour news has changed the international relations landscape
- How to use media to good use in diplomatic relations
- What the use and function of embassies, high commissions and other international missions are
- To understand the importance of good event planning to the overall success of international government and corporate strategy
- To understand the impact of international affairs on national, international relations, programmes and diplomatic strategies

For all course dates and to book visit www.lct.co.uk

London
30 March - 03 April
14 - 18 December
London
22 - 26 June
05 - 09 October
London
08 - 12 June
05 - 09 October
London
11 - 15 May
07 - 11 September
London
16 - 18 December
London

£3,050.00
Duration: 5 days
Course fee:
Course Reference: PR.10

Understanding Government
Legal Structures, Systems and
Legislative Processes

Professional Ethics, Diplomacy, and
Communication

Course Reference: PR.12
Course fee: £3,050.00
Duration: 5 days
Course fee:
Course Reference: PR.11
Course fee: £3,050.00
Duration: 5 days
Course fee:
Course Reference: PR.11

FIND OUT MORE ONLINE

Understanding International Relations
The Role of Diplomacy in International Affairs
Ethics and Their Importance in International Affairs

For all course dates and to book visit www.lct.co.uk
Ask about our bespoke courses tailored to your specific needs.

Why not speak to one of our friendly advisers?
Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.
Core Sales Skills – Level 1
Course Reference: SAL.1A
Duration: 5 days
Course fee: £3,050.00
09 - 13 March  London
29 June - 03 July  London
02 - 06 November London

Who should attend?
• Sales Executives and Sales Representatives
• Sales Team members
• Sales Account Managers
• Employees working as sales support staff and/or sales admin
• Customer Services Staff moving into a sales role

By the end of the course delegates will be able to:
• Develop the key skills of successful sales people
• Understand the sales process and improve their sales performance and results
• Understand features and benefits of their products/services
• How to identify and relate to their client/customer needs
• Explore buyer motivation and discover how psychology affects, winning or losing a sale
• Tailor their selling style to meet any situation and become more client/customer focused
• Overcome objections and win over sceptical buyers
• Improve communication and influencing skills

ABOUT THE COURSE

COURSE CONTENT
• Winning the Business
• Making Lasting Impressions
• Effective Planning and Prioritising
• Selling – An Art or a Science
• Key Principles of Selling
• Sales Presentation and Pitching Mastery
• Relationship Building
• Dealing with Difficult Clients
• Strategic Sales

Core Sales Skills – Level 2
Course Reference: SAL.1B
Duration: 5 days
Course fee: £3,050.00
16 - 20 March  London
06 - 10 July London
09 - 13 November London

Who should attend?
• Sales Executives and Account Handlers
• Sales Managers, Operations Managers and Account Managers
• Customer Service Managers and Relationship Managers

By the end of the course delegates will be able to:
• Move towards a consultative selling model from ‘transactional selling’
• Build lasting relationship with clients
• Develop key accounts, strategy and plan
• Identify the root causes of issues with clients and offer the best solutions/services
• Mix elements such as influence, product knowledge and people skills to increase success of sales
• Use market and competitor knowledge to get the lead and generate the best solutions
• Develop strategic customer relationship management
• Create a personal development plan

ABOUT THE COURSE

COURSE CONTENT
• Selling – An Art or a Science
• Effective Planning and Prioritising
• Making Lasting Impressions
• Overcoming Objections
• Winning the Business

Advanced Sales Skills
Course Reference: SAL.2
Duration: 10 days
Course fee: £5,250.00
09 - 20 March  London
29 June - 10 July  London
02 - 13 November London

Who should attend?
• Sales Executives
• Sales Managers, Operations Managers and Sales Directors
• Sales Directors/ Operational Directors

By the end of the course delegates will be able to:
• Refine and develop key sales development skills
• Improve sales management methods and empower your team to succeed
• Drive sales performance; optimise the sales funnel and improve sales performance and results
• Create and give excellent sales presentations and pitches
• Develop and manage strategic key accounts and strengthen loyalty
• Analyse buyer motivation and sales psychology and link to market positioning
• Overcome objections and win over sceptical buyers
• Improve communication and influencing skills
• Move towards ‘consultative solution focused selling’
• Build lasting relationship with clients
• Identify the root causes of issues with clients and offer the best solutions/services
• Develop strategic customer relationship management
• Create a personal development plan

ABOUT THE COURSE

COURSE CONTENT
• Selling – An Art or a Science
• Effective Planning and Prioritising
• Making Lasting Impressions
• Overcoming Objections
• Winning the Business

About the course

Who should attend?
• Sales Executives
• Sales Managers, Operations Managers and Account Managers
• Customer Service Managers and Relationship Managers

By the end of the course delegates will be able to:
• Move towards a consultative selling model from ‘transactional selling’
• Build lasting relationship with clients
• Develop key accounts, strategy and plan
• Identify the root causes of issues with clients and offer the best solutions/services
• Mix elements such as influence, product knowledge and people skills to increase success of sales
• Use market and competitor knowledge to get the lead and generate the best solutions
• Develop strategic customer relationship management
• Create a personal development plan

For all course dates and to book visit www.lct.co.uk
Information Technology

Ask about our bespoke courses tailored to your specific needs.
Why not speak to one of our friendly advisers?
Call now on +44 (0)203 609 8690 or visit www.lct.co.uk to make an enquiry.

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For all course dates and to book visit www.lct.co.uk
Who should attend?
- Senior financial executives, managers and professionals, who need to understand the impact and opportunities arising from advances in IT, the internet, social media, cloud and open standards.

By the end of the course, delegates will be able to:
- Understand the costs, economics and opportunities provided by the corporate computing, open standards and social media.
- Selecting and specifying your financial system, including risk modelling and data mining.
- Managing a large organisation – meeting board, management and regulatory needs.
- The impact of cloud and big data issues.
- Data efficiency, utilisation and control, avoiding data silos.
- Business Intelligence and an integrated view of the organisation.

COURSE CONTENT
- Cloud Computing
  - The economic case for cloud computing
  - The opportunities from cloud computing – saas, soc, Paas etc.
  - Cloud issues: security, confidentiality, performance, limitations, big data and content
  - Purchasing and procurement of cloud
  - Cloud as an opportunity to upgrade and to rethink data and processes
  - What is SAAS and should I care?
- Enterprise Resource Planning (ERP)
  - ERP and workflow – history and economics
  - Functionality and vendor analysis
  - ERP pitfalls
  - ERP and open standards
  - Common mistakes and SAAS
- Customer Relationship Management (CRM)
  - Second generation CRM and functionality
  - Selecting and specifying your CRM – on-premise or cloud
  - Marketing, sales, and campaigns, 360° relationships and social media
  - The application of CRM in public and private sector (sides v. citizens interactions)
  - Common mistakes and SAAS
- Management Information and Financial Systems
  - Selecting and specifying your financial systems, including risk modelling and data mining
  - Managing a large organisation – meeting board, management and regulatory needs.
  - The impact of cloud and big data issues.
  - Data efficiency, utilisation and control, avoiding data silos.
  - Business Intelligence and an integrated view of the organisation.

Course Reference: IT.1A
Course fee: £3,050.00
Duration: 5 days
Course dates:
- 24 -28 February
- 22 - 26 June
- 19 - 23 November

Course Reference: IT.1B
Course fee: £3,050.00
Duration: 5 days
Course dates:
- 02 - 06 March
- 29 June - 03 July
- 26 - 30 October

For all course dates and to book visit www.lct.co.uk
General Information

Course bookings
In order to attend an LCT course, a written registration request must be sent by email to info@lct.co.uk. Alternatively, a course registration form can be submitted on www.lct.co.uk/courses.

If the registration is accepted, the course administration department will issue the delegate with an acceptance letter and an invoice. Following full receipt of the course fee payment, a visa letter will be issued to assist with the delegate’s application at the British Embassy / High Commission.

Visas
Following full receipt of the course fee payment, LCT is permitted by the United Kingdom Border Agency (UKBA) to support visa applications. Delegates will be provided with a visa letter to support their application at the British Embassy / High Commission.

All applicants attending LCT courses must apply for student visitor visas. As LCT is accredited by the British Accreditation Council (BAC) for independent further and higher education – a UKBA approved accreditation body – all LCT delegates applying for student visitor visas will be successful provided all the necessary supporting documentation is included.

Following is a list of recommended documents that delegates can include as part of their visa applications:

- Passport or travel documents, valid for at least six months (the passport must have at least one clear page for the visa)
- Two recent passport sized colour photographs with a white background
- Correct application form fully completed in English
- Visa support letter from LCT
- Letter of employment
- Six months itemised bank statements/evidence of assets
- Letter from your sponsor (employer), confirming they are paying for the course
- Evidence of accommodation in London
- Relevant diplomas or educational certificates that you have achieved (it is helpful to submit mark sheets/passing certificates)
- Original IELTS/TOEFL Certificate, or other evidence of your ability to speak English
- Detailed information with regard to visa requirements can be found on your local British Embassy’s website.

Language
Fluency in English is an essential requirement for attending courses at LCT.

Course certificates
Certificates are awarded to delegates who attend and successfully complete the course, showing commitment to their personal development and progression.

Course venue
Unless informed otherwise, all courses will be held at our training centre located at 3 Shortlands, Hammersmith, London W6 8DA. The closest London Underground Station is Hammersmith.

Accommodation
Please note, accommodation is not included in the course fees. However, LCT does provide the necessary assistance to ensure that delegates secure suitable accommodation for the duration of their course.

Attendees will be supplied an accommodation list, with details of over 20 hotels within walking distance from the training centre. Payment must be made directly to the hotels.

Airport transfers
Complimentary transfers from Heathrow Airport are included in the package on offer to all attendees. To take advantage of this free service, delegates must complete and return a transfer form at least seven days prior to course commencement. This service is only available one-way.

Insurance
We strongly advise that each delegate should be fully covered with their own personal, medical and travel insurance for the duration of their stay.

Accreditations
LCT is accredited by the following organisations which will give appropriate points or credits for attending LCT courses.

- BAC
- ILM
- Project Management Institute
- The CIPD Standards Office
- LSC

Value Added Tax (VAT)
VAT is chargeable on all courses at a standard rate of 20.0%.

According to UK tax law, non-profit and government organisations are exempt from paying VAT. In order to qualify for this exemption, the client organisation is required to provide an official letter stating that it has been established for non-profit or public service purposes.

Payment
Course fees MUST be paid at least two weeks prior to the course commencement.

Failure to make payment on time will result in an automatic cancellation.

Bank transfers
Payments should be made in Pounds Sterling to:

- Account holder: London Corporate Training Ltd
- Bank: Natwest Bank
- IBAN: GB08 NWBK 6005 3016 2714 32
- Account No: 16271432
- Sort Code: 60-05-30
- Branch address: 314 Chiswick High Road, London W4 5TA

Cheques
LCT will only accept a/c payees cheques that are made out to London Corporate Training Ltd. The invoice no. and company name must be indicated clearly on the back.

Cheques usually take up to five days to clear.

Terms and Conditions

Course fees
Include:

- Cost of tuition
- Consultant’s preparation time
- Course material (in hard- and soft-copy formats)
- Pre-arrival documentation including visa support letters
- Complimentary Heathrow transfer (one-way)
- Welcome packs
- Lunches and light refreshments
- Internet access
- Accredited course certificates
- Course photographs
- Farewell gifts

Credit cards
To process credit card transactions, we require the following essential information:

- Long number across the card
- Start date
- Expiry date
- 3-digit security code on the back of the card
- The address that the card is registered to

Substitutions
Delegates registered on any course can be substituted at any time without risk of a penalty. Substitution requests must be made in writing.

Alterations to the programme outside London
LCT reserves the right to amend courses or the published programme or in the event of unforeseen circumstances, to cancel any course scheduled abroad at any time, and offer an alternative date, a full refund or credit, without liability for any consequential loss or damage.

Cancellations
Cancellations made up to seven days prior to course commencement will qualify for a full refund of the course fees.

Cancellations made less than seven days prior to course commencement will not qualify for any refund.

All cancellation requests must be submitted in writing.

Bank Holidays in the United Kingdom
Courses will not be held on the following public bank holidays in the United Kingdom. Where public bank holidays form part of the course dates, alternative arrangements may be offered. Please consult with LCT when booking.

- Friday April 10 (Good Friday)
- Monday April 13 (Easter Monday)
- Friday May 8 (Spring Break)
- Monday May 25 (Bank Holiday)
- Monday 31 August (Summer Bank Holiday)