Pinancle Institute

PEOPLE. FINANCE. PERFORMANCE.

Expertise. Confidence. Impact.

Programme portfolio

109 programmes across 14 learning areas.
Banking and financial services, management, technology, engineering, operations and people development.

Indicative course outlines | Updated 28 October 2026

Final scope, availability, delivery and fees confirmed by quotation.

info@pinancle.co.za | 010 753 2121 | 083 561 4193

KNOWLEDGE. INTEGRITY. HONOUR.

YOUR LEARNING AREAS

Find your next step.

Browse 109 original programme outlines across 14 learning areas. Use page references or PDF bookmarks to find an outline. Durations are indicative.

IFRS & REPORTING / 10 PROGRAMMES

PI-012	Group Accounting & Consolidation	6
PI-013	IAS 21 & IAS 29: Currency & Hyperinflation	7
PI-009	IFRS 13: Fair Value Measurement	8
PI-011	IFRS 15: Revenue Recognition	9
PI-010	IFRS 16: Lease Accounting	10
PI-002	IFRS 17: Insurance Contracts	11
PI-014	IFRS 18: Presentation & Disclosure Readiness	12
PI-008	IFRS 7 & IAS 32: Presentation & Disclosures	13
PI-007	IFRS 9: ECL Modelling & Validation	14
PI-001	IFRS 9: Financial Instruments	15

GRAP & PUBLIC FINANCE / 8 PROGRAMMES

PI-015	GRAP 104: Financial Instruments	16
PI-017	GRAP 21 & 26: Asset Impairment	17
PI-019	GRAP 24: Budget & Actual Reporting	18
PI-021	GRAP Annual Statements & Audit Readiness	19
PI-016	GRAP: Asset Accounting & Registers	20
PI-003	GRAP: Financial Reporting Foundations	21
PI-018	GRAP: Revenue, Transfers & Receivables	22
PI-020	Public Financial Management & Controls	23

BANKING AND FINANCIAL SECTOR / 10 PROGRAMMES

PI-026	Bank Supervision & Basel Core Principles	24
PI-023	Banking & Financial Sector Accounting	25
PI-004	Banking & Financial Sector Fundamentals	26
PI-092	Banking, Investment & Insurance Operations	27
PI-028	Currency Management & Cash Operations	28
PI-027	Financial Stability & Macroprudential Policy	29
PI-024	Foreign Reserve Management	30
PI-091	Investment & Portfolio Management	31
PI-022	Monetary Policy & Economic Analysis	32
PI-025	Payment Systems, Settlement & Oversight	33

ACCOUNTING & FINANCE / 7 PROGRAMMES

PI-035	Budgeting, Forecasting & Cost Control	34
PI-034	Finance for Non-Financial Managers	35
PI-006	Financial Accounting for Practitioners	36
PI-036	Internal Audit & Risk-Based Assurance	37
PI-089	Joint Venture Governance & Financial Management	38
PI-090	Real Estate Investment & Finance	39
PI-087	Tax & Revenue Administration	40

RISK MANAGEMENT & TREASURY / 10 PROGRAMMES

PI-107	AI-Assisted Risk Assessment & Governance	41
PI-033	AML/CFT & Financial Crime Risk	42
PI-030	Asset-Liability & Liquidity Risk Management	43
PI-109	Construction & Infrastructure Risk Management	44
PI-043	Enterprise Risk Management	45
PI-032	Operational Risk & Resilience	47
PI-005	Risk Analytics & Modelling	48
PI-108	Risk-Based Decision-Making	49
PI-029	Stress Testing & Scenario Analysis	50
PI-031	Treasury Operations & Financial Markets	51

GOVERNANCE, AUDIT & COMPLIANCE / 3 PROGRAMMES

PI-045	Audit, Compliance & Governance Management	52
PI-044	Corporate Governance, Ethics & Board Effectiveness	53
PI-088	Fraud Risk, Forensic Review & Investigation Reporting	54

BUSINESS & MANAGEMENT / 10 PROGRAMMES

PI-047	Business Communication & Report Writing	55
PI-046	Business Process Management & Improvement	56
PI-048	Corporate Communication & Stakeholder Engagement	57
PI-049	Customer Service & Experience Management	58
PI-050	Executive Leadership & Strategic Decision-Making	59
PI-054	Office Administration & Executive Support	60
PI-056	Public Relations & Reputation Management	61
PI-057	Sales, Marketing & Key Account Management	62
PI-058	Strategy & Strategic Planning	63
PI-059	Sustainability & Corporate Social Responsibility	64

PEOPLE & CULTURE / 10 PROGRAMMES

PI-037	Emotional Intelligence at Work	65
PI-038	Employment Equity, Diversity & Inclusion	66
PI-041	HR Essentials for Small Businesses	67
PI-052	Leadership & People Management	68
PI-053	Learning & Development Design and Facilitation	69
PI-039	Performance Management in Practice	70
PI-055	Personal Effectiveness & Professional Development	71
PI-042	Professional Workplace Etiquette	72
PI-051	Strategic Human Resource Management	73
PI-040	Team Building & Collaboration	74

DIGITAL TRANSFORMATION & AI / 6 PROGRAMMES

PI-060	Artificial Intelligence for Business Professionals	75
PI-061	Creativity, Innovation & Design Thinking	76
PI-062	Data Management & Business Intelligence	77
PI-063	Digital Transformation Strategy & Change	78
PI-094	Fintech, Digital Finance & Blockchain	79
PI-098	IT Service Management & Operational Support	80

HSE, SECURITY & RESILIENCE / 6 PROGRAMMES

PI-064	Cybersecurity Awareness & Risk Governance	81
PI-067	Emergency, Crisis & Business Continuity Management	82
PI-066	Hazard Identification & Risk Assessment (HIRA)	83
PI-065	Health, Safety & Environmental Management	84
PI-100	National Security Strategy & Governance	85
PI-068	Road Traffic Safety & Fleet Risk Management	86

ENGINEERING & TECHNICAL / 8 PROGRAMMES

PI-069	Construction Management & Civil Project Delivery	87
PI-074	Corrosion, Materials & Inspection Management	88
PI-072	Electrical Engineering Operations & Safety Governance	89
PI-075	Instrumentation & Process Control Management	90
PI-070	Maintenance Planning & Asset Reliability	91
PI-071	Mechanical Asset Operations & Reliability Management	92
PI-076	Mining Operations & Performance Management	93
PI-073	Root Cause Analysis & Corrective Action	94

ENERGY / 4 PROGRAMMES

PI-077	Energy Transition Strategy & Management	95
PI-079	Hydrogen Value Chains & Project Development	96
PI-078	Oil & Gas Operations and Project Governance	97
PI-080	Renewable Energy Project Management	98

PROJECTS, PROCUREMENT & LOGISTICS / 6 PROGRAMMES

PI-081	Contract Management & Commercial Administration	99
PI-082	Legal Awareness for Managers	100
PI-083	Procurement, Logistics & Supply Chain Management	101
PI-084	Project Management: Planning to Delivery	102
PI-085	Public-Private Partnerships: Planning & Governance	103
PI-086	Quality Control & Continuous Improvement	104

SECTOR-SPECIFIC PROGRAMMES / 11 PROGRAMMES

PI-093	Agribusiness Sustainability & Value Chains	105
PI-095	Healthcare Management & Service Improvement	106
PI-096	Hospitality & Tourism Service Management	107
PI-097	Humanitarian & Development Programme Management	108
PI-099	Media & Telecommunications Management	109
PI-101	Police & Law Enforcement Leadership and Ethics	110
PI-103	Ports, Maritime Logistics & Terminal Management	111
PI-102	Public Sector Leadership & Service Delivery	112
PI-104	Social Insurance & Retirement Fund Governance	113
PI-105	Traffic Management & Urban Mobility Planning	114
PI-106	Urban Planning & Sustainable Development	115

IFRS & REPORTING / PI-012

Group Accounting & Consolidation

3 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Build confidence in group structures, consolidation adjustments and reporting reviews.

INTENDED AUDIENCE

Group accountants, finance managers, technical specialists and auditors.

LEARNING OUTCOMES

- Map a reporting group and its accounting relationships.
- Prepare common consolidation adjustments.
- Review the consistency of a group reporting pack.

COURSE OUTLINE

01 Group boundaries

Explore control, joint arrangements and significant influence.

02 Acquisition accounting

Introduce acquisition-date analysis and goodwill considerations.

03 Consolidation mechanics

Work through intragroup balances, transactions and non-controlling interests.

04 Investments & changes

Consider associates, ownership changes and reporting impacts.

05 Disclosure & review

Review group disclosures, consolidation evidence and close controls.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Complete a simplified group consolidation using IFRS 10, IFRS 12 and IAS 28 concepts.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-013

IAS 21 & IAS 29: Currency & Hyperinflation

2 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Explore foreign-currency reporting and the accounting challenges of hyperinflation.

INTENDED AUDIENCE

Multinational finance teams, bank accountants, treasury teams and auditors.

LEARNING OUTCOMES

- Explain functional- and presentation-currency decisions.
- Prepare illustrative translation adjustments.
- Identify the evidence needed for hyperinflation assessments.

COURSE OUTLINE

01 Functional currency

Assess economic indicators and document functional-currency judgements.

02 Foreign-currency transactions

Work with initial recognition, retranslation and exchange differences.

03 Foreign operations

Explore translation into presentation currency and consolidation considerations.

04 Hyperinflation context

Assess relevant indicators and the principles of financial-statement restatement.

05 Reporting & evidence

Review currency assumptions, estimation issues and supporting disclosures.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review an illustrative foreign operation and prepare a currency-accounting issues paper.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-009

IFRS 13: Fair Value Measurement

3 DAYS (INDICATIVE) | INTERMEDIATE

Strengthen valuation judgement and the evidence behind fair-value reporting.

INTENDED AUDIENCE

Accountants, valuation specialists, treasury teams, investment analysts and auditors.

LEARNING OUTCOMES

- Select and explain a valuation approach.
- Assess the quality of valuation inputs and evidence.
- Prepare a defensible valuation-review memorandum.

COURSE OUTLINE

01 Measurement framework

Explore market participants, principal markets and the unit of account.

02 Valuation techniques

Compare market, income and cost approaches using suitable examples.

03 Inputs & hierarchy

Assess observable inputs, valuation adjustments and hierarchy levels.

04 Estimation & controls

Review uncertainty, sensitivities and independent price verification.

05 Disclosure workshop

Document methodologies, significant judgements and reporting evidence.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a bond valuation and a scenario with significant unobservable inputs.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-011

IFRS 15: Revenue Recognition

2 DAYS (INDICATIVE) | INTERMEDIATE

Apply a structured approach to customer contracts and revenue judgements.

INTENDED AUDIENCE

Financial accountants, revenue teams, contract managers and auditors.

LEARNING OUTCOMES

- Analyse a customer contract systematically.
- Explain key revenue-timing judgements.
- Document a revenue-accounting conclusion.

COURSE OUTLINE

01 Contract analysis

Identify contracts, enforceability and distinct performance obligations.

02 Transaction price

Assess variable amounts, financing components and estimation evidence.

03 Allocation

Explore standalone selling prices and bundled arrangements.

04 Recognition

Compare recognition over time and at a point in time using examples.

05 Reporting workshop

Consider contract balances, modifications and disclosure evidence.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare an accounting memo for a bundled service contract with variable consideration.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-010

IFRS 16: Lease Accounting

2 DAYS (INDICATIVE) | INTERMEDIATE

Work through lease identification, measurement and the reporting close.

INTENDED AUDIENCE

Accountants, procurement and property teams, financial managers and auditors.

LEARNING OUTCOMES

- Identify common lease-accounting decisions.
- Prepare an illustrative lease schedule.
- Improve completeness and review controls over lease data.

COURSE OUTLINE

01 Contract assessment

Identify leases, embedded arrangements and relevant contract terms.

02 Initial measurement

Examine right-of-use assets, lease liabilities and discount-rate judgements.

03 Subsequent accounting

Build repayment schedules and consider reassessments and modifications.

04 Lessor perspective

Compare lessor classification and reporting considerations.

05 Reporting & controls

Develop a lease register, close reconciliations and disclosure checklist.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess a property contract and prepare a lease schedule with a modification scenario.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-002

IFRS 17: Insurance Contracts

5 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Develop a working understanding of insurance-contract measurement, presentation and reporting.

INTENDED AUDIENCE

Insurance finance teams, accountants, actuaries, auditors, risk specialists and insurance supervisors.

LEARNING OUTCOMES

- Explain the components of insurance-contract measurement.
- Distinguish appropriate measurement approaches for illustrative contracts.
- Design a reporting-control and reconciliation checklist.

COURSE OUTLINE

01 Scope, grouping & boundaries

Assess insurance-contract scope, portfolios, groups and contract-boundary judgements.

02 General measurement model

Connect fulfilment cash flows, discounting, risk adjustment and contractual service margin.

03 Alternative approaches

Compare premium allocation eligibility and the variable fee approach for relevant contracts.

04 Complex application

Examine onerous groups, reinsurance held and finance-actuarial reconciliations.

05 Reporting & control

Review insurance service results, disclosure roll-forwards, data controls and close governance.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build a simplified measurement bridge and review an insurer’s illustrative reporting pack.

Reference point: IFRS Foundation - IFRS 17

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-014

IFRS 18: Presentation & Disclosure Readiness

3 DAYS (INDICATIVE) | INTERMEDIATE

Prepare for financial-statement presentation changes effective from 1 January 2027.

INTENDED AUDIENCE

Financial reporting leaders, CFO teams, technical accountants, auditors and analysts.

LEARNING OUTCOMES

- Identify presentation and disclosure changes relevant to the entity.
- Map management-defined measures and reporting dependencies.
- Prepare an implementation and comparative-information plan.

COURSE OUTLINE

01 Readiness & scope

Map changes from IAS 1 and identify the affected reporting processes.

02 Profit-or-loss structure

Explore defined categories, subtotals and business-activity considerations.

03 Performance measures

Assess management-defined measures and related reconciliations.

04 Aggregation & disclosure

Review disaggregation judgements and financial-statement communication.

05 Implementation roadmap

Plan comparatives, data changes, governance and stakeholder briefings.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Redesign an illustrative performance statement and build a readiness action plan.

Reference point: IFRS Foundation - IFRS 18

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-008

IFRS 7 & IAS 32: Presentation & Disclosures

2 DAYS (INDICATIVE) | INTERMEDIATE

Improve financial-instrument presentation and the clarity of financial-risk disclosures.

INTENDED AUDIENCE

Financial reporting teams, technical accountants, auditors and financial-services controllers.

LEARNING OUTCOMES

- Identify key presentation judgements.
- Map financial-risk information to relevant disclosure areas.
- Develop a disclosure review plan.

COURSE OUTLINE

01 Instrument presentation

Examine liability and equity classification and compound instrument analysis.

02 Offsetting & related judgements

Explore net presentation questions and documentation requirements.

03 Risk disclosures

Connect credit, liquidity and market-risk exposures with reporting narratives.

04 Disclosure preparation

Organise maturity analyses, impairment reconciliations and sensitivity information.

05 Quality review

Challenge consistency between accounting policy, risk reporting and financial notes.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review and improve an illustrative financial-instrument disclosure pack.

Reference point: IFRS Foundation - Accounting Standards

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-007

IFRS 9: ECL Modelling & Validation

5 DAYS (INDICATIVE) | ADVANCED

Examine credit-loss model design, scenario assumptions and independent model challenge.

INTENDED AUDIENCE

Credit-risk modellers, IFRS 9 project teams, validators, auditors and banking supervisors.

LEARNING OUTCOMES

- Outline an ECL modelling and data-control framework.
- Evaluate staging and scenario assumptions.
- Draft a validation plan with prioritised findings.

COURSE OUTLINE

01 Portfolio & data foundations

Define segmentation, default definitions, data lineage and modelling objectives.

02 Model architecture

Explore probability of default, loss given default and exposure at default.

03 Staging & forward-looking inputs

Assess significant increases in credit risk, scenarios, weighting and overlays.

04 Validation & sensitivity

Test calibration, stability, limitations and the effect of judgement.

05 Governance & reporting

Design model documentation, change controls and finance-risk reconciliation.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Challenge a synthetic ECL workbook and present a model-governance action plan.

Reference point: IFRS Foundation - IFRS 9

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

IFRS & REPORTING / PI-001

IFRS 9: Financial Instruments

3 DAYS (INDICATIVE) | INTERMEDIATE

Connect classification, measurement and impairment with practical financial-instrument accounting.

INTENDED AUDIENCE

Financial accountants, bank finance teams, auditors, credit-risk professionals and financial controllers.

LEARNING OUTCOMES

- Classify common instruments using a documented decision process.
- Explain the relationship between impairment assumptions and accounting entries.
- Prepare a practical reporting and review checklist.

COURSE OUTLINE

01 Scope & recognition

Identify instruments, contractual rights and obligations, and initial recognition decisions.

02 Classification & measurement

Assess business models and contractual cash flows; compare amortised cost, FVOCI and FVTPL.

03 Expected credit losses

Explore staging, significant increases in credit risk and forward-looking information.

04 Transactions & hedging

Work through modifications, derecognition and an introduction to hedge documentation.

05 Reporting workshop

Prepare accounting judgements, illustrative journals and links to IFRS 7 disclosures.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse a loan-and-investment portfolio and present an accounting position paper.

Reference point: IFRS Foundation - IFRS 9

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-015

GRAP 104: Financial Instruments

3 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Explore public-sector financial-instrument accounting and impairment decisions.

INTENDED AUDIENCE

Municipal and public-entity accountants, treasury staff, financial managers and auditors.

LEARNING OUTCOMES

- Identify instruments and applicable accounting requirements.
- Document measurement and impairment judgements.
- Strengthen the financial-instrument reporting process.

COURSE OUTLINE

01 Scope & framework

Confirm the applicable version and identify financial instruments.

02 Classification & measurement

Consider contractual terms, measurement bases and transaction evidence.

03 Impairment

Explore credit-risk assessment and expected-loss principles under the applicable framework.

04 Subsequent events

Examine modifications, derecognition and interest-related reporting questions.

05 Disclosures & controls

Build instrument registers, review evidence and reporting checklists.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review an illustrative public-entity receivables and investment register.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-017

GRAP 21 & 26: Asset Impairment

2 DAYS (INDICATIVE) | INTERMEDIATE

Assess impairment indicators and distinguish cash- and non-cash-generating assets.

INTENDED AUDIENCE

Asset accountants, valuation teams, public-entity finance managers and auditors.

LEARNING OUTCOMES

- Distinguish the two impairment frameworks.
- Identify relevant impairment evidence.
- Document a supportable impairment assessment.

COURSE OUTLINE

01 Asset classification

Distinguish cash-generating and non-cash-generating assets.

02 Indicators

Identify evidence of changes in service potential or economic performance.

03 Measurement approaches

Explore recoverable service amount and recoverable amount concepts.

04 Recognition & reversals

Work through illustrative losses, reversals and ledger impacts.

05 Reporting evidence

Prepare an assessment file and review disclosure completeness.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess a damaged public-service asset and an underperforming cash-generating asset.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-019

GRAP 24: Budget & Actual Reporting

2 DAYS (INDICATIVE) | INTERMEDIATE

Connect approved budgets, actual performance and transparent variance explanations.

INTENDED AUDIENCE

Budget officers, public-sector accountants, financial planners and reporting managers.

LEARNING OUTCOMES

- Explain comparability issues in budget reporting.
- Prepare an illustrative budget-to-actual reconciliation.
- Write clearer variance commentary.

COURSE OUTLINE

01 Scope & accountability

Identify the reporting purpose and relevant approved budgets.

02 Comparable information

Examine budget basis, period, classification and reporting boundaries.

03 Reconciliations

Map budget and financial-statement differences.

04 Variance analysis

Develop evidence-based explanations for material differences.

05 Reporting pack

Integrate schedules, narrative and management review.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build a budget comparison statement with a management explanation of key variances.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-021

GRAP Annual Statements & Audit Readiness

3 DAYS (INDICATIVE) | INTERMEDIATE

Organise year-end evidence and improve the consistency of public-sector reporting.

INTENDED AUDIENCE

CFO teams, financial-statement preparers, internal auditors and audit coordinators.

LEARNING OUTCOMES

- Design an audit-ready close timetable.
- Review evidence quality and disclosure consistency.
- Prepare a findings-remediation tracker.

COURSE OUTLINE

01 Close planning

Assign reporting responsibilities, deadlines and review checkpoints.

02 Supporting schedules

Organise reconciliations, lead schedules and judgement documentation.

03 Disclosure review

Test completeness and cross-consistency under the applicable framework.

04 Audit coordination

Manage information requests, queries and evidence version control.

05 Remediation

Translate repeat findings into sustainable corrective actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a mock audit file and prioritise improvements to an annual reporting pack.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-016

GRAP: Asset Accounting & Registers

3 DAYS (INDICATIVE) | INTERMEDIATE

Connect fixed-asset registers, accounting policies and reliable asset reporting.

INTENDED AUDIENCE

Asset managers, municipal finance teams, property teams and public-sector auditors.

LEARNING OUTCOMES

- Classify common assets using relevant GRAP principles.
- Review asset-register completeness and quality.
- Prepare an asset accounting and control improvement plan.

COURSE OUTLINE

01 Asset scope

Distinguish property, plant and equipment, investment property and heritage assets.

02 Recognition & cost

Review capitalisation, components and supporting documentation.

03 Subsequent measurement

Assess useful lives, depreciation, valuation and policy choices.

04 Lifecycle changes

Account for transfers, disposals and asset-condition information.

05 Registers & reporting

Reconcile registers to the ledger and review disclosures.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Reconcile an illustrative asset register and assess selected GRAP 17, 16 and 103 issues.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-003

GRAP: Financial Reporting Foundations

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Build a practical foundation for public-sector financial statements and reporting decisions.

INTENDED AUDIENCE

Public-entity and municipal finance teams, accountants, financial managers and internal auditors.

LEARNING OUTCOMES

- Identify the reporting framework relevant to the entity and period.
- Explain the structure of a GRAP financial-statement pack.
- Prepare a workable year-end review checklist.

COURSE OUTLINE

01 Applicable reporting framework

Locate the reporting-period framework, directives and entity-specific requirements.

02 Presentation principles

Explore GRAP 1 structure, materiality, accounting policies and comparative information.

03 Cash flows & accounting changes

Work with GRAP 2 and GRAP 3 using practical reporting scenarios.

04 Recognition decisions

Connect assets, liabilities, revenue and expenses with supporting evidence.

05 Financial-statement review

Develop notes, consistency checks and a year-end preparation plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a public-entity trial balance and map it to an illustrative financial-statement pack.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-018

GRAP: Revenue, Transfers & Receivables

2 DAYS (INDICATIVE) | INTERMEDIATE

Improve revenue judgements, receivables information and supporting documentation.

INTENDED AUDIENCE

Public-sector revenue teams, accountants, grant administrators and auditors.

LEARNING OUTCOMES

- Analyse revenue and transfer arrangements.
- Link recognition decisions with evidence and controls.
- Design a revenue reconciliation and review process.

COURSE OUTLINE

01 Framework & scope

Determine the standards applicable to the entity and reporting period.

02 Transaction analysis

Distinguish exchange and non-exchange transactions where applicable.

03 Transfers & obligations

Examine grant arrangements, conditions and documentation.

04 Receivables & reconciliation

Review billing, collection records, balances and impairment interfaces.

05 Reporting close

Prepare revenue schedules, policy conclusions and disclosure evidence.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a grant agreement and a municipal revenue scenario under the applicable GRAP framework.

Reference point: Accounting Standards Board - Standards of GRAP

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GRAP & PUBLIC FINANCE / PI-020

Public Financial Management & Controls

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen financial accountability, expenditure control and management reporting.

INTENDED AUDIENCE

Public-sector finance teams, programme managers, budget holders and oversight professionals.

LEARNING OUTCOMES

- Map financial responsibilities and control points.
- Identify weaknesses in expenditure and reporting processes.
- Develop a practical control improvement plan.

COURSE OUTLINE

01 Institutional accountability

Map responsibilities and the applicable PFMA or MFMA context.

02 Budget & expenditure

Connect planning, approvals, commitments and expenditure monitoring.

03 Internal control

Review segregation of duties, reconciliations and evidence trails.

04 Reporting & oversight

Develop exception reports and management follow-up processes.

05 Improvement planning

Prioritise control weaknesses and assign accountable actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Diagnose a fictional public institution’s finance process and propose a remedial action plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-026

Bank Supervision & Basel Core Principles

5 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Develop a risk-focused approach to bank supervision and supervisory judgement.

INTENDED AUDIENCE

Bank supervisors, prudential specialists, regulators, compliance teams and bank risk leaders.

LEARNING OUTCOMES

- Structure a risk-based supervisory assessment.
- Connect risk evidence with proportionate supervisory priorities.
- Draft a supervisory findings and follow-up brief.

COURSE OUTLINE

01 Supervisory foundations

Explore mandates, powers, proportionality and the Basel Core Principles.

02 Business model & governance

Assess governance, risk culture and institution-specific vulnerabilities.

03 Financial-risk assessment

Examine capital, credit, market, liquidity and interest-rate risk questions.

04 Operational resilience

Consider controls, critical operations and technology-related dependencies.

05 Supervisory response

Prepare findings, priorities and an evidence-based supervisory plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess a fictional bank and present a prioritised supervisory programme.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-023

Banking & Financial Sector Accounting

3 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Connect financial-sector transactions, accounting judgements and reliable reporting controls.

INTENDED AUDIENCE

Bank and financial-institution accountants, finance directors, auditors and reporting specialists.

LEARNING OUTCOMES

- Identify accounting issues relevant to the institution’s business model.
- Distinguish accounting standards from local statutory requirements.
- Prepare a reporting and control review plan.

COURSE OUTLINE

01 Applicable reporting framework

Identify statutory requirements and the accounting standards adopted by the institution.

02 Balance-sheet mapping

Review lending, investment, deposit, insurance and other relevant financial-sector balances.

03 Measurement & income

Explore interest, fees, valuation, impairment and transaction evidence.

04 Systems & reconciliations

Connect transaction processing, risk information and the general ledger.

05 Reporting & review

Develop policy notes, judgement records and an accounting review plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional financial institution’s reporting pack and document key accounting judgements.

Reference point: IFRS Foundation - IFRS 9

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-004

Banking & Financial Sector Fundamentals

3 DAYS (INDICATIVE) | FOUNDATION

Understand financial-sector institutions, core services, operating models and oversight relationships.

INTENDED AUDIENCE

Bank and insurance staff, financial-sector professionals, new specialists, analysts and public-sector policy teams.

LEARNING OUTCOMES

- Map the major institutions and services in the financial sector.
- Connect governance and operational responsibilities.
- Prepare a structured financial-sector briefing.

COURSE OUTLINE

01 Financial-sector landscape

Map banks, insurers, investment institutions, payment providers and oversight authorities.

02 Products & intermediation

Explore deposits, credit, payments, insurance and investment services.

03 Operating models & governance

Connect customer journeys, operational roles, committees and accountability.

04 Risk & sector stability

Identify financial, operational, conduct and interconnected risk questions.

05 Applied sector briefing

Review a fictional financial institution and prepare an informed sector briefing.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Present a business-model and risk overview for a fictional financial institution.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-092

Banking, Investment & Insurance Operations

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Understand how financial-sector institutions create value, manage operations and serve customers.

INTENDED AUDIENCE

Bank and insurance staff, financial-services managers, analysts and professionals entering the sector.

LEARNING OUTCOMES

- Explain key financial-sector business relationships.
- Identify operational and risk control points.
- Prepare an improvement proposal.

COURSE OUTLINE

01 Sector landscape

Map banks, insurers, investment institutions and their service roles.

02 Products & customers

Explore lending, deposits, investment and insurance service journeys.

03 Operations & controls

Trace processing, documentation, reconciliation and service exceptions.

04 Risk & oversight

Identify conduct, financial, operational and governance interfaces.

05 Sector improvement

Develop a customer and operational improvement brief.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Map a fictional financial product journey and review its service and control risks.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-028

Currency Management & Cash Operations

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen cash-cycle planning, operational controls and currency-service resilience.

INTENDED AUDIENCE

Central-bank currency teams, cash-centre managers, bank operations and internal auditors.

LEARNING OUTCOMES

- Map currency operations and key control points.
- Identify demand and inventory planning inputs.
- Prepare a continuity and operational-review checklist.

COURSE OUTLINE

01 Currency lifecycle

Map demand, issuance, circulation, processing and withdrawal.

02 Forecasting & inventory

Explore demand drivers, seasonal patterns and stock planning.

03 Operational controls

Review custody, reconciliations, access and dual-control principles.

04 Quality & authenticity

Discuss fitness policies, counterfeit response and stakeholder coordination.

05 Continuity & reporting

Develop incident scenarios, service indicators and management reports.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a currency-demand and cash-service continuity plan for a fictional region.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-027

Financial Stability & Macroprudential Policy

5 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Explore systemic vulnerabilities, monitoring frameworks and policy trade-offs.

INTENDED AUDIENCE

Financial-stability analysts, central-bank staff, regulators and policy researchers.

LEARNING OUTCOMES

- Identify channels of systemic vulnerability.
- Build a structured monitoring framework.
- Communicate policy options with their limitations.

COURSE OUTLINE

01 Systemic perspective

Distinguish institution-level risk from system-wide vulnerabilities.

02 Indicators & linkages

Analyse credit, leverage, liquidity and cross-sector connections.

03 Analytical tools

Explore early-warning dashboards, stress scenarios and interconnectedness.

04 Policy toolkit

Discuss macroprudential objectives, instrument selection and coordination.

05 Communication

Develop a financial-stability narrative and policy-options briefing.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a financial-stability committee briefing from synthetic banking and macroeconomic data.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-024

Foreign Reserve Management

5 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Examine reserve objectives, portfolio governance and investment-risk decisions.

INTENDED AUDIENCE

Central-bank reserve managers, treasury professionals, risk teams and oversight committees.

LEARNING OUTCOMES

- Structure a reserve investment-policy discussion.
- Analyse portfolio exposures and operational risks.
- Present a balanced portfolio oversight report.

COURSE OUTLINE

01 Objectives & governance

Balance safety, liquidity and return within the institution’s mandate.

02 Strategic allocation

Explore eligible assets, currency composition, benchmarks and constraints.

03 Portfolio construction

Review fixed-income exposures, duration and diversification.

04 Risk & operations

Assess credit limits, counterparties, custody and settlement controls.

05 Performance & oversight

Prepare attribution, exception reporting and a reserve committee brief.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Design a fictional reserve portfolio and defend its benchmark and risk limits.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-091

Investment & Portfolio Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect investment objectives, portfolio construction and disciplined oversight.

INTENDED AUDIENCE

Investment teams, treasury staff, pension-fund officers, analysts and oversight committee members.

LEARNING OUTCOMES

- Translate objectives into a portfolio mandate.
- Assess portfolio risks and performance information.
- Prepare an investment oversight report.

COURSE OUTLINE

01 Investment mandate

Clarify objectives, constraints, horizon and risk preferences.

02 Asset classes & analysis

Compare instruments, return drivers and analytical information.

03 Portfolio construction

Explore diversification, allocation and benchmark choices.

04 Performance & risk

Interpret results, exposures and manager-reporting information.

05 Governance & review

Design monitoring routines and an investment committee brief.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Design and review a fictional portfolio using synthetic market assumptions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-022

Monetary Policy & Economic Analysis

5 DAYS (INDICATIVE) | INTERMEDIATE

Connect economic indicators, transmission channels and policy communication.

INTENDED AUDIENCE

Central-bank analysts, economists, policy staff and financial-sector professionals.

LEARNING OUTCOMES

- Interpret a structured set of policy indicators.
- Explain channels between instruments and economic outcomes.
- Draft a balanced policy recommendation under uncertainty.

COURSE OUTLINE

01 Mandates & frameworks

Compare policy objectives and institutional arrangements.

02 Economic monitoring

Interpret inflation, output, employment and external-sector indicators.

03 Transmission mechanisms

Trace interest-rate, expectations, credit and exchange-rate channels.

04 Forecasts & uncertainty

Explore scenario design, forecast narratives and model limitations.

05 Committee simulation

Prepare a policy briefing, weigh trade-offs and communicate a decision.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Participate in a fictional monetary-policy committee using a synthetic economic data pack.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BANKING AND FINANCIAL SECTOR / PI-025

Payment Systems, Settlement & Oversight

3 DAYS (INDICATIVE) | INTERMEDIATE

Understand financial-market infrastructure, settlement risk and oversight priorities.

INTENDED AUDIENCE

Central-bank payment specialists, bank operations teams, regulators and infrastructure professionals.

LEARNING OUTCOMES

- Map a payment and settlement process.
- Identify material infrastructure risks and oversight questions.
- Prepare a practical assessment checklist.

COURSE OUTLINE

01 Payment ecosystem

Map retail and wholesale systems, participants and settlement flows.

02 Financial-market infrastructure

Introduce the CPMI-IOSCO Principles for financial market infrastructures.

03 Risk & finality

Explore credit, liquidity, operational risk and settlement-finality concepts.

04 Oversight & resilience

Review oversight information, incident response and recovery priorities.

05 Innovation & assessment

Assess fast-payment developments and prepare a risk-focused oversight brief.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Conduct a tabletop review of an illustrative payment-system disruption.

Reference point: BIS - Principles for financial market infrastructures

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-035

Budgeting, Forecasting & Cost Control

3 DAYS (INDICATIVE) | INTERMEDIATE

Build driver-based plans and communicate financial performance more clearly.

INTENDED AUDIENCE

Budget officers, finance business partners, financial managers and operational leaders.

LEARNING OUTCOMES

- Build a driver-based budget structure.
- Update forecasts with explicit assumptions.
- Turn variance analysis into management actions.

COURSE OUTLINE

01 Planning foundations

Define objectives, assumptions, responsibilities and budget drivers.

02 Budget construction

Develop revenue, expenditure, staffing and capital schedules.

03 Forecasting

Compare rolling forecasts, scenarios and sensitivity analysis.

04 Variance & cost analysis

Distinguish volume, price and timing drivers and trace cost behaviour.

05 Management reporting

Prepare action-oriented commentary and review routines.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a synthetic departmental budget, reforecast and variance commentary.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-034

Finance for Non-Financial Managers

3 DAYS (INDICATIVE) | FOUNDATION

Make confident management decisions with a clearer understanding of financial information.

INTENDED AUDIENCE

Managers, team leaders, programme owners and professionals without a finance background.

LEARNING OUTCOMES

- Read and discuss a basic financial reporting pack.
- Explain the difference between profit and cash.
- Use budget and cost information in management decisions.

COURSE OUTLINE

01 Financial language

Understand revenue, costs, assets, liabilities and cash.

02 Reading reports

Connect performance, financial position and cash-flow information.

03 Budget responsibility

Interpret budgets, commitments and variance reports.

04 Business decisions

Explore contribution, working capital and simple investment appraisal.

05 Manager dashboard

Select useful indicators and prepare clear finance questions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional departmental financial pack and recommend operational actions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-006

Financial Accounting for Practitioners

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen the accounting cycle, reconciliations and reliable financial reporting.

INTENDED AUDIENCE

Finance officers, bookkeepers, accounts supervisors and professionals moving into accounting roles.

LEARNING OUTCOMES

- Record and review common accounting transactions.
- Resolve reconciliation differences systematically.
- Prepare a structured period-end close plan.

COURSE OUTLINE

01 Accounting cycle

Connect transaction evidence, journals, ledgers and the trial balance.

02 Reconciliations

Review bank, receivable, payable and control-account reconciliations.

03 Period-end adjustments

Work with accruals, prepayments, depreciation and cut-off.

04 Financial statements

Build links between financial position, performance and cash flow.

05 Control & review

Create a close checklist, review trail and error-resolution process.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Complete a month-end case from transaction records to reconciled reporting schedules.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-036

Internal Audit & Risk-Based Assurance

3 DAYS (INDICATIVE) | INTERMEDIATE

Connect risk assessments, audit evidence and useful assurance reporting.

INTENDED AUDIENCE

Internal auditors, risk and compliance teams, audit coordinators and finance reviewers.

LEARNING OUTCOMES

- Scope a risk-focused assurance engagement.
- Link findings with suitable evidence.
- Write clear and actionable audit observations.

COURSE OUTLINE

01 Assurance purpose

Map governance relationships, independence and assurance needs.

02 Risk-based planning

Prioritise processes and define engagement objectives.

03 Control evaluation

Design walkthroughs, testing approaches and evidence requirements.

04 Findings & reporting

Develop clear criteria, conditions, causes, effects and practical actions.

05 Follow-up

Track remediation and communicate unresolved risk.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a mini audit plan and findings report for a fictional finance process.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-089

Joint Venture Governance & Financial Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Evaluate joint-venture arrangements and strengthen partner accountability and financial oversight.

INTENDED AUDIENCE

Finance teams, investment managers, project sponsors, commercial managers and governance staff.

LEARNING OUTCOMES

- Map partner decision rights and obligations.
- Identify financial oversight requirements.
- Prepare a joint-venture governance review.

COURSE OUTLINE

01 Venture objectives

Clarify the business purpose, partner contributions and decision context.

02 Governance arrangements

Map authority, reserved decisions, reporting and conflict resolution.

03 Financial planning

Explore funding, budgets, performance information and cash responsibilities.

04 Risk & controls

Review partner dependencies, transactions and assurance needs.

05 Performance & exit

Assess delivery, changes and exit or renewal considerations.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a governance and financial-reporting framework for a fictional venture.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-090

Real Estate Investment & Finance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Assess property investment cases using clear assumptions, cash flows and risk questions.

INTENDED AUDIENCE

Property teams, finance professionals, investment analysts, asset managers and project planners.

LEARNING OUTCOMES

- Structure a property cash-flow assessment.
- Evaluate investment assumptions and sensitivities.
- Prepare an investment decision brief.

COURSE OUTLINE

01 Investment context

Define property use, market questions and investor objectives.

02 Cash-flow analysis

Map income, operating costs, vacancies and capital expenditure.

03 Funding & valuation

Explore financing structures, valuation inputs and sensitivities.

04 Due diligence

Identify legal, technical, market and operational review needs.

05 Decision & oversight

Prepare an investment brief and monitoring approach.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse a fictional property investment using synthetic financial assumptions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ACCOUNTING & FINANCE / PI-087

Tax & Revenue Administration

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen the administration, reconciliation and governance of tax and revenue processes.

INTENDED AUDIENCE

Revenue officers, finance managers, public-sector administrators and compliance support teams.

LEARNING OUTCOMES

- Map a revenue-administration workflow.
- Identify reconciliation and control gaps.
- Prepare a revenue improvement action plan.

COURSE OUTLINE

01 Revenue framework

Map revenue sources, applicable obligations and responsible authorities.

02 Registration & records

Review account information, documentation and data quality.

03 Assessment & collection

Coordinate administrative workflows, communication and exception handling.

04 Reconciliation & reporting

Connect source records, collections and financial reporting.

05 Control improvement

Prioritise revenue leakage, audit trails and management follow-up.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional revenue collection and reconciliation process.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-107

AI-Assisted Risk Assessment & Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Evaluate how AI can support risk work while maintaining evidence, review and accountability.

INTENDED AUDIENCE

Risk practitioners, analysts, governance teams, compliance staff and business managers.

LEARNING OUTCOMES

- Select suitable AI-assisted risk use cases.
- Challenge outputs against evidence.
- Develop a controlled pilot and review plan.

COURSE OUTLINE

01 Use-case selection

Identify bounded risk tasks and define expected value.

02 Information & inputs

Review data quality, confidentiality and source documentation.

03 Assisted analysis

Practise structured risk prompts and evidence comparison.

04 Challenge & governance

Assess errors, bias, limitations and human decision responsibilities.

05 Pilot & evaluation

Set review criteria, control checks and implementation milestones.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Design a non-sensitive risk-analysis pilot using synthetic organisational information.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-033

AML/CFT & Financial Crime Risk

3 DAYS (INDICATIVE) | INTERMEDIATE

Strengthen risk-based financial-crime awareness, controls and escalation decisions.

INTENDED AUDIENCE

Compliance teams, risk officers, financial institutions, supervisors and internal auditors.

LEARNING OUTCOMES

- Identify financial-crime risk factors in practical scenarios.
- Map controls and escalation responsibilities.
- Prepare a risk-focused review and improvement plan.

COURSE OUTLINE

01 Risk-based approach

Explore FATF principles and map jurisdiction-specific obligations.

02 Customer & ownership risk

Review due diligence, beneficial ownership and higher-risk relationships.

03 Transactions & indicators

Examine monitoring scenarios, unusual activity and investigative documentation.

04 Escalation & governance

Map reporting channels, sanctions-control interfaces and oversight responsibilities.

05 Assurance & improvement

Review training, testing, data quality and remediation priorities.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess fictional customer and transaction cases using a documented risk-based process.

Reference point: FATF - Recommendations

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-030

Asset-Liability & Liquidity Risk Management

3 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Explore balance-sheet mismatches, liquidity pressures and ALCO decision support.

INTENDED AUDIENCE

ALM specialists, treasury teams, bank finance managers, risk officers and supervisors.

LEARNING OUTCOMES

- Identify key balance-sheet risk drivers.
- Interpret liquidity and repricing profiles.
- Prepare an ALCO-focused risk briefing.

COURSE OUTLINE

01 Balance-sheet structure

Map maturities, repricing, funding and behavioural assumptions.

02 Interest-rate exposure

Explore gap analysis, income sensitivity and economic-value perspectives.

03 Liquidity assessment

Review cash-flow ladders, funding concentration and liquidity buffers.

04 Stress & contingency

Test assumptions and develop contingency-funding considerations.

05 ALCO reporting

Design limits, escalation signals and decision-oriented committee reports.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Evaluate a fictional bank balance sheet and recommend risk-management actions.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-109

Construction & Infrastructure Risk Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Integrate risk identification, delivery controls and stakeholder decisions across infrastructure projects.

INTENDED AUDIENCE

Construction managers, infrastructure planners, project officers, engineers and commercial teams.

LEARNING OUTCOMES

- Build an infrastructure project risk register.
- Assign practical risk owners and responses.
- Monitor risks through delivery and handover.

COURSE OUTLINE

01 Project risk context

Map scope, site conditions, stakeholders and delivery assumptions.

02 Assessment workshops

Identify design, commercial, programme and operational exposures.

03 Controls & allocation

Clarify mitigation, ownership and contractual interfaces.

04 Monitoring & changes

Track indicators, emerging issues and change-related risks.

05 Handover & learning

Review residual risks, operational readiness and project lessons.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop and review a risk plan for a fictional infrastructure project.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-043

Enterprise Risk Management

5 DAYS (INDICATIVE) | INTERMEDIATE

Develop an organisation-wide risk approach that connects strategy, decisions, controls and accountability.

INTENDED AUDIENCE

Risk practitioners, executives, project leaders, HR and OD teams, finance managers and public-sector officials.

LEARNING OUTCOMES

- Construct a risk register linked to organisational objectives.
- Evaluate controls and prioritise proportionate risk responses.
- Present a risk improvement plan with owners and review dates.

COURSE OUTLINE

01 Risk foundations & strategic context

Define objectives, uncertainty, risk appetite and the links between strategy, projects and budgets.

02 Governance & enterprise integration

Clarify oversight, ownership, escalation and a shared approach across organisational functions.

03 Quantitative & scenario methods

Compare qualitative assessment, statistical inputs and scenario assumptions without overstating model precision.

04 Assessment & response planning

Identify exposures, assess likelihood and impact, and evaluate treatment and financing options.

05 Risk analysis & decision support

Examine strategic, financial, operational and interconnected risks using a practical case.

06 Controls & contingency design

Assess control effectiveness, residual exposure, contingency arrangements and risk acceptance decisions.

07 Monitoring, reporting & culture

Build risk registers, indicators, assurance routines and a prioritised implementation roadmap.

VALUE FOR YOUR ORGANISATION

- A clearer connection between risk priorities, strategy and resource decisions.
- Consistent ownership, escalation and control-review practices.
- A practical starting point for improving risk reporting and preparedness.

YOUR PROFESSIONAL DEVELOPMENT

- Greater confidence in assessing uncertainty and challenging assumptions.
- Practice translating risk information into clear recommendations.
- Reusable tools for risk reviews and stakeholder conversations.

HOW YOU WILL LEARN

Facilitated workshops, a diagnostic exercise, scenario discussions, group risk assessment, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build and defend an integrated risk assessment and board-level action brief for a fictional organisation.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-032

Operational Risk & Resilience

3 DAYS (INDICATIVE) | INTERMEDIATE

Turn operational-risk assessments into practical control and resilience priorities.

INTENDED AUDIENCE

Risk officers, bank operations, central-bank departments, business continuity and audit teams.

LEARNING OUTCOMES

- Construct a practical operational-risk assessment.
- Identify dependencies affecting critical operations.
- Prepare a prioritised resilience action plan.

COURSE OUTLINE

01 Risk framework

Map processes, risk events, ownership and appetite.

02 Assessment & indicators

Use control self-assessments, incident data and key risk indicators.

03 Critical operations

Identify dependencies, third parties and disruption impacts.

04 Testing & response

Explore scenario exercises, recovery planning and incident communication.

05 Oversight

Prioritise remediation, monitor controls and report residual risk.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Run a tabletop operational disruption and build a risk and action register.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-005

Risk Analytics & Modelling

5 DAYS (INDICATIVE) | INTERMEDIATE TO ADVANCED

Translate risk data into useful models, clear reporting and better-informed decisions.

INTENDED AUDIENCE

Risk analysts, central-bank specialists, supervisors, treasury teams and model reviewers.

LEARNING OUTCOMES

- Choose analytical approaches suited to a defined risk question.
- Challenge model assumptions and data limitations.
- Communicate risk results and uncertainty to decision-makers.

COURSE OUTLINE

01 Risk questions & data

Define credit, market, liquidity and operational risk questions and data requirements.

02 Quantitative foundations

Use distributions, correlations and sensitivity analysis with clear limitations.

03 Model applications

Explore scorecards, portfolio loss measures and scenario-based risk estimates.

04 Validation & model governance

Assess assumptions, data quality, back-testing and independent challenge.

05 Decision reporting

Develop risk dashboards, escalation triggers and a model implementation roadmap.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Use a synthetic financial portfolio to build, challenge and present a risk model.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-108

Risk-Based Decision-Making

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Use risk information to compare options and make transparent, proportionate decisions.

INTENDED AUDIENCE

Managers, project sponsors, risk professionals, planners and operational decision-makers.

LEARNING OUTCOMES

- Frame decisions around objectives and uncertainty.
- Compare options using explicit assumptions.
- Document a defensible decision and review plan.

COURSE OUTLINE

01 Decision framing

Clarify objectives, options and who is accountable.

02 Uncertainty & evidence

Distinguish facts, assumptions and information gaps.

03 Option assessment

Compare consequences, likelihood, constraints and stakeholder effects.

04 Judgement & challenge

Test assumptions and examine bias and trade-offs.

05 Decision records

Document reasoning, review triggers and follow-up actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Present an options assessment and defend its risk-based recommendation.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-029

Stress Testing & Scenario Analysis

5 DAYS (INDICATIVE) | ADVANCED

Design useful stress scenarios and connect results with risk appetite and action.

INTENDED AUDIENCE

Risk analysts, bank supervisors, central-bank teams, treasury staff and model validators.

LEARNING OUTCOMES

- Design a coherent stress-testing brief.
- Identify model and data limitations.
- Connect results with proportionate management responses.

COURSE OUTLINE

01 Purpose & governance

Define the decision, perimeter, owners and reporting expectations.

02 Scenario development

Build coherent macroeconomic, market and institution-specific narratives.

03 Risk translation

Link scenario drivers with credit, market, capital and liquidity effects.

04 Model challenge

Assess sensitivities, data gaps, feedback effects and limitations.

05 Response & communication

Translate results into management actions and a committee narrative.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop and challenge a synthetic financial-sector stress scenario.

Reference point: BIS - Core Principles for effective banking supervision

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

RISK MANAGEMENT & TREASURY / PI-031

Treasury Operations & Financial Markets

3 DAYS (INDICATIVE) | INTERMEDIATE

Connect financial-market instruments, transaction workflows and treasury controls.

INTENDED AUDIENCE

Treasury staff, finance teams, central-bank operations, risk officers and internal auditors.

LEARNING OUTCOMES

- Trace a treasury transaction from execution to reporting.
- Identify key operational and financial risks.
- Strengthen exception monitoring and control documentation.

COURSE OUTLINE

01 Markets & instruments

Explore money markets, bonds, foreign exchange and derivatives at an introductory level.

02 Transaction lifecycle

Map dealing, confirmation, settlement and accounting hand-offs.

03 Valuation & exposure

Review pricing information, counterparty exposure and reconciliations.

04 Control environment

Examine authorisations, segregation, limits and exception management.

05 Operational reporting

Develop treasury dashboards and an operational-review checklist.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Map a treasury deal lifecycle and investigate a fictional settlement exception.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GOVERNANCE, AUDIT & COMPLIANCE / PI-045

Audit, Compliance & Governance Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Build a coordinated approach to compliance obligations, assurance and management follow-up.

INTENDED AUDIENCE

Compliance officers, internal auditors, governance practitioners, risk teams and operational managers.

LEARNING OUTCOMES

- Create an obligations-and-controls map.
- Design a coordinated monitoring plan.
- Report and track compliance issues.

COURSE OUTLINE

01 Obligation mapping

Identify relevant obligations and assign accountable process owners.

02 Control design

Connect compliance risks with controls and supporting evidence.

03 Assurance coordination

Map management checks, compliance reviews and internal-audit coverage.

04 Monitoring & reporting

Design meaningful indicators, escalation and exception reports.

05 Remediation planning

Address root causes and track corrective actions to closure.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a compliance monitoring programme for an illustrative organisation.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GOVERNANCE, AUDIT & COMPLIANCE / PI-044

Corporate Governance, Ethics & Board Effectiveness

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect governance responsibilities, ethical judgement and effective oversight.

INTENDED AUDIENCE

Board members, executives, company secretaries, governance officers and senior managers.

LEARNING OUTCOMES

- Clarify governance accountabilities.
- Evaluate the usefulness of oversight information.
- Prepare a governance improvement plan.

COURSE OUTLINE

01 Governance architecture

Map board, executive and committee responsibilities with clear decision rights.

02 Ethical judgement

Explore conflicts of interest, organisational values and difficult decisions.

03 Oversight information

Evaluate strategy, performance and risk information presented to governing bodies.

04 Committee effectiveness

Improve agendas, minutes, follow-up and constructive challenge.

05 Governance improvement

Assess gaps and design a proportionate governance action plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional board pack and simulate an ethical decision discussion.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

GOVERNANCE, AUDIT & COMPLIANCE / PI-088

Fraud Risk, Forensic Review & Investigation Reporting

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect fraud-risk assessment, evidence handling and clear investigation reporting.

INTENDED AUDIENCE

Internal auditors, investigators, finance reviewers, risk officers and compliance practitioners.

LEARNING OUTCOMES

- Structure a focused review or investigation plan.
- Organise and evaluate evidence carefully.
- Write a clear findings and remediation report.

COURSE OUTLINE

01 Fraud-risk context

Identify schemes, warning signs and organisational exposure.

02 Investigation planning

Define scope, authority, questions and specialist support needs.

03 Evidence & analysis

Organise records, preserve provenance and test explanations.

04 Interviews & documentation

Plan fair information-gathering and accurate records.

05 Reporting & remediation

Separate evidence, findings and recommendations in a clear report.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional procurement case and prepare an evidence-based investigation report.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-047

Business Communication & Report Writing

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Write clear, purposeful messages and reports that help readers understand and act.

INTENDED AUDIENCE

Managers, administrators, analysts, project officers and professionals who prepare business documents.

LEARNING OUTCOMES

- Structure reader-focused business documents.
- Support recommendations with clear evidence.
- Edit writing for clarity and purpose.

COURSE OUTLINE

01 Audience & purpose

Define the decision, reader needs and appropriate tone.

02 Message structure

Organise email, briefing notes and executive summaries.

03 Evidence & argument

Connect facts, analysis, findings and recommendations.

04 Editing & presentation

Improve clarity, plain language, flow and document consistency.

05 Applied reporting workshop

Draft and revise a report using peer feedback.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Turn a disorganised information pack into a concise management report.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-046

Business Process Management & Improvement

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Understand current processes and redesign them around better service and operational results.

INTENDED AUDIENCE

Process owners, business analysts, operations managers and improvement project teams.

LEARNING OUTCOMES

- Map an end-to-end process.
- Diagnose performance and control bottlenecks.
- Design a practical improvement pilot.

COURSE OUTLINE

01 Process discovery

Define customers, boundaries, hand-offs and intended outcomes.

02 Mapping & evidence

Document workflows and collect useful performance information.

03 Problem diagnosis

Locate delays, rework, duplication and control gaps.

04 Process redesign

Compare improvement options and define future-state responsibilities.

05 Implementation & monitoring

Pilot changes, manage adoption and track results.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Redesign an illustrative approval process and present a pilot plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-048

Corporate Communication & Stakeholder Engagement

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Plan coherent communication that supports trust, alignment and stakeholder understanding.

INTENDED AUDIENCE

Communication teams, executives, public-sector managers and stakeholder engagement officers.

LEARNING OUTCOMES

- Build a stakeholder communication plan.
- Develop consistent audience-specific messages.
- Choose useful engagement measures.

COURSE OUTLINE

01 Communication priorities

Connect organisational objectives, audiences and communication risks.

02 Stakeholder analysis

Map interests, influence, information needs and engagement channels.

03 Message development

Create consistent messages and useful supporting narratives.

04 Engagement delivery

Plan internal briefings, external dialogue and feedback loops.

05 Evaluation & improvement

Monitor understanding, participation and communication effectiveness.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a communication and engagement plan for a fictional organisational change.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-049

Customer Service & Experience Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Improve service interactions and connect customer feedback with practical process changes.

INTENDED AUDIENCE

Customer service teams, supervisors, client relationship staff and service delivery managers.

LEARNING OUTCOMES

- Identify customer journey pain points.
- Handle a complaint constructively.
- Develop an actionable service improvement plan.

COURSE OUTLINE

01 Customer understanding

Map expectations, access needs and service journey stages.

02 Service communication

Practise listening, clarity, empathy and professional follow-through.

03 Difficult interactions

Handle complaints and escalations through constructive dialogue.

04 Service recovery

Design ownership, response standards and resolution pathways.

05 Experience improvement

Use feedback and service indicators to prioritise changes.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Role-play a service failure and redesign the resolution journey.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-050

Executive Leadership & Strategic Decision-Making

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen strategic judgement, organisational influence and executive accountability.

INTENDED AUDIENCE

Executives, senior managers, heads of function and leaders preparing for broader responsibility.

LEARNING OUTCOMES

- Frame a complex strategic decision.
- Align stakeholders around priorities.
- Prepare an executive action agenda.

COURSE OUTLINE

01 Executive context

Examine strategic priorities, stakeholders and leadership expectations.

02 Decision quality

Frame complex problems and evaluate options under uncertainty.

03 Influence & alignment

Build executive dialogue, collaboration and stakeholder commitment.

04 Performance & accountability

Translate strategic choices into governance and delivery priorities.

05 Leadership application

Create an executive development and implementation agenda.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Present and defend a strategic decision brief to a simulated executive panel.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-054

Office Administration & Executive Support

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Improve office coordination, document quality and dependable executive support.

INTENDED AUDIENCE

Executive assistants, secretaries, office administrators, coordinators and support professionals.

LEARNING OUTCOMES

- Prioritise executive support work.
- Prepare accurate meeting and follow-up records.
- Improve document and information routines.

COURSE OUTLINE

01 Office priorities

Organise responsibilities, workflows and competing requests.

02 Executive coordination

Manage schedules, briefings and professional communication.

03 Meetings & records

Prepare agendas, capture decisions and maintain follow-up records.

04 Information management

Organise documents, confidentiality practices and version control.

05 Service improvement

Build support checklists and improve office processes.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Coordinate a simulated executive meeting and produce its supporting records.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-056

Public Relations & Reputation Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect reputation priorities, media communication and stakeholder confidence.

INTENDED AUDIENCE

PR officers, communication practitioners, public-facing managers and organisational spokespeople.

LEARNING OUTCOMES

- Develop a coherent PR plan.
- Prepare clear media messages.
- Assess and respond to reputational issues.

COURSE OUTLINE

01 Reputation context

Identify audiences, perceptions and communication vulnerabilities.

02 PR planning

Set objectives, messages, channels and activity responsibilities.

03 Media engagement

Prepare briefing notes, statements and interview messages.

04 Issues & response

Coordinate responses to emerging reputational concerns.

05 Measurement & learning

Review coverage, audience feedback and campaign effectiveness.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a media briefing and an issues-response communication plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-057

Sales, Marketing & Key Account Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect customer understanding, commercial communication and disciplined account development.

INTENDED AUDIENCE

Sales teams, marketing officers, business development staff and key account managers.

LEARNING OUTCOMES

- Develop a customer-focused value proposition.
- Structure a discovery conversation.
- Build a practical account development plan.

COURSE OUTLINE

01 Customers & markets

Define target audiences, needs and buying contexts.

02 Value proposition

Translate capabilities into relevant customer value.

03 Sales conversations

Practise discovery, proposals and constructive objection handling.

04 Account planning

Map stakeholders, opportunities, relationship risks and next actions.

05 Pipeline & performance

Track activity quality, customer outcomes and account progress.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Create and present a fictional client account plan and service proposal.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-058

Strategy & Strategic Planning

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Translate organisational purpose and evidence into clear priorities and delivery choices.

INTENDED AUDIENCE

Executives, managers, strategy teams, planners and public-sector programme leaders.

LEARNING OUTCOMES

- Diagnose a strategic challenge.
- Define focused objectives and delivery priorities.
- Build an implementation and review framework.

COURSE OUTLINE

01 Strategic diagnosis

Assess mandate, stakeholder needs and the operating environment.

02 Strategic choices

Compare options and clarify where resources should be focused.

03 Objectives & measures

Translate priorities into useful outcomes and indicators.

04 Execution design

Assign owners, milestones, resources and dependencies.

05 Review & adaptation

Establish performance dialogue and strategy adjustment routines.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a strategy-on-a-page and an implementation roadmap.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

BUSINESS & MANAGEMENT / PI-059

Sustainability & Corporate Social Responsibility

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect sustainability issues, stakeholder priorities and responsible organisational action.

INTENDED AUDIENCE

Sustainability teams, executives, CSR practitioners, communication staff and governance professionals.

LEARNING OUTCOMES

- Identify material sustainability priorities.
- Design a focused CSR initiative.
- Build an accountable monitoring approach.

COURSE OUTLINE

01 Sustainability context

Identify environmental, social and governance issues relevant to the organisation.

02 Stakeholder priorities

Assess impacts, expectations and responsible engagement.

03 CSR programme design

Define purpose, partnerships, activities and resource commitments.

04 Performance & communication

Choose suitable indicators and communicate progress accurately.

05 Governance & improvement

Integrate ownership, oversight and continuous learning.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a sustainability and community investment action plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-037

Emotional Intelligence at Work

2 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Develop self-awareness, stronger relationships and thoughtful responses under pressure.

INTENDED AUDIENCE

Managers, supervisors, team leaders and employees across organisational functions.

LEARNING OUTCOMES

- Recognise personal emotional triggers.
- Practise listening and constructive communication.
- Build a realistic workplace development plan.

COURSE OUTLINE

01 Self-awareness

Recognise emotions, personal triggers and patterns of response.

02 Self-management

Practise constructive responses to pressure and change.

03 Empathy & listening

Explore perspective-taking and attentive workplace conversations.

04 Relationships & conflict

Use emotional awareness in feedback and difficult interactions.

05 Workplace application

Create a personal practice plan and peer-accountability approach.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Role-play a challenging feedback conversation and reflect on alternative responses.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-038

Employment Equity, Diversity & Inclusion

2 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Build awareness and practical capabilities for a more inclusive workplace.

INTENDED AUDIENCE

HR teams, employment-equity committees, line managers and workplace representatives.

LEARNING OUTCOMES

- Identify barriers to inclusion in workplace processes.
- Clarify stakeholder roles and planning inputs.
- Prepare a practical inclusion action plan.

COURSE OUTLINE

01 Workplace context

Explore fairness, diversity, inclusion and organisational responsibilities.

02 Barriers & bias

Identify systemic and interpersonal barriers in workplace scenarios.

03 Policies & planning

Connect policy review, organisational data and employment-equity priorities.

04 Committee capability

Clarify roles, consultation and constructive participation.

05 Action & monitoring

Develop practical actions and a review approach for the organisation.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional organisation’s recruitment and development processes for barriers.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-041

HR Essentials for Small Businesses

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Put practical HR documents, processes and people-management foundations in place.

INTENDED AUDIENCE

Business owners, office managers, administrators and emerging HR practitioners.

LEARNING OUTCOMES

- Identify the essential HR documents for the business.
- Organise practical onboarding and employee records.
- Build an achievable HR improvement plan.

COURSE OUTLINE

01 HR foundations

Map the employee lifecycle and priority people-management needs.

02 Role & recruitment tools

Develop job descriptions, interview questions and appointment checklists.

03 Onboarding & records

Organise induction, employee forms and record-management practices.

04 Policies & management

Review handbook structure, leave processes and performance tools.

05 Implementation plan

Prioritise documents, clarify responsibilities and plan ongoing support.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop an HR starter-pack checklist for a fictional growing business.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-052

Leadership & People Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Develop practical habits for leading people, delegating work and building accountability.

INTENDED AUDIENCE

New managers, supervisors, team leaders and specialists moving into people-management roles.

LEARNING OUTCOMES

- Delegate with clear expectations.
- Conduct constructive team conversations.
- Establish practical accountability routines.

COURSE OUTLINE

01 Management foundations

Clarify leadership expectations and the transition from individual contributor.

02 Goals & delegation

Set priorities, delegate clearly and agree follow-up arrangements.

03 Communication & feedback

Practise coaching, listening and constructive feedback.

04 Motivation & conflict

Respond to team needs and address disagreements fairly.

05 Team accountability

Create routines for performance, learning and continuous improvement.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Role-play a delegation discussion and create a team management rhythm.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-053

Learning & Development Design and Facilitation

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Design relevant learning experiences and facilitate participation and workplace application.

INTENDED AUDIENCE

Learning practitioners, HR teams, internal trainers, facilitators and subject-matter specialists.

LEARNING OUTCOMES

- Translate a learning need into outcomes.
- Design and facilitate an engaging activity.
- Plan learning evaluation and transfer.

COURSE OUTLINE

01 Learning needs

Diagnose performance gaps, learner needs and practical constraints.

02 Programme design

Define outcomes, sequence content and choose useful activities.

03 Learning resources

Develop clear materials and appropriate practice exercises.

04 Facilitation skills

Engage learners, manage participation and give useful feedback.

05 Evaluation & transfer

Check learning and plan support for workplace application.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build and facilitate a short learning session with peer review.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-039

Performance Management in Practice

3 DAYS (INDICATIVE) | INTERMEDIATE

Connect objectives, balanced scorecards and constructive performance conversations.

INTENDED AUDIENCE

HR professionals, line managers, supervisors and organisational-development teams.

LEARNING OUTCOMES

- Develop clearer objectives and practical measures.
- Conduct evidence-based performance conversations.
- Create a performance-system improvement plan.

COURSE OUTLINE

01 System foundations

Define the purpose, roles and performance-management cycle.

02 Goals & measures

Connect organisational objectives, job profiles and balanced scorecards.

03 Monitoring & feedback

Develop review routines and constructive feedback skills.

04 Review quality

Explore evidence, consistency, calibration and development needs.

05 Implementation

Plan policy review, templates, training and system improvement.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Design a role scorecard and role-play a developmental performance review.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-055

Personal Effectiveness & Professional Development

2 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Build purposeful working habits, confidence and a practical development plan.

INTENDED AUDIENCE

Professionals, administrators, emerging leaders and employees planning their next development step.

LEARNING OUTCOMES

- Prioritise work more purposefully.
- Practise assertive workplace communication.
- Create a realistic personal development plan.

COURSE OUTLINE

01 Self-assessment

Identify strengths, growth areas and professional priorities.

02 Time & attention

Plan work, manage interruptions and prioritise commitments.

03 Communication & confidence

Practise assertiveness and professional relationship skills.

04 Adaptability & learning

Respond constructively to feedback, change and setbacks.

05 Development planning

Set realistic goals, milestones and accountability arrangements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Complete a working-habits review and build a 90-day development plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-042

Professional Workplace Etiquette

2 DAYS (INDICATIVE) | FOUNDATION

Build confidence in professional conduct, communication and everyday working relationships.

INTENDED AUDIENCE

Employees, administrators, emerging professionals and customer-facing teams.

LEARNING OUTCOMES

- Recognise effective professional behaviours.
- Improve everyday workplace communication.
- Create a focused personal improvement plan.

COURSE OUTLINE

01 Professional conduct

Explore reliability, respect, boundaries and workplace expectations.

02 Communication

Practise clear email, telephone and in-person interactions.

03 Meetings & collaboration

Strengthen preparation, participation and follow-through.

04 Diverse workplaces

Explore cultural awareness and respectful professional behaviour.

05 Personal action plan

Identify habits and commitments for improved workplace practice.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Work through realistic meeting, communication and client-service scenarios.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-051

Strategic Human Resource Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Align workforce priorities, HR services and people decisions with organisational strategy.

INTENDED AUDIENCE

HR managers, HR business partners, OD practitioners and leaders responsible for workforce planning.

LEARNING OUTCOMES

- Connect HR priorities to organisational objectives.
- Identify workforce and talent gaps.
- Build a measurable HR implementation roadmap.

COURSE OUTLINE

01 HR strategic context

Translate organisational priorities into people-related opportunities and risks.

02 Workforce planning

Assess capability, staffing scenarios and future workforce requirements.

03 Talent & succession

Connect attraction, development, retention and succession decisions.

04 HR operating model

Clarify services, stakeholder responsibilities and delivery expectations.

05 People analytics & execution

Select indicators and build an evidence-informed HR roadmap.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a strategic HR plan for a fictional organisation facing growth and capability gaps.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PEOPLE & CULTURE / PI-040

Team Building & Collaboration

2 DAYS (INDICATIVE) | ALL LEVELS

Strengthen trust, communication and collaborative problem-solving through shared experience.

INTENDED AUDIENCE

Intact teams, cross-functional groups, managers and organisations navigating change.

LEARNING OUTCOMES

- Identify team strengths and collaboration barriers.
- Practise respectful problem-solving and communication.
- Agree practical behaviours for working together.

COURSE OUTLINE

01 Team foundations

Explore shared purpose, roles, expectations and working preferences.

02 Communication

Practise listening, clear messages and constructive dialogue.

03 Trust & respect

Identify behaviours that support safety, inclusion and cooperation.

04 Problem-solving challenges

Use facilitated group exercises to practise collaboration.

05 Working agreements

Translate reflections into commitments and follow-up actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Complete a facilitated team challenge and develop a shared working agreement.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-060

Artificial Intelligence for Business Professionals

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Explore useful AI applications while applying human review, information care and evaluation.

INTENDED AUDIENCE

Managers, analysts, administrators, HR teams and professionals exploring workplace AI tools.

LEARNING OUTCOMES

- Select suitable AI-assisted tasks.
- Evaluate generated outputs critically.
- Plan a controlled workplace AI pilot.

COURSE OUTLINE

01 AI foundations

Distinguish common AI capabilities, limitations and business use cases.

02 Task selection

Identify suitable tasks and define success and review criteria.

03 Prompting & workflows

Practise structured instructions, iteration and output assessment.

04 Responsible use

Examine confidentiality, bias, verification and human accountability.

05 Adoption planning

Design a bounded pilot and measure its usefulness.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prototype a non-sensitive AI-assisted work process and define its review checklist.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-061

Creativity, Innovation & Design Thinking

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Turn workplace problems into tested ideas through structured creativity and experimentation.

INTENDED AUDIENCE

Managers, innovation teams, project staff, service designers and improvement practitioners.

LEARNING OUTCOMES

- Frame a useful innovation challenge.
- Develop and test practical ideas.
- Prepare an evidence-based pilot proposal.

COURSE OUTLINE

01 Problem discovery

Explore user needs and challenge initial assumptions.

02 Idea generation

Use structured techniques to develop a range of possibilities.

03 Concept selection

Compare value, feasibility, risks and practical constraints.

04 Prototyping & testing

Build simple prototypes and gather useful feedback.

05 Implementation

Define pilot steps, evidence and decision checkpoints.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prototype a service improvement and present the learning from a user-feedback exercise.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-062

Data Management & Business Intelligence

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Translate trustworthy data into useful reports, dashboards and management conversations.

INTENDED AUDIENCE

Analysts, reporting officers, data stewards, managers and business intelligence teams.

LEARNING OUTCOMES

- Define reliable reporting inputs.
- Design a decision-focused dashboard.
- Communicate findings and data limitations.

COURSE OUTLINE

01 Business questions & data

Define users, decisions, data sources and reporting grain.

02 Data quality & governance

Assess completeness, consistency, ownership and definitions.

03 Preparation & modelling

Organise data, relationships and repeatable transformation steps.

04 Dashboard design

Choose useful measures, visual encodings and interaction patterns.

05 Interpretation & adoption

Communicate insights, limitations and action priorities.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build a dashboard concept and data-quality checklist from a synthetic business dataset.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-063

Digital Transformation Strategy & Change

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect digital opportunities with service priorities, operating models and adoption.

INTENDED AUDIENCE

Executives, transformation teams, IT leaders, process owners and change practitioners.

LEARNING OUTCOMES

- Prioritise digital opportunities.
- Identify operating-model and adoption needs.
- Develop a phased transformation roadmap.

COURSE OUTLINE

01 Digital context

Assess current capabilities, user needs and transformation drivers.

02 Opportunity prioritisation

Evaluate value, complexity, dependencies and delivery risk.

03 Operating model

Clarify processes, roles, governance and information responsibilities.

04 Change & adoption

Plan communication, capability development and stakeholder support.

05 Roadmap & benefits

Define phases, indicators and benefits review arrangements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Create a transformation roadmap for a fictional service organisation.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-094

Fintech, Digital Finance & Blockchain

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Evaluate digital-finance models and blockchain applications with clear business and risk questions.

INTENDED AUDIENCE

Financial-sector teams, innovation staff, policy analysts, risk practitioners and digital-product managers.

LEARNING OUTCOMES

- Explain major digital-finance models.
- Evaluate a fintech use case critically.
- Prepare a bounded pilot and risk-review brief.

COURSE OUTLINE

01 Digital finance landscape

Explore payments, platforms, digital lending and service innovation.

02 Blockchain concepts

Distinguish distributed ledgers, tokens and relevant use-case questions.

03 Customer & operating models

Map service access, partnerships, data and operational responsibilities.

04 Risk & governance

Assess security, conduct, financial and regulatory-review dependencies.

05 Use-case evaluation

Compare benefits, constraints and pilot success criteria.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess a fictional digital-finance proposal and recommend pilot conditions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

DIGITAL TRANSFORMATION & AI / PI-098

IT Service Management & Operational Support

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect technology support processes with user needs and dependable service delivery.

INTENDED AUDIENCE

IT coordinators, service desk teams, technology managers and business service owners.

LEARNING OUTCOMES

- Map core technology support workflows.
- Clarify escalation and service responsibilities.
- Prepare an IT service improvement plan.

COURSE OUTLINE

01 Service definition

Clarify users, service expectations, responsibilities and dependencies.

02 Requests & incidents

Coordinate logging, prioritisation, escalation and resolution communication.

03 Changes & knowledge

Review change assessment, records and knowledge sharing.

04 Suppliers & continuity

Map third-party commitments and operational resilience needs.

05 Performance & improvement

Develop useful indicators and an improvement backlog.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional service desk and redesign its incident-to-resolution workflow.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-064

Cybersecurity Awareness & Risk Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen cyber-risk awareness, management oversight and incident preparedness.

INTENDED AUDIENCE

Managers, staff, risk and compliance teams, IT coordinators and governance practitioners.

LEARNING OUTCOMES

- Recognise common cyber-risk scenarios.
- Clarify escalation and oversight responsibilities.
- Prepare a practical cyber-awareness improvement plan.

COURSE OUTLINE

01 Cyber-risk context

Identify common business exposures and responsibilities.

02 Safer working habits

Review account protection, information handling and suspicious communications.

03 Governance & controls

Map assets, access, third parties and control ownership.

04 Incident coordination

Practise recognition, escalation and organisational response decisions.

05 Improvement planning

Prioritise awareness, control review and continuity actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Run a management tabletop exercise for a fictional cyber incident.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-067

Emergency, Crisis & Business Continuity Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Prepare coordinated decisions, communication and continuity arrangements for disruption.

INTENDED AUDIENCE

Managers, continuity teams, communications staff, risk officers and emergency coordinators.

LEARNING OUTCOMES

- Identify critical continuity dependencies.
- Clarify crisis decision and communication roles.
- Plan and evaluate a tabletop exercise.

COURSE OUTLINE

01 Disruption context

Identify critical activities, dependencies and escalation triggers.

02 Preparedness planning

Clarify roles, information flows and decision arrangements.

03 Crisis leadership

Practise prioritisation and decision-making with incomplete information.

04 Communication & coordination

Align internal updates, stakeholder messages and response teams.

05 Exercises & learning

Test plans, document lessons and prioritise improvements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Run a fictional disruption exercise and produce a corrective-action register.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-066

Hazard Identification & Risk Assessment (HIRA)

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Build a systematic approach to identifying hazards and reviewing workplace risks.

INTENDED AUDIENCE

Supervisors, safety representatives, HSE practitioners, operations staff and risk coordinators.

LEARNING OUTCOMES

- Structure a task-based hazard review.
- Document assessment assumptions and controls.
- Prepare a clear risk-assessment record.

COURSE OUTLINE

01 Assessment preparation

Define tasks, boundaries, participants and information sources.

02 Hazard identification

Use task observation and consultation to identify hazards.

03 Risk assessment

Consider exposure, consequences, likelihood and uncertainty.

04 Control review

Compare control options and assess residual risk.

05 Documentation & follow-up

Record decisions, assign owners and plan reassessment.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Complete a classroom HIRA exercise using a fictional workplace case.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-065

Health, Safety & Environmental Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Develop a management approach to safer work, environmental responsibilities and improvement.

INTENDED AUDIENCE

HSE coordinators, supervisors, operational managers, safety representatives and risk teams.

LEARNING OUTCOMES

- Identify management-level HSE priorities.
- Connect hazards with suitable control-review questions.
- Develop an HSE improvement plan.

COURSE OUTLINE

01 HSE management context

Map responsibilities, work activities and relevant local requirements.

02 Hazard & impact identification

Recognise workplace hazards and environmental aspects.

03 Controls & participation

Discuss risk controls, worker engagement and communication.

04 Incidents & learning

Review reporting, investigation and corrective-action processes.

05 Monitoring & improvement

Develop inspection priorities and an improvement action plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional workplace scenario and propose a management action plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-100

National Security Strategy & Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Explore public-interest security governance, strategic coordination and accountable decision-making.

INTENDED AUDIENCE

Public-sector managers, policy professionals, security governance staff and institutional risk teams.

LEARNING OUTCOMES

- Frame a security governance issue.
- Clarify coordination and oversight responsibilities.
- Prepare an accountable strategic planning brief.

COURSE OUTLINE

01 Strategic context

Frame public-interest objectives, mandates and oversight responsibilities.

02 Risk & scenarios

Assess high-level institutional risks and uncertainty.

03 Coordination

Map inter-agency roles, information responsibilities and escalation.

04 Ethics & accountability

Examine proportionality, lawful authority and governance review.

05 Planning & oversight

Prepare a strategic coordination and monitoring brief.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse a fictional institutional coordination problem through a governance lens.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

HSE, SECURITY & RESILIENCE / PI-068

Road Traffic Safety & Fleet Risk Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Improve oversight of road-use risks, fleet operations and transport safety performance.

INTENDED AUDIENCE

Fleet managers, transport supervisors, safety practitioners and public-sector transport teams.

LEARNING OUTCOMES

- Identify material fleet and journey risks.
- Design a management-level monitoring approach.
- Prepare a road-safety improvement plan.

COURSE OUTLINE

01 Road-risk context

Map journeys, drivers, vehicles and operating conditions.

02 Risk assessment

Identify exposure patterns and preventable operational weaknesses.

03 Management controls

Review journey planning, vehicle checks and contractor responsibilities.

04 Incidents & indicators

Analyse event information and useful safety measures.

05 Improvement planning

Build a practical fleet-risk and safety action plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional fleet risk profile and prioritise preventative management actions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-069

Construction Management & Civil Project Delivery

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Coordinate civil and construction projects through disciplined planning, oversight and handover.

INTENDED AUDIENCE

Construction managers, civil project teams, site supervisors and infrastructure delivery officials.

LEARNING OUTCOMES

- Structure a construction delivery plan.
- Coordinate progress and change controls.
- Prepare a completion and handover checklist.

COURSE OUTLINE

01 Project definition

Clarify scope, stakeholders, constraints and delivery responsibilities.

02 Planning & coordination

Develop work packages, schedules and resource interfaces.

03 Site oversight

Review progress, quality, safety and contractor communication.

04 Change & commercial control

Track variations, evidence, costs and approval responsibilities.

05 Completion & handover

Plan inspections, documentation and operational readiness.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a delivery and control plan for a fictional civil infrastructure project.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-074

Corrosion, Materials & Inspection Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Develop management awareness of material degradation, inspection priorities and integrity decisions.

INTENDED AUDIENCE

Asset integrity teams, maintenance managers, inspection coordinators and engineering supervisors.

LEARNING OUTCOMES

- Identify integrity information needs.
- Coordinate an inspection management plan.
- Track findings and specialist recommendations.

COURSE OUTLINE

01 Materials & degradation

Explore how operating environments affect asset integrity.

02 Risk-based priorities

Identify assets and degradation concerns requiring specialist attention.

03 Inspection planning

Review information needs, inspection scope and qualified specialist roles.

04 Records & decisions

Connect findings with maintenance, repair and monitoring decisions.

05 Integrity improvement

Develop follow-up, documentation and assurance priorities.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review an illustrative inspection report and prepare an integrity-management follow-up plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-072

Electrical Engineering Operations & Safety Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen the management systems that support dependable electrical operations and specialist safety oversight.

INTENDED AUDIENCE

Electrical supervisors, engineering managers, maintenance coordinators and infrastructure asset teams.

LEARNING OUTCOMES

- Clarify oversight and specialist responsibilities.
- Review management controls over electrical work.
- Develop an operational assurance action plan.

COURSE OUTLINE

01 Electrical asset context

Map key assets, service requirements and operational interfaces.

02 Responsibility & competence

Clarify authorisation, specialist competence and escalation arrangements.

03 Planning & controls

Review maintenance planning, documented procedures and work coordination.

04 Events & assurance

Examine incident information, inspection evidence and assurance needs.

05 Operational improvement

Develop management actions for reliability and control gaps.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Assess an illustrative electrical-operations governance pack; no live electrical work is performed.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-075

Instrumentation & Process Control Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Understand the operational role of measurement, control loops and instrumentation assurance.

INTENDED AUDIENCE

Process supervisors, instrumentation coordinators, engineers and maintenance management teams.

LEARNING OUTCOMES

- Explain key measurement and control relationships.
- Review instrumentation assurance information.
- Develop a management improvement checklist.

COURSE OUTLINE

01 Measurement foundations

Map process variables, instrument roles and measurement requirements.

02 Control-system context

Explore control-loop concepts and operational interfaces.

03 Reliability & assurance

Review calibration planning, records and performance concerns.

04 Change & incident review

Coordinate technical changes, alarm issues and specialist escalation.

05 Improvement planning

Prioritise instrumentation records, controls and reliability actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse an illustrative process-control case and prepare a specialist-review brief.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-070

Maintenance Planning & Asset Reliability

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect maintenance priorities, asset condition and dependable service performance.

INTENDED AUDIENCE

Maintenance planners, engineering supervisors, asset managers and operations teams.

LEARNING OUTCOMES

- Prioritise maintenance using asset criticality.
- Build a workable maintenance schedule.
- Identify reliability improvement opportunities.

COURSE OUTLINE

01 Asset criticality

Rank assets by service importance and failure consequences.

02 Maintenance strategies

Compare reactive, preventive and condition-informed approaches.

03 Planning & scheduling

Organise work orders, resources, spares and access constraints.

04 Reliability information

Interpret failure histories, condition data and performance indicators.

05 Continuous improvement

Prioritise reliability actions and monitor results.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional asset register and develop a maintenance improvement plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-071

Mechanical Asset Operations & Reliability Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Improve management oversight of mechanical equipment, condition and maintenance interfaces.

INTENDED AUDIENCE

Mechanical engineering teams, plant supervisors, maintenance planners and asset managers.

LEARNING OUTCOMES

- Map mechanical asset dependencies.
- Use equipment information to prioritise review.
- Prepare a reliability improvement brief.

COURSE OUTLINE

01 Equipment context

Map equipment functions, dependencies and operational expectations.

02 Performance & failure

Recognise common performance information and failure-pattern questions.

03 Maintenance coordination

Link operating observations with work planning and specialist review.

04 Controls & documentation

Review records, change control and operating responsibility.

05 Reliability improvement

Prioritise management actions and performance monitoring.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse a fictional mechanical asset performance pack and recommend management actions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-076

Mining Operations & Performance Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect operational planning, resource coordination and responsible mining performance oversight.

INTENDED AUDIENCE

Mining supervisors, technical coordinators, operational managers and project support teams.

LEARNING OUTCOMES

- Map operational mining dependencies.
- Interpret a balanced operational performance pack.
- Develop a coordinated improvement plan.

COURSE OUTLINE

01 Operating context

Map mining activities, stakeholders and delivery dependencies.

02 Planning & resources

Coordinate schedules, people, equipment and operational constraints.

03 Risk & responsibility

Review safety, environmental and community management interfaces.

04 Performance monitoring

Interpret production, downtime, cost and quality information.

05 Operational improvement

Develop cross-functional actions and review routines.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional mining operation and present a management improvement brief.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENGINEERING & TECHNICAL / PI-073

Root Cause Analysis & Corrective Action

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Move beyond symptoms to evidence-based explanations and effective corrective actions.

INTENDED AUDIENCE

Engineers, quality teams, incident investigators, operations managers and improvement practitioners.

LEARNING OUTCOMES

- Define an investigation problem clearly.
- Distinguish evidence from untested assumptions.
- Develop and verify corrective actions.

COURSE OUTLINE

01 Problem definition

Define the event, impact, boundaries and investigation questions.

02 Evidence collection

Build timelines and assess the reliability of available information.

03 Causal analysis

Use structured questioning and causal mapping to test explanations.

04 Action design

Select actions that address causes and clarify responsibility.

05 Effectiveness review

Check implementation and evaluate whether the problem recurs.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Investigate a fictional service failure and produce a causal map and action plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENERGY / PI-077

Energy Transition Strategy & Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Evaluate energy-transition options and connect them with organisational priorities and implementation.

INTENDED AUDIENCE

Energy managers, planners, policy staff, sustainability teams and infrastructure project leaders.

LEARNING OUTCOMES

- Compare transition options systematically.
- Identify delivery and stakeholder dependencies.
- Prepare a phased transition roadmap.

COURSE OUTLINE

01 Energy landscape

Explore demand, supply, technology and transition drivers.

02 Options & trade-offs

Compare reliability, affordability, emissions and implementation constraints.

03 Stakeholder & policy context

Identify enabling arrangements, partnerships and stakeholder concerns.

04 Project prioritisation

Assess readiness, delivery risks and sequencing.

05 Roadmap & monitoring

Define milestones, responsibilities and benefits review.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a transition-options brief for a fictional institution or region.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENERGY / PI-079

Hydrogen Value Chains & Project Development

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Explore hydrogen project opportunities, feasibility questions and delivery dependencies.

INTENDED AUDIENCE

Energy planners, project developers, policy teams, investment staff and technical managers.

LEARNING OUTCOMES

- Map a hydrogen project value chain.
- Frame feasibility and specialist-review questions.
- Develop a phased project-development roadmap.

COURSE OUTLINE

01 Hydrogen foundations

Compare production pathways and potential end-use contexts.

02 Value-chain dependencies

Map feedstocks, energy, water, infrastructure and offtake needs.

03 Project feasibility

Structure technical, commercial and stakeholder due-diligence questions.

04 Risk & governance

Identify specialist safety, environmental and regulatory review requirements.

05 Development roadmap

Define study stages, decision gates and partner responsibilities.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a concept-stage feasibility brief for a fictional hydrogen project.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENERGY / PI-078

Oil & Gas Operations and Project Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Understand oil-and-gas value chains and improve project and operational management oversight.

INTENDED AUDIENCE

Energy-sector managers, project coordinators, commercial teams and public-sector oversight staff.

LEARNING OUTCOMES

- Explain major value-chain relationships.
- Identify commercial and delivery risks.
- Prepare an operations-governance briefing.

COURSE OUTLINE

01 Value-chain context

Map upstream, midstream and downstream activities and interfaces.

02 Commercial drivers

Explore costs, contracting, market exposure and value creation.

03 Project delivery

Clarify scope, stakeholders, dependencies and governance checkpoints.

04 Operational responsibility

Review HSE, integrity and continuity management interfaces.

05 Performance & oversight

Develop balanced reporting and follow-up arrangements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional energy project and build a governance and risk action plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

ENERGY / PI-080

Renewable Energy Project Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Coordinate renewable-energy projects from concept assessment to operational handover.

INTENDED AUDIENCE

Project managers, energy teams, infrastructure planners and renewable-sector commercial staff.

LEARNING OUTCOMES

- Structure a renewable project plan.
- Identify critical feasibility and delivery dependencies.
- Prepare handover and performance-monitoring arrangements.

COURSE OUTLINE

01 Project definition

Identify demand, technology options and intended benefits.

02 Feasibility & stakeholders

Map resource, connection, land and stakeholder dependencies.

03 Commercial & procurement

Structure scope, procurement and contractual interfaces.

04 Delivery & controls

Monitor schedule, cost, quality and change decisions.

05 Handover & performance

Plan commissioning coordination, operating records and benefits review.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop an implementation plan for a fictional renewable-energy installation.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-081

Contract Management & Commercial Administration

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Manage contractual responsibilities, performance information and commercial communication more effectively.

INTENDED AUDIENCE

Contract managers, procurement teams, project staff, administrators and commercial managers.

LEARNING OUTCOMES

- Build a contract obligations register.
- Monitor performance with suitable evidence.
- Improve change and issue administration.

COURSE OUTLINE

01 Contract foundations

Clarify scope, obligations, roles and relevant review needs.

02 Mobilisation & records

Organise deliverables, reporting, document control and key dates.

03 Performance management

Monitor service, milestones and evidence of acceptance.

04 Changes & issues

Coordinate variation requests, correspondence and escalation.

05 Closure & learning

Review final obligations, handover and lessons.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Create a contract-management plan and resolve an illustrative performance dispute.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-082

Legal Awareness for Managers

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Recognise common organisational legal issues and prepare clear requests for specialist advice.

INTENDED AUDIENCE

Managers, business owners, administrators, project leaders and public-sector officials.

LEARNING OUTCOMES

- Recognise issues requiring specialist legal input.
- Organise relevant records and decisions.
- Prepare a clear legal-advice brief.

COURSE OUTLINE

01 Legal context

Identify the organisation’s jurisdiction, responsibilities and sources of obligations.

02 Contracts & authority

Explore approval, delegation and contractual documentation questions.

03 People & information

Recognise employment, confidentiality and information-handling interfaces.

04 Disputes & evidence

Organise records, escalation and constructive dispute management.

05 Specialist engagement

Prepare useful legal-advice briefs and follow-up actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse fictional management scenarios and identify proportionate escalation steps.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-083

Procurement, Logistics & Supply Chain Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect sourcing decisions, supplier performance and reliable delivery of goods and services.

INTENDED AUDIENCE

Procurement teams, logistics officers, stores staff, supply-chain managers and contract users.

LEARNING OUTCOMES

- Connect sourcing requirements with service needs.
- Design supplier performance measures.
- Develop a supply-chain risk improvement plan.

COURSE OUTLINE

01 Supply-chain priorities

Map demand, service requirements and supply dependencies.

02 Sourcing & evaluation

Develop specifications, evaluation criteria and supplier-review information.

03 Contract & supplier management

Agree deliverables, responsibilities and performance measures.

04 Logistics & inventory

Coordinate stock, transport, hand-offs and service exceptions.

05 Risk & improvement

Assess supplier risks and prioritise process improvements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build a sourcing and delivery plan for a fictional organisational requirement.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-084

Project Management: Planning to Delivery

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Plan and coordinate projects through clear scope, realistic schedules and disciplined control.

INTENDED AUDIENCE

Project managers, coordinators, programme officers and specialists responsible for project delivery.

LEARNING OUTCOMES

- Develop an integrated project plan.
- Use practical monitoring and change controls.
- Prepare effective handover and closure arrangements.

COURSE OUTLINE

01 Project initiation

Clarify purpose, outcomes, stakeholders and success criteria.

02 Scope & scheduling

Build work packages, dependencies, milestones and resource assumptions.

03 Cost, quality & risk

Plan budgets, acceptance evidence and risk responses.

04 Delivery & change

Monitor progress, manage issues and coordinate change decisions.

05 Closure & benefits

Organise handover, lessons and benefits follow-up.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Create a project charter, schedule and control pack for a fictional project.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-085

Public-Private Partnerships: Planning & Governance

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Evaluate partnership options and structure the governance of complex public-service projects.

INTENDED AUDIENCE

Public-sector planners, finance teams, infrastructure managers, procurement specialists and advisers.

LEARNING OUTCOMES

- Frame a partnership options assessment.
- Identify key feasibility and governance questions.
- Develop a lifecycle oversight checklist.

COURSE OUTLINE

01 Partnership context

Distinguish delivery options and define the public-service need.

02 Feasibility questions

Explore affordability, value, demand and risk-allocation assumptions.

03 Procurement & governance

Map approvals, stakeholder responsibilities and specialist inputs.

04 Contract & performance

Plan outputs, monitoring, payment mechanisms and change oversight.

05 Lifecycle management

Consider operational interfaces, handback and long-term accountability.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional infrastructure partnership and present a governance brief.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

PROJECTS, PROCUREMENT & LOGISTICS / PI-086

Quality Control & Continuous Improvement

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Improve consistency by connecting service requirements, process controls and learning.

INTENDED AUDIENCE

Quality officers, operations managers, process owners, supervisors and improvement teams.

LEARNING OUTCOMES

- Define practical quality-control points.
- Interpret process performance information.
- Design and review an improvement experiment.

COURSE OUTLINE

01 Quality requirements

Define customer needs, acceptance criteria and process expectations.

02 Control points

Map checks, responsibilities and evidence within the workflow.

03 Data & variation

Interpret defects, rework and simple performance information.

04 Problem-solving

Investigate causes and select proportionate corrective actions.

05 Improvement routines

Test changes, track outcomes and standardise useful practices.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Analyse a fictional quality problem and develop a corrective-action and monitoring plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-093

Agribusiness Sustainability & Value Chains

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect agricultural value-chain performance, sustainability and practical business improvement.

INTENDED AUDIENCE

Agribusiness managers, programme officers, cooperatives, supply-chain teams and development practitioners.

LEARNING OUTCOMES

- Map an agribusiness value chain.
- Identify sustainability and resilience priorities.
- Develop a practical improvement initiative.

COURSE OUTLINE

01 Value-chain mapping

Identify producers, services, markets and value-chain constraints.

02 Sustainability priorities

Explore resource, environmental and community considerations.

03 Commercial planning

Assess demand, costs, market access and partnership options.

04 Risk & resilience

Review climate, supply, finance and operating vulnerabilities.

05 Implementation

Develop a value-chain improvement and monitoring plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a sustainability and market-access plan for a fictional cooperative.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-095

Healthcare Management & Service Improvement

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Coordinate people, resources and improvement priorities in healthcare service organisations.

INTENDED AUDIENCE

Healthcare administrators, facility managers, programme coordinators and service improvement teams.

LEARNING OUTCOMES

- Map an administrative healthcare service journey.
- Identify operational improvement priorities.
- Prepare an accountable service-improvement plan.

COURSE OUTLINE

01 Service context

Map patient journeys, stakeholders and administrative responsibilities.

02 Operations & resources

Coordinate capacity, staffing, scheduling and support services.

03 Quality & experience

Use service feedback and performance information to identify gaps.

04 Governance & risk

Review escalation, continuity and information-handling responsibilities.

05 Improvement planning

Design an operational improvement and review cycle.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Redesign a fictional appointment and administrative service process.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-096

Hospitality & Tourism Service Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen guest experience, operational coordination and service recovery.

INTENDED AUDIENCE

Hospitality managers, tourism officers, accommodation supervisors and guest-service teams.

LEARNING OUTCOMES

- Identify guest-experience improvement opportunities.
- Coordinate service recovery.
- Prepare a practical operational improvement plan.

COURSE OUTLINE

01 Service journey

Map guest expectations, booking, arrival and service touchpoints.

02 Operations coordination

Connect people, scheduling, suppliers and service standards.

03 Guest communication

Practise professional communication and complaint resolution.

04 Commercial awareness

Review capacity, costs, demand and service performance.

05 Experience improvement

Develop action priorities and monitoring routines.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a service-recovery and operations plan for a fictional hospitality business.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-097

Humanitarian & Development Programme Management

5 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Plan accountable programmes around community priorities, resources and measurable results.

INTENDED AUDIENCE

NGO staff, humanitarian coordinators, development practitioners, programme officers and project teams.

LEARNING OUTCOMES

- Develop an evidence-informed programme design.
- Clarify delivery and accountability responsibilities.
- Prepare a monitoring and learning plan.

COURSE OUTLINE

01 Context & needs

Assess stakeholder needs, evidence and operating constraints.

02 Programme design

Define outcomes, activities, partnerships and resource assumptions.

03 Delivery & accountability

Clarify community engagement, coordination and reporting responsibilities.

04 Risk & adaptation

Review continuity, safeguarding interfaces and changing needs.

05 Monitoring & learning

Select indicators and use feedback to improve delivery.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Build a programme concept and monitoring plan for a fictional community initiative.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-099

Media & Telecommunications Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Coordinate service, stakeholder and project priorities in media and telecommunications organisations.

INTENDED AUDIENCE

Media managers, telecom operations teams, communication staff and sector project coordinators.

LEARNING OUTCOMES

- Map sector service and stakeholder dependencies.
- Identify operational improvement priorities.
- Prepare a coordinated management brief.

COURSE OUTLINE

01 Sector context

Map audiences, customers, platforms and infrastructure dependencies.

02 Operating models

Explore service workflows, partner roles and commercial priorities.

03 Stakeholder communication

Plan engagement, service updates and reputation-sensitive communication.

04 Risk & continuity

Review operational, information and service-delivery vulnerabilities.

05 Performance improvement

Develop a balanced sector management action plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop an improvement proposal for a fictional media or telecom service.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-101

Police & Law Enforcement Leadership and Ethics

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Strengthen leadership, service accountability and ethical judgement in law-enforcement organisations.

INTENDED AUDIENCE

Law-enforcement supervisors, training coordinators, public-service leaders and governance practitioners.

LEARNING OUTCOMES

- Apply structured ethical reflection.
- Improve supervisory communication.
- Develop a service-accountability action plan.

COURSE OUTLINE

01 Leadership responsibilities

Clarify supervision, public service and organisational expectations.

02 Ethical decisions

Explore integrity, accountability and respectful professional conduct.

03 People management

Practise feedback, team coordination and conflict resolution.

04 Community & communication

Review engagement, complaints and constructive communication.

05 Performance improvement

Define evidence, review routines and leadership actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Work through fictional leadership and ethics scenarios and prepare a team improvement plan.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-103

Ports, Maritime Logistics & Terminal Management

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Coordinate port-service workflows, stakeholders and operational performance.

INTENDED AUDIENCE

Port administrators, terminal supervisors, logistics teams and maritime project coordinators.

LEARNING OUTCOMES

- Map port-service dependencies.
- Identify operational bottlenecks.
- Prepare a stakeholder-based improvement plan.

COURSE OUTLINE

01 Port ecosystem

Map vessels, terminals, cargo interests and service providers.

02 Flow & coordination

Review cargo, information and scheduling interfaces.

03 Service performance

Identify delays, capacity constraints and operational measures.

04 Risk & responsibility

Map safety, security, environmental and continuity interfaces.

05 Improvement planning

Develop coordinated service and stakeholder actions.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional terminal workflow and develop a service-performance brief.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-102

Public Sector Leadership & Service Delivery

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect public mandates, people leadership and accountable service improvement.

INTENDED AUDIENCE

Public-sector managers, municipal officials, programme leaders and service delivery teams.

LEARNING OUTCOMES

- Connect service priorities to public outcomes.
- Improve coordination and accountability.
- Develop a practical service-delivery plan.

COURSE OUTLINE

01 Public purpose

Translate mandates and stakeholder needs into clear priorities.

02 Service planning

Map outcomes, processes, resources and delivery dependencies.

03 People & coordination

Strengthen team roles, cross-functional cooperation and communication.

04 Accountability & reporting

Connect performance evidence with oversight and corrective action.

05 Improvement roadmap

Prioritise practical changes and review arrangements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Design an improvement roadmap for a fictional municipal service.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-104

Social Insurance & Retirement Fund Governance

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect member interests, fund administration and responsible oversight.

INTENDED AUDIENCE

Fund administrators, trustees, benefits teams, policy officials and governance practitioners.

LEARNING OUTCOMES

- Map scheme governance and administrative responsibilities.
- Identify member-service and oversight gaps.
- Prepare a governance improvement brief.

COURSE OUTLINE

01 Scheme context

Clarify purpose, stakeholders, benefits and institutional responsibilities.

02 Governance & decisions

Map fiduciary oversight, delegations and committee information needs.

03 Administration & service

Review member records, contributions, benefits and service exceptions.

04 Financial & operational risks

Identify funding, investment, data and delivery risk interfaces.

05 Reporting & improvement

Develop a fund oversight and administration action plan.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Review a fictional retirement-fund reporting pack and recommend oversight actions.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-105

Traffic Management & Urban Mobility Planning

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Connect mobility needs, traffic-service priorities and coordinated urban management.

INTENDED AUDIENCE

Transport planners, traffic managers, municipal officials and mobility programme coordinators.

LEARNING OUTCOMES

- Frame an urban mobility problem.
- Compare service-management options.
- Develop a coordinated mobility improvement plan.

COURSE OUTLINE

01 Mobility context

Identify users, travel patterns, access needs and service constraints.

02 Data & diagnosis

Review traffic information, service feedback and problem locations.

03 Options & priorities

Compare management interventions and stakeholder trade-offs.

04 Coordination & delivery

Map agency roles, communication and implementation dependencies.

05 Monitoring & adaptation

Choose indicators and review improvement results.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Prepare a mobility-options brief for a fictional urban corridor.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.

SECTOR-SPECIFIC PROGRAMMES / PI-106

Urban Planning & Sustainable Development

3 DAYS (INDICATIVE) | FOUNDATION TO INTERMEDIATE

Integrate place-based priorities, stakeholder participation and practical development planning.

INTENDED AUDIENCE

Municipal planners, development officers, infrastructure teams and public-sector project leaders.

LEARNING OUTCOMES

- Frame a place-based development challenge.
- Compare planning options and stakeholder implications.
- Prepare an integrated implementation brief.

COURSE OUTLINE

01 Place & needs

Map population, land use, services and development constraints.

02 Stakeholder participation

Design inclusive engagement and document differing needs.

03 Development options

Compare spatial, infrastructure and sustainability implications.

04 Implementation coordination

Connect priorities with projects, resources and institutional roles.

05 Monitoring & learning

Define outcomes, evidence and adaptive review arrangements.

HOW YOU WILL LEARN

Facilitated discussion, applied exercises, case analysis and a workplace action plan.

PRACTICAL APPLICATION

Develop a concept-level plan for a fictional neighbourhood improvement initiative.

Final scope, dates, delivery, fees and programme-specific certification are confirmed by quotation. Technical content is tailored to the entity, reporting period and jurisdiction.