



# **PwC's Business School**

## Taking Learning Further. Creating Value

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**Advisory Academy**  
2016 / 2017 Curriculum



[www.pwc.com/ng](http://www.pwc.com/ng)

# Being distinctive

**“The only sustainable competitive advantage is an organisation's ability to learn faster than the competition.”**

— Peter M. Senge





***Uyi Akpata***

Nigeria and West Market leader

## ***Making Impact***

In today's business world, the rules of engagement, stakeholders' expectations, opportunities, barriers and resources are constantly changing. Therefore, it is imperative that successful business leaders continue to empower their people and organisations through continuous and focused learning / development interventions.

The PwC Advisory Academy is positioned to help with the learning and development journey of professionals at different levels of authority and responsibility.

Our rigorous but flexible curriculum draws on leading edge, industry focused research, and the expertise and experience of the largest network of professionals globally. We have carefully designed it to deliver clear, practical knowledge, as well as the skills and values necessary for professional, business and personal success.

So go ahead, get yourself and your organisation enrolled and make an impact.



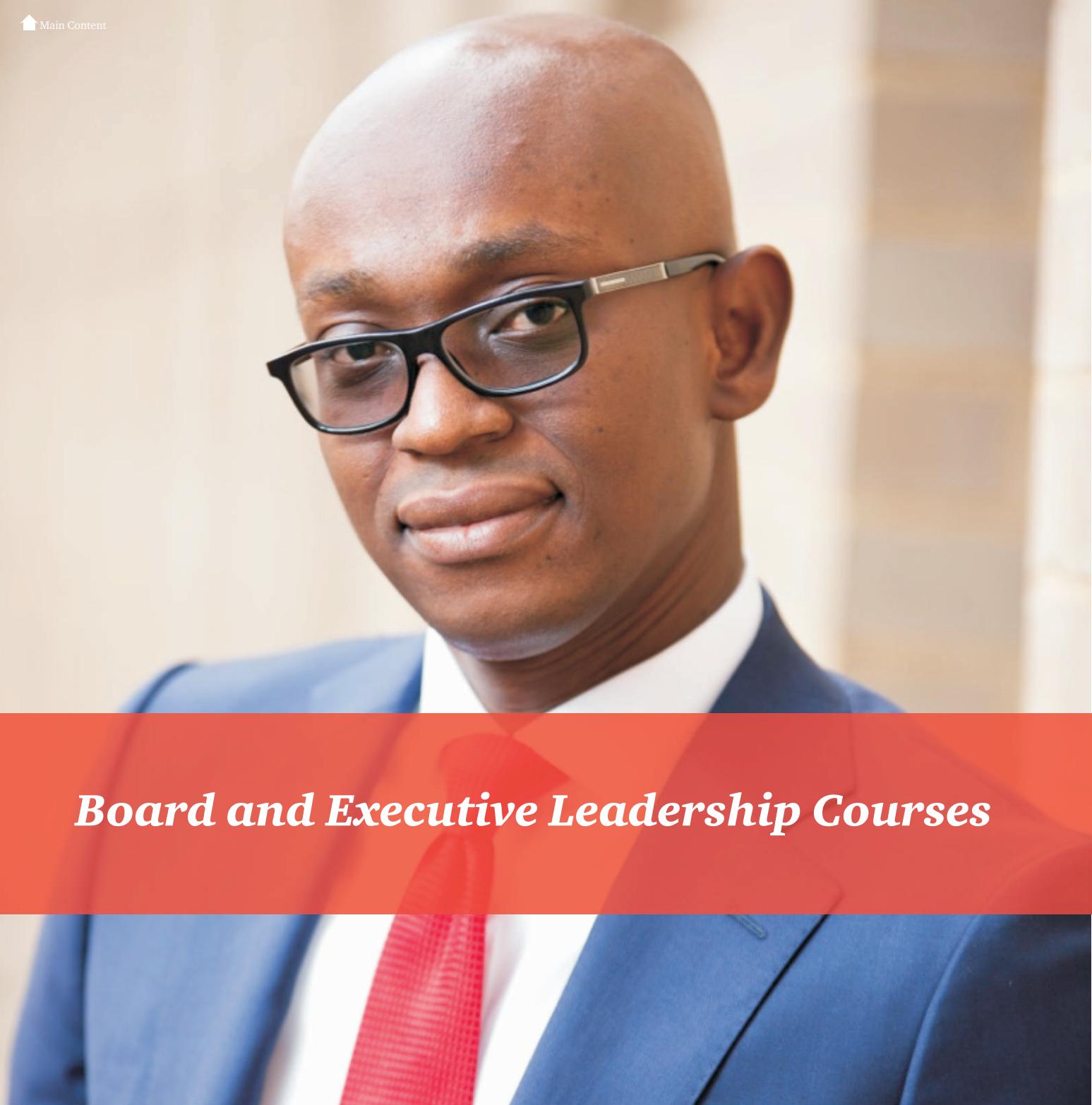
**“To be successful in a knowledge economy, firms need to create learning organisations.”**

**Don Tapscott**

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We offer public courses on selected topics as well as a wide range of bespoke training solutions. The pages that follow outline our readily available course offerings. We are, however, able to develop solutions in response to specific requests on a much broader range of topics.



## *Board and Executive Leadership Courses*

# Board and Executive Leadership Courses

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Executive remuneration: Key issues and considerations	Board members and executive level leaders	0.5 day	<p>Executive remuneration has become a contentious issue in recent times. Boards are under constant scrutiny by shareholders, regulators and the public who are interested in the decisions they take around rewarding their organisations' executives</p> <p>This course helps Board members gain valuable insights on the key issues to be considered when negotiating, ratifying or reviewing Executive compensation in their companies. It provides an opportunity to explore practices from various sectors and countries and their implications for businesses in the Nigerian context.</p>
Responsible Leadership for sustainability: Integrating social values into leadership from the top to drive sustainability	Executive level leaders in organisations	0.5 day	<p>This course will provide executive level leaders with new perspectives on driving sustainable growth. Executives will explore how to integrate environmental and social themes into their business decision-making process and how to leverage on these two key areas to support organizational growth.</p>
Collaborative leadership: Perspectives and Positions	Executive level leaders in organisations	0.5 day	<p>This short course, designed for executive leaders, focuses on fostering collaboration and effective decision-making. It combines approaches from executive coaching with insights from our thought leadership, research and practice on executive leadership and organizational development.</p>
Succession Planning: The Board's role in building leadership capacity for the long term	Board of Directors (BoD), Executive Leadership	1 day	<p>The aim of this course is to help BoD members and Senior Executives in organisations explore succession issues and how to ensure their organisation has a sustainable leadership pipeline at all critical levels within the hierarchy</p>
Corporate Insolvency- Receiverships	Board of Directors (BoD), Chief Executive Officers (CEOs)	2 days	<p>Introduce participants to the principles and policies underlying corporate receiverships. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered</p>

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			Overview of receivership; appointment of receiver, types of charges, trading under receivership, realisation and distribution of assets; impact of receivership on various stakeholders groups
Corporate Insolvency- Liquidations	Board of Directors (BoD), Chief Executive Officers (CEOs)	2 days	<p>This course will help attendees gain an understanding of the principles and policies underlying the legal treatment of insolvency and corporate liquidations. It also covers the impact of these procedures and approaches on stakeholders such as corporate groups, creditors, directors and staff.</p> <p>Participants will be given an overview of liquidation and bankruptcy; the role of liquidation; the pari-passu principle, preferential claims; secured creditors and security devices; the problem of corporate groups; company directors in troubled times and staff in distress</p>
Corporate Insolvency- Restructuring	Board of Directors (BoD), Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs),	2 days	<p>This course introduces participants to various crises types, their development, causes and symptoms. It also illustrates /indicates measures that organizations can take to detect crises situations early and mitigate the effects of acute crises.</p> <p>Attendees will go through an overview of corporate life cycle, restructuring, crisis management; the reorganization process; financing distressed companies; raising capital for restructuring and reorganization; mergers, acquisitions, leveraged buy outs and management buy outs</p>
Independent Business Reviews – Causes of Corporate Distress	Chief Executive Officers (CEOs), Chief Finance Officers (CFOs), Chief Operating Officers (COOs)	2 days	<p>This course seeks to familiarise participants with both the internal and external causes of corporate distress. Attendees will go through key business review activities such as Financial statement review, Cash flow analysis and Identification of symptoms of corporate distress.</p> <p>The course also includes topics such as the Differentiation between internal factors generated by the organisation's activities and external factors for which the business needs to have contingency plans or to which it must respond.</p> <p>Lastly, attendees will explore the options available to distressed companies</p>

# Board and Executive Leadership Courses

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Anti-Bribery and Corruption (ABC)	Executive management	1 day	<p>This course provides attendees with an overview of bribery and corruption risks and how they affect businesses. It explores the impact of bribery and corruption on the company's brand, the personal risks to the Directors and provides some legislative insight on Bribery e.g. The UK Bribery Act/ Foreign Corrupt Practices Act (FCPA)</p> <p>It would also provide attendees with an opportunity to explore how to identify and deal with bribery Red flags</p>
Anti- Money Laundering	Executive management	0.5 days	<p>This course will provide attendees with an overview of inherent money laundering risk(s) in internal /operational practices within their organisations</p>
Ethics	Executive management	0.5 days	<p>This course will provide attendees with insights into ethics within the business context. It encourages attendees to explore the difference between Ethics and Business Ethics, how they can manage ethics in their organisations and build integrity into the way the business is run</p>
Whistle Blowing	Executive management	1 day	<p>This course will help attendees gain an appreciation of whistle blowing and an overview of policy options, the benefits of a whistle blowing programme; disclosure channels and protection that should be available to whistle blowers in an organisation</p>
Articulating a Winning Strategy	C-suite members (Board members, CEOs, CFOs CHROs and other functional leaders at Executive Management level)	2 days	<p>This course sets to demystify strategy through a simplified approach to strategy formulation.</p> <p>In this course, delegates will explore the underlying theory and frameworks that provide the foundations for a successful organisational strategy. We will provide participants with the tools needed to understand that strategy: SWOT, Competitor, Environmental, Five Forces etc.</p> <p>Using the customised PwC/Balanced Score Card approach, participants will also learn how to construct strategic elements: Mission, vision, core values, objectives and initiatives.</p>

# Board and Executive Leadership Courses

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			<p>Attendees will take part in practice sessions where they will create:</p> <ul style="list-style-type: none"><li>• the case for a strong strategy for their future business success</li><li>• the key elements of a strategy that suits the needs and vision of their organization</li></ul>
Analysing Your Environment	C-suite members (Board members, CEOs, CROs, CFOs and other functional leaders at Executive Management level)	1 day	<p>This course introduces participants to a fundamental understanding of the socio-economic political, economic and technological environment in which businesses operate with particular focus on Nigeria.</p> <p>Using common frameworks such as PEST, participants will learn how to conduct a macro-environmental scan that summarizes high-level trends as they relate to their target customers, markets and technology.</p> <p>This course is delivered in an engaging and interactive manner creating opportunities for attendees to:</p> <ul style="list-style-type: none"><li>• Better understand the environment in which businesses operate and</li><li>• Identify threats and opportunities for their organisations</li></ul>
Effective Strategy Execution	C-suite members (Board members, CEOs, CFOs, Heads of Strategy and other functional leaders at Executive Management level))	1 day	<p>This interactive course focuses on equipping participants with the requisite foundations for effective strategy execution in their organisations.</p> <p>The course covers important topics such as strategic change and alignment, annual planning and budgeting, stakeholder engagement, performance monitoring and evaluation. Working through case studies and real life examples, participants will get the chance to explore the reasons why most companies fail at strategy implementation.</p> <p>At the end of the course, participants will also be able to</p> <ul style="list-style-type: none"><li>• Create objectives and goals to guide strategy implementation</li><li>• Describe how to communicate the strategy so that the organization "gets" it</li><li>• Tailor resources (operational competencies, assets, and processes) to the organisation's strategy</li><li>• Link annual planning and budgeting to the organization's strategy</li><li>• Align everyone's efforts with the organization's strategy</li><li>• Monitor progress, detect and mitigate risks to implementation</li></ul>

# Board and Executive Leadership Courses

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## Winning Amidst Competition

C-suite members (Board members, CEOs, CFOs, Heads of Strategy and other functional leaders at Executive Management level))

2 days

The key to developing a competitive strategy is to understand the sources of the competitive forces and those distinct capabilities that the organisation can leverage.

This course will help attendees identify and understand competition and sources of competitive advantages in competitors.

At the end of this course, attendees will be able to:

- Critically evaluate their own markets to identify competition and develop a competitive strategy that best defends against the competitive forces or influences them in their organisation's favour.
- Identify the competitive advantage through defining their company's value proposition
- Create a business model canvas which connects those activities in their organisation's that deliver competitive advantage to the customer value proposition





***Courses for Senior Functional Leadership  
(Heads of Business Units / Departments)  
and/or Senior Management***

***Business Recovery Courses***

***People and Organisation Courses***

***Corporate Finance Courses***

***Public Sector Courses***

***Finance and Accounting***

***Technology Courses***

***Forensics Courses***

***Transactions Courses***

***Operations Courses***

# Business Recovery Services Courses



Corporate Insolvency-Restructuring 3.0 (Advanced)	CFOs, Company Secretaries / Chief Legal Officers	2 days	<p>This course builds on our Independent Business Review course. The course introduces participants to various crisis types, their development, causes and symptoms. Course will also illustrate/indicate measures that can be taken by organizations to early detect crisis situations and to mitigate the effects of acute crises</p> <p>Attendees will explore topics such as the corporate life cycle, restructuring, crisis management; how the reorganization process works; financing distressed companies; raising capital for the restructuring and reorganization ; mergers and acquisitions, leveraged buy outs and management buy outs</p>
Independent Business Reviews – Causes of Corporate Distress 2.0 (Intermediate)	CFOs, Company Secretaries / Chief Legal Officers	2 days	<p>This course seeks to familiarise the participants with both the internal and external causes of corporate distress.</p> <p>The course covers a range of topics including Financial statement review, Cash flow analysis, Identification of symptoms of corporate distress. Delegates will also learn about the main differences between internal factors generated by the corporate's activities and external factors for which the corporate needs to have contingency plans or to which it must respond as well as the options available to distressed companies.</p> <p>This course is a pre-requisite for both the Corporate Insolvency – Restructuring 2.0 and 3.0 courses.</p>



# Corporate Finance Courses



Advanced Corporate Finance	Corporate Treasurers, CFOs	3 days	<p>This course seeks to provide deeper understanding of firms' corporate finance planning and its other related initiatives. It covers issues pertaining to capital structure policy, mergers and acquisition (M&amp;A), pay-out policy, raising capital option pricing theory and applications, corporate control and recapitalizations</p>
Asset Management and Pricing	Senior Managers and investors involved in asset management (particularly financial assets)	3 days	<p>On this course, participants will learn about the key risk management issues in asset management. They will gain an understanding of the theory and good practice around asset pricing, fixed income securities and risk management, equity (listed and unlisted). They will also explore other available asset types allowing them to build their own responses to current challenges in the area</p>
Excel and Financial Modelling	Corporate Treasurers, CFOs	3 days	<p>This course will give participants insights into how they can support effective financial decision making and to determine key value drivers for developing an effective model in their organisations</p> <p>Participants will be taught key financial modelling tips, designed to enhance their skills in creating models that are accurate, auditable, and presented appropriately for the key stakeholders</p>
Mergers and acquisitions	Controllers, CFOs	2 days	<p>This course provides attendees with an overview of the key areas of focus when performing or going through a business combination</p> <p>The course delivers learning via an integrated blend of practical examples and activities, underpinning theory and real-life case studies.</p>
Troubled Debt Restructuring	Corporate Treasurers, CFOs	2 days	<p>This course will help attendees learn how to apply accounting guidance on Troubled Debt Restructuring (TDR) in their organisations.</p>
An Introduction to Valuations and Capital Budgeting	Heads of Finance, Departments, Corporate Treasurers, CFOs	2 days	<p>Upon completion of this course, participants will have a firm comprehension of how to construct and assess capital budgeting models. This understanding will empower participants within the capital budgeting process and enable them to craft value creating solutions for their organisation</p>

# Finance and Accounting Courses



Finance for Non-Finance Executives	Non-finance Executives	1 day	Demystify the language of finance & accounting to enable non-finance managers to contribute more effectively to business success.
Financial Planning	Finance & Accounting executives	1 day	This courses will help delegates strengthen their understanding of effective budgeting and cash flow management, financial planning and various funding options for different types of projects and business needs
Effective Management Reporting	Finance & Accounting executives	1 day	This course is for Senior Finance executives looking to strengthen their management reporting capabilities. Delegates attending this course will learn how to prepare Management Reports that would provide management with key information for decision making.
Budget Development and Management	Finance & Accounting Executives	1 day	This training covers the budget process, methods for developing the budget assumptions, budget consolidation, budget control and monitoring, budget versus actual performance measurement, budget revisions
Effective Payables Management	Account Payables Managers, Procurement Managers, other Finance & Accounting Executives	2 days	<p>This course covers the critical activities and building blocks for implementing an effective 'Payables Management' system.</p> <p>Attendees would explore key policies, people, technology requirements, Purchase-to-Pay' sub processes, etc and learn about the critical success factors that need to be in place for their Purchase-to-Pay' management process to be effective.</p> <p>By the end of this training, participants will be able to design and implement effective Purchase-to-Pay' policies and Procedures that will help their company mitigate risks and contribute to cash flow management.</p>
Effective Receivables Management	Account Receivables Managers and other Finance & Accounting executives	2 days	Delegates will learn the critical success factors for an effective Order-to-Cash process management. This would include key policies, key people, technology requirements, Order-to-Cash sub processes, etc. By the end of this training, participants will be able to design and implement effective Order-to-Cash policies and Procedures that will help their company improve recovery of receivables, mitigate risks and contribute to cash flow management

# ***Finance and Accounting Courses***

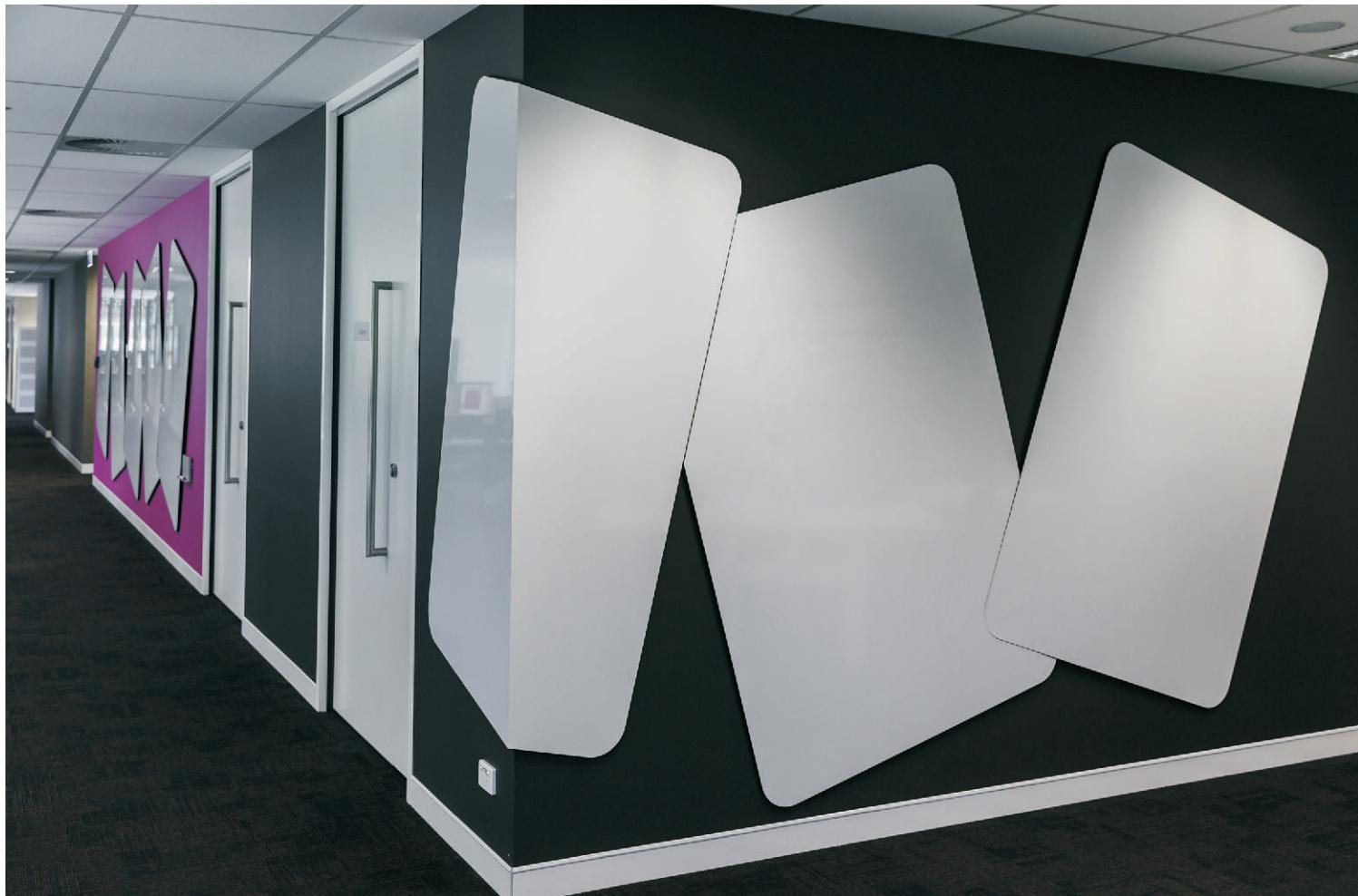


Introduction to Cost  
Management

Finance &  
Accounting  
executives

2 days

Attendees will learn how to design an effective cost management strategy and implement it effectively for your organization. This is a hands-on practical training program.



# Forensics Courses



Anti-Bribery and Corruption (ABC)	Senior and/or Middle Managers	1 day	<p>This course introduces participants to recent developments in the global movement against bribery and corruption; and how these developments affect businesses.</p> <p>Participants will review the impact of bribery and corruption on their company's brand and its key personnel. The course also introduces participants to key local and international legislation on bribery e.g. The UK Bribery Act/ Foreign Corrupt Practices Act and gain insights on how to identify and deal with possible indicators in their organisations</p>
Code of Conduct	Senior and/or Middle Managers	1 day	<p>This course will help attendees understand the core issues around ethical conduct. Participants will explore using practical scenarios, business conduct issues that affect organisational reputation. Participants will also cover the use of sanctions and their implications, in the event of breaches</p>
Ethics	Senior and/or Middle Managers	0.5 days	<p>This is an overview course on Ethics. The course will provide participants with an understanding of business ethics, helping them to make clear distinctions between ethics (from a social perspective) and Business Ethics. Attendees will critique how ethics is managed in their own organisations and learn from other organisations. They will also learn how they can help to establish a culture of integrity in their business</p>
Game of Threats - Cyber Threat Simulation	C-suite, CISO, Board Directors, IT Directors, Vice Presidents and Directors of IT, Information Security and Risk Management Directors		<p>Our unique interactive app-based session replicates real world threats and challenges participants to make quick, high impact decisions with minimal information to assess their readiness to respond to a breach.</p> <p>Using app-based simulation, each participant on the course sees the effect of their decisions in real-time during the course and explore the implications with other participants to deepen their understanding and learn from others.</p> <p>This course challenges attendees to think about their strategy and implications for cyber-risk and cyber-security, their security structure, culture changes, talent requirements, processes and technology.</p>

# Forensics Courses



Amongst other things, delegates on this course will also:

- Explore whether their company is, in fact, secure
- Understand the potential ramifications and remediation options after an attack
- Understand what can be done to prevent an attack (infrastructure, team roles etc)
- Gain insight into the mind-set of a Threat Actor
- Learn key cyber security trends and terminology



An inquiry from a regulatory body or agency is every business leader's worst nightmare. Yet, many organisations are not prepared or do not know how to get their organisations ready to deal with this very real threat.

Recent global and local developments have also shown that regulators are actively pursuing sanctions such as prosecution and staggering fines for a range of offences.

Our Investigate! course is a unique course that presents current topics regarding regulation and compliance risk to attendees.

The course explores:

- the implications of regulatory enforcement (fraud, bribery, etc)
- preparation for regulatory enforcement action and the pitfalls of a poorly executed investigation; and
- an appropriate compliance response

It combines a blend of practical and simulation sessions to provide insights that will help attendees assess how prepared their organisations are to respond to such a crisis.

# Forensics Courses



Whistle Blowing	Senior and/or Middle Managers	1 day	<p>This course will help attendees gain an appreciation of whistle blowing and an overview of appropriate policy, the benefits of a whistle blowing programme; disclosure channels and protection available to whistle blowers in an organisation</p>
XRY Advanced Training	Senior and/or Middle Managers in Government / Specialist Private Security and / Investigative Agencies (e.g. Nigerian Police Force, EFCC, Fraud Teams in Private Businesses)	5 days	<p>A 5-day course that covers the more advanced level of know-how required to maximize productivity with XRY.</p> <p>This training takes participants to the highest level of knowledge and understanding for mobile device extractions using XRY.</p> <p>Attendees on this course will learn about a wide range of topics including:</p> <ul style="list-style-type: none"><li>• Triage Tools</li><li>• Advanced Data Extraction Methods</li><li>• Importing Images</li><li>• Advanced Exporting</li><li>• Endianess &amp; Time Epochs</li><li>• Signed vs Unsigned</li><li>• Delta &amp; Sync</li><li>• Encoding Schemes</li><li>• Reverse Engineer</li><li>• Introduction to Python</li><li>• Python Math Operators</li><li>• Variables &amp; Lists</li><li>• XACT Data structures</li><li>• Automating Tasks with Python</li><li>• Python Practicals</li><li>• SQL Python Modules</li><li>• Adding Data to the XRY Report</li><li>• App Parsing Practicals</li><li>• Dictionaries</li><li>• Advanced Android</li><li>• ADB Commands</li><li>• Swipe/PIN Decoding</li><li>• DD &amp; Nanddump</li></ul> <p>This course employs a blended learning approach combining workshops, practical sessions and simulations, enabling delegates to experience the different topics through a diverse range of media and methods.</p>

# People and Organisation Courses



<p>Big Data and Human Resources: Unlocking the potential for business decisions</p>	<p>Heads of HR departments, HR Leads in Large Organisations</p>	<p>3 days</p>	<p>Many business leaders have complained that their HR function cannot communicate in the language they understand or justify how the proposed initiatives /programmes have any other outcomes apart from increasing Opex.</p> <p>The course will also introduce them to:</p> <ul style="list-style-type: none"> <li>• tools and methods for linking HR and business strategies,</li> <li>• assessing organisational readiness for analytics initiatives,</li> <li>• building the business case for analytics,</li> <li>• demonstrating the credibility and value added by HR.</li> </ul> <p>It will help them learn how to define measures for HR initiatives and use the analytical insights gained to improve talent management processes and define the roles, capabilities, and structures required for maximising analytics effectiveness.</p>
<p>Delivering and Reporting Clear Measurements for the HR Function</p>	<p>Heads of Strategy and Planning Head of HR</p>	<p>2 days</p>	<p>This course builds on our introduction to HR Analytics course and takes analytics further to help HR leaders successfully influence executive decision-making.</p> <p>Participants will learn how to quantify and benchmark both people cost drivers and ensure HR functional cost alignment.</p>
<p>Designing the Organisation for Strategy Delivery</p>	<p>Heads of HR (Executive Level)</p>	<p>2.5 days</p>	<p>As global markets converge and become increasingly competitive, organisations need to structure their activities and functions in a manner that builds resilience and fast tracks strategy execution. Many HR practitioners fail to see the opportunity provided by this challenge because they do not understand how to help to establish the right connections between the way the business is structured and its effect on successful strategy delivery.</p> <p>This course is for Heads of HR (Executive and Mid-Management Level). It will equip them with our proven approach to assessing the level of alignment between their organisation's current structure and the corporate strategy and identify structural gaps. They will learn how to analyse the corporate strategy for structural implications and engage with</p>

# People and Organisation Courses



			<p>the rest of the business to implement the right, strategy-aligned structure. Participants will be able to make organisation structure decisions, identify linking processes, skills and attitudes that are needed to make the design work.</p>
Developing Your HR Strategy	Heads of HR or Human Capital, Senior HR Business Partners, Senior HR Specialists	2 days	<p>Every organisation requires a clear roadmap for the future to remain competitive and sustainable. This road map is its Strategy. As part of this process, its functional leaders must understand their role in delivering that roadmap and align their own areas to take the organisation in that direction. Very few HR / Human Capital leaders take advantage of the opportunity this presents because they do not understand their dual role in Strategy Design.</p> <p>The course will help attendees build the confidence to demonstrate value and make a difference to business performance, by co-facilitating / co-driving the organisational strategy.</p> <p>This course adopts a practice-based approach and will equip attendees with the skills to:</p> <ul style="list-style-type: none"><li>• Establish their organisation's people management philosophy</li><li>• Establish the right planning horizon for their strategic plan</li><li>• Articulate their HR objectives based on their organisation's corporate strategy</li><li>• Define the key HR initiatives / imperatives they must achieve to deliver their strategy</li><li>• Identify resource requirements, sponsors and potential risks</li></ul> <p>Participants will also gain access to tools to help assess organisational priorities and goals to identify critical areas of work, develop a business-focused, robust strategy.</p>

# People and Organisation Courses



Developing, communicating and implementing HR policy statements to deliver your HR strategy	Heads of HR (Executive Level)	1 day	<p>Beyond developing or reviewing a policy, the effectiveness of a policy depends on how successful the organisation is in communicating and implementing it. This course is for HR professionals with responsibility for guiding their organisations, developing, implementing and /or monitoring HR policies.</p> <p>Participants will examine the importance of having robust, business-driven but legally compliant policies. They will also understand the relationship and distinctions between a policy and a procedure, the steps involved in developing and reviewing HR policies, the role of the Board of Directors in the development process, and the steps involved in implementing their policies.</p> <p>The course adopts a practical approach allowing attendees to review their own organisation's policies in terms of scope / coverage, adequacy of provisions, compliance with regulations and alignment with their business objectives.</p> <p>The course will also help participants learn how to develop an effective roll-out plan, a supporting communication strategy, and monitor compliance post roll-out.</p>
Developing Training and Development Strategies and Plans	Heads of HR (Executive Level) HR Specialists	2 days	<p>Two key challenges for organisations today are establishing the right approach to meeting skills or knowledge gaps and realising value or return on the investments made in training their people. Other organisations are unable to establish or see the links between the training their learning teams deliver and their strategy.</p> <p>This course seeks to help Heads of HR, L&amp;D and/or Talent Management specialists bridge these gaps.</p> <p>Additionally, the course will equip attendees with a clear and proven approach to establishing their business' real learning and capacity-building needs from a strategy execution perspective.</p> <p>They will learn how to drive alignment between individual skills plans and that of their organisation and gain insights on creative approaches to meeting them. The course will also help them learn how to establish effective measures to help demonstrate the value added by training interventions.</p>

# People and Organisation Courses



Embedding a Coaching & Mentoring Culture for High Performance	Heads of HR or Human Capital, HR Team Leads, Talent and/or Performance Management Specialists, HR Business Partners	1.5 days	<p>Ensuring that staff get the required support, that enable better performance is at the heart of coaching and mentoring.</p> <p>The course is designed for Heads of HR, and HR Team Leads and will help participants learn how to:</p> <ul style="list-style-type: none"> <li>• deliver a sound business case for coaching and/or mentoring in the organisation</li> <li>• appreciate how businesses profit by developing the mentoring skills of their managers</li> <li>• develop action plans for introducing coaching in the workplace</li> <li>• identify coaching values</li> <li>• evaluate different coaching models and how they are used</li> <li>• develop own coaching style</li> <li>• apply coaching techniques for performance and development issues</li> <li>• identify mentoring skills and development needs and be ready to put new skills and techniques into practice with immediate results</li> </ul>
Employee Benefits Design and Vendor Selection e.g. HMO	Heads of HR (Executive Level) HR Team Leads HR Generalists	2 days	<p>Motivating, engaging and retaining employees go beyond the financial pay the organisation provides. Motivation research shows that engaging employees requires significant investment in not just the pay but also the non-financial benefits and incentives, as well as the environment in which the employee works.</p> <p>This course is for HR practitioners / specialists looking to build a firm understanding of how to help their organisations identify the benefits that matter to employees and which will drive their engagement and commitment to the organisation.</p> <p>They will learn how to define a benefits strategy and build business cases for employee benefits initiatives. They will explore insourcing and outsourcing options for benefits and learn how to push their agenda with leadership.</p>

# People and Organisation Courses



Employer Branding for Strategic Advantage	Heads of HR (Executive Level) Senior Talent Management Professionals	1 day	<p>High performing organisations recognise that there is a need to build, sustain and protect their brand reputation internally and externally. One of key dimensions of the organisation's brand is how it positions itself or how the market perceives the business as an employer.</p> <p>This training is for Heads of HR functions and Senior Talent Management professionals.</p> <p>It will help participants build their understanding of how to articulate their organisation's employer brand, successfully leverage on the brand proposition to promote employee engagement, attract potential talent and build viable market collateral.</p>
Employee Engagement 2.0	Heads of HR (Executive Level) HR Team Leads HR Generalists HR Specialists	1.5 days	<p>This course builds on our Employee Engagement 1.0 course and takes employee engagement to the advanced level.</p> <p>This training is for more experienced HR practitioners and Employee Engagement Specialists.</p> <p>The course exposes participants to the strategic aspects of employee engagement and the approach to using employee engagement to build strategic advantage.</p> <p>They will learn how to design an employee engagement strategy, build, report and use employee engagement data; as well as innovative approaches to driving employee engagement across the organisation (including multi-business, multi-site contexts).</p>
Executive Compensation Structuring	Heads of HR (Executive Level) and/or Senior Reward Specialists	1 day	<p>Attracting, retaining, and motivating capable executive level talent is vital to the growth of any business as they drive and significantly impact the company strategy, decision-making and value creation.</p> <p>This training is for Heads of HR (Executive and Mid-management Level) and/or Senior Reward Specialists looking to build their ability to help their organisations establish an effective executive reward system for the C-Suite.</p>

# People and Organisation Courses



Executive Compensation Structuring	Heads of HR (Executive Level) and/or Senior Reward Specialists	1 day	<p>It will help participants gain insights into emerging trends in the world of executive pay structuring including potential regulatory, economic, social and other contextual influences on executive pay.</p> <p>Attendees will also explore the critical factors to consider when designing and implementing executive compensation. They will gain insights into how to link executive pay with the reward system for the rest of the business in an effective manner, while maintaining an appropriate level of distinction.</p>
Finance for HR Leaders	Heads of HR (Executive Level)	1.5 days	<p>HR professionals need both HR knowledge and a high degree of business acumen to function effectively as strategic business partners. This training opens HR Head and HR Team Leads up to the finance side of business by helping to develop financial understanding about how decisions affect an organisation's financial performance. The participants will:</p> <ul style="list-style-type: none"> <li>• understand and analyse Balance Sheets and Income &amp; Expenditure Accounts for key issues and financial Strengths and Weaknesses</li> <li>• understand the importance and relevance of financial principles such as Expected Return and Return on Investment (amongst others)</li> <li>• analyse, understand and manage their own Income and Expenditure accounts more effectively</li> <li>• understand the importance of Cash flow and Cash management</li> <li>• use internal Management Accounts to monitor and improve performance against Budget</li> <li>• recognise areas of concern and recommend ideas for improving financial performance and productivity based on their functional perspective</li> <li>• contribute more effectively to Budgeting negotiations</li> <li>• gain confidence about their understanding of financial terms</li> </ul>

# People and Organisation Courses



Introduction to Learning Technologies	HR Team Leads HR Specialists	1 day	<p>The importance of technology as a critical business enabler continues to increase daily. As organisations look to improve the cost and learning effectiveness of training and other development interventions amidst typical business constraints (time, finance etc), the need to leverage technology has become more important.</p> <p>This course will expose HR Team Leads, Learning / Talent Management Specialists to the current and emerging technologies in the learning and development world such as learning content management systems, gamification, e-learn content creation amongst others.</p> <p>They will gain insights into how these technologies are being used to deliver training and development value around the world. They will also learn how to assess their own organisation's readiness and select the right technology for their business.</p>
Leadership Development	Heads of HR (Executive Level), Senior Talent Management Specialists, Senior HR Business Partners	2 days	<p>A key ingredient for sustainable growth in any organisation today is the availability of a strong, effective group of frontline managers and leaders. Although many organisations recognise this fact, they fail to succeed in building their organisational leadership capabilities because they focus on too few individuals, in the wrong places and often using the wrong approach.</p> <p>This course will help participants learn how to:</p> <ul style="list-style-type: none"><li>• identify and validate the specific leadership capabilities that will help their organisation gain competitive advantage</li><li>• deploy a strategic approach to building their organisation's leadership capabilities at different levels</li><li>• design an effective leadership development intervention that delivers value across the entire organisation</li><li>• establish measures to track and improve performance</li></ul>

# People and Organisation Courses



Performance Management: Driving High Performance

Heads of HR, Senior Performance Management and Talent Management Specialists with an interest in Performance Management

3 days

Organisational stakeholders (Boards, Investors, Owners, Regulatory bodies) continue to look to its leaders for one deliverable: Good Results.

The achievement of these results, whether financial or non-financial will depend heavily on the organisation's ability to unlock its people's abilities to deliver high quality performance consistently. In essence, success will depend on the organisation's ability to create a high performance workforce.

This course will introduce Heads of HR, as well as Senior Performance Management and Talent Management Specialists with an interest in Performance Management to the key elements for creating High Performance Organisations. It will equip them with the knowhow to establish the right culture, principles, practices, and systems to support high performance by employees.

Participants will also learn how to:

- establish strategy-aligned goal setting, monitoring and measurement across their organisations
- introduce an effective feedback and coaching system
- Report on performance measurement at an organisational level including the use of predictive analysis to advise executive leadership
- Integrate the process with other key HR areas

Delegates will also explore a range of current performance measurement and management approaches, taking learning from these approaches to devise the best approach for their organisations.

# People and Organisation Courses



Performance Management for Line Managers	Line Managers, Heads of functions	1.5 days	<p>The achievement of good organisational performance results, whether financial or non-financial will depend heavily on the organisation's ability to unlock its people's abilities to deliver high quality performance consistently.</p> <p>Creating a high performance organisation requires that all managers understand how to unlock the potential in their teams and help them maximise their strengths to deliver.</p> <p>This training will help participants learn how to:</p> <ul style="list-style-type: none"><li>set the desired levels of result achievement by agreeing performance goals, objectives and targets with their team members</li><li>apply coaching and mentoring tools to get the best out of their teams</li><li>hold the 'sometimes difficult' conversations on non-performance.</li></ul>
Strategic Competency-based Recruitment	Heads of HR (Executive Level) Senior HR Team Leads, Specialists and /or Generalists	1 day	<p>Business focused HR practitioners understand that recruitments can be very costly, particularly when the outputs from the process do not meet the needs of the organisation. It is therefore important that HR works with the 'line' to ensure that the recruitment process delivers the right individuals with the specific competencies (skills, knowledge and behaviours) that the organisation needs to deliver its strategy.</p> <p>This training will help Heads of HR, HR Team Leads, HR Generalists, and HR Specialists gain the skills required to establish and execute a strategy-focused, competency-based recruitment system.</p>

# People and Organisation Courses



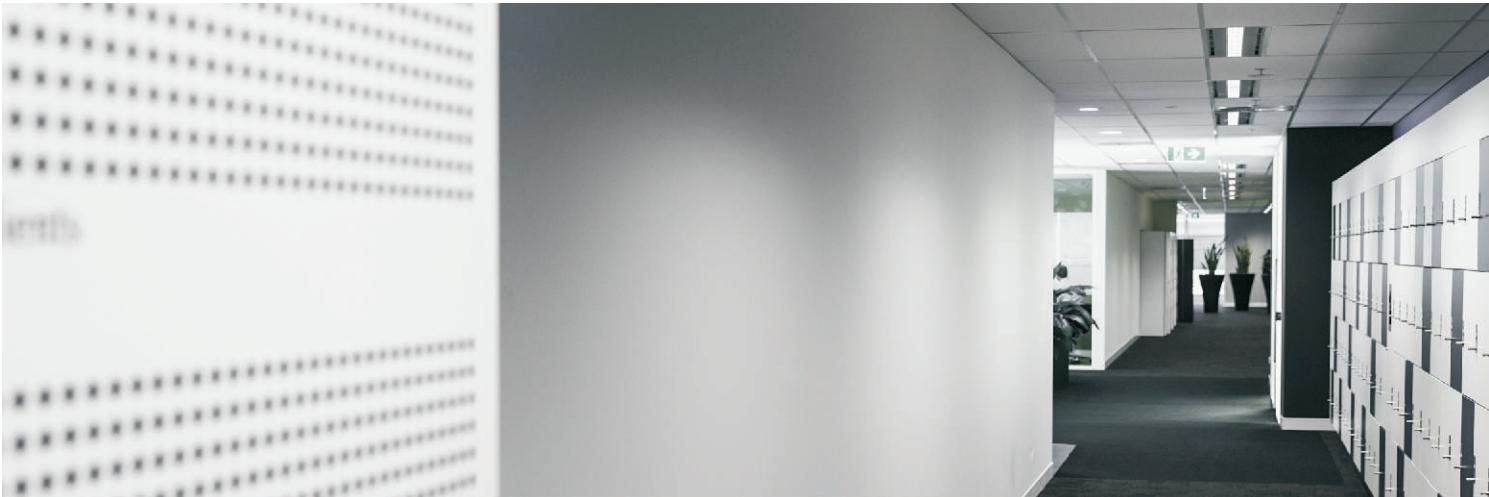
Strategic Succession Planning	Heads of HR (Executive Level)	1 day	<p>Planning for both the foreseen and unexpected absences of people that hold key roles across the organisation is a major area that most employers often do not invest in appropriately.</p> <p>Business therefore find themselves facing either a leadership vacuum resulting in inertia and loss of business and market confidence, or worse still, a leadership crisis in which the vacuum cuts through several layers.</p> <p>This training will help Heads of HR and senior HR Talent practitioners or generalists to:</p> <ul style="list-style-type: none"> <li>• develop their understanding how to link strategy to role assignment,</li> <li>• create a framework for succession planning across their businesses both for business as usual and leadership succession and</li> <li>• build a dynamic succession plan.</li> </ul> <p>The training further explores how to define the relevant HR data to proactively measure in order to ensure that the succession-planning framework delivers value to the business.</p>
Strategic Training Needs Analysis	HR Team Leads HR Generalists HR Specialists	1 day	<p>HR leaders are constantly faced with the need to identify gaps between the skills and knowledge of the workforce, and their organisation's objectives.</p> <p>This course, designed for HR Team Leads, Generalists and/or Specialists will help attendees learn our proven methodology for establishing a robust, strategic training needs analysis process. They will learn how to define the right interventions for addressing those needs and how to ensure value for money from design through to execution.</p> <p>Participants will also learn how to establish a fit between their training needs analysis and the performance management process. They will gain insights into how to engage with line managers to implement their Strategic Training Needs Analysis process.</p>

# *People and Organisation*

## *Courses*



Strategic Workforce Planning	Heads of HR (Executive Level) Senior HR Team Leads, Specialists and /or Generalists in large organisations	1 day	<p>Understanding the people need of any business is critical to achieving its objectives. Business leaders should therefore be able to answer four fundamental questions:</p> <ul style="list-style-type: none"><li>•What kind of skills do we need to succeed now?</li><li>•What mix of skills will we need to succeed in the future?</li><li>•What do we have?</li><li>•How do we fill the gaps?</li></ul> <p>This training will equip Heads of HR (Executive and Mid-management level), HR Team Leads, HR Generalists, and HR specialists with the skills to develop and deploy strategy-aligned and business-focused plans to meet their present and future people requirements.</p> <p>Participants will be able to add strategic value by turning strategy into action, through the optimization of the workforce and by identifying the roles and critical talent that drive the achievement of the strategy.</p> <p>They will also learn how they can help mitigate future staffing uncertainties and employ systematic methodologies to ensure that their organisations have the right capabilities.</p>
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# Public Sector Courses



Strategic Management & Planning	Management staff, Heads of Departments in Government Ministries, Department and Agencies	2 days	<p>This course exposes participants to strategic visioning and planning. Delegates leave with a stronger appreciation of the importance of strategic visioning and planning. The course combines practical sessions with topical plenaries and case studies on Vision &amp; Mission Development, Action Plan Development and the Balance Score Card (BSC)</p>
Performance Monitoring	Management staff, Heads of Departments in Government Ministries, Department and Agencies	2 days	<p>This course introduces attendees to organisation performance management. Our attendees learn about organisation performance management best practices and gain insights into how they can set up their own strategic management office</p>
Finance for Non-Finance Managers in the Public Sector	Management staff, Heads of Departments in Government Ministries, Department and Agencies	2 days	<p>This course provides participants with an understanding of the income statement account and statement of financial position. It exposes them to how they can /should use information from the income statement account and statement of financial position; as well as how they can better manage / control cash and use budgets to manage business activity</p>
Budget Reforms	Management staff, Heads of Departments in Government Ministries, Department and Agencies	2 days	<p>This course introduces participants to Medium Term Expenditure Frameworks, Medium Term Sector Strategies and Multi Year Budgeting Framework. A blended approach integrates in-course practice with relevant research and literature in public sector planning and budgeting to ensure that attendees leave the course armed with the required know-how to drive change in their organisations</p>

# Technology Courses



Crafting your IT Strategy	IT Leadership	3 days	The training is aimed at enhancing the ability of IT departments to support the organisation's corporate strategy
TOGAF 9.1 Training	IT Applications and Infrastructure Personnel	4 days	This training covers the complete TOGAF framework providing an avenue for attendees to learn the Architecture Development Method (ADM) from scratch. The training will equip delegates with practical skills enabling them to begin to plan and coordinate the development of IT architecture in their organisations. It employs a blended approach combining a range of delivery tools such as case studies, plenaries and group-based activities.
Information Security	Information Security Professionals	3 days	Increasing cases of fraud, especially in the Financial Services sector, has made secure programming skills and information security as a whole, critical. This training will provide participants with insights into how they can reduce their organisation's exposure to information security risks.
PRINCE2 Training (Practitioner)	Manager or Senior Frontline Staff involved in delivering projects.	3 days	<p>This is an Advanced level course for those with responsibility for delivering projects from inception / business case to closure. Our unique approach combines a blend of practice with the set knowledge element as prescribed by the Certification body for PRINCE2.</p> <p>The PRINCE2 Foundation Certificate is a pre-requisite for this course.</p>

# Transactions Courses



Financial Statement Analysis & Interpretation 3.0

Senior Business managers, investors, financial analysts, treasury managers, other finance/accounting professionals

2 days

This course will help attendees learn how they can use financial statement analysis and interpretation to make sound management decisions. It involves review of financial ratios (e.g. efficiency, investment ratios etc.) and their interpretations as well as issues pertaining to managing earnings and credit risk evaluations.



# Operations Courses



Business Process Improvement	Business Process and Operational Improvement Specialists	3-4 days	<p>A good majority of global businesses are beginning to recognise that continuous improvement of existing processes is not sufficient to drive their companies' operations. They have come to learn that day-to-day process improvement goals must be balanced with longer term efforts to transform what operations is and what it delivers.</p> <p>Our Business Process Improvement course is hands-on, and practice based. It focuses not only on the short term, but also on longer term transformational efforts to drive sustained efficiencies in our learners' organisations.</p> <p>Participants on this course will learn about the different stages of the Business Process Re-engineering (BPR) cycle i.e. from process identification and evaluation to documentation. Key topics include:</p> <ul style="list-style-type: none"> <li>• overview of the Business Process Re-engineering (BPR) concept</li> <li>• effective process review and analysis</li> <li>• different approaches to gathering process information/data</li> <li>• how to conduct successful process interviews</li> <li>• process mapping/documentation standards, tools and techniques</li> <li>• practical application of process mapping/documentation</li> </ul> <p>Attendees will also learn how to:</p> <ul style="list-style-type: none"> <li>• identify process improvement opportunities and transform operations by redesigning existing processes</li> <li>• set process objective (purpose),</li> <li>• identify and plan for key risks while ensuring effective controls are in place</li> </ul>
Production and supply chain management	Managers with responsibility for various functions within the Supply chain (Warehouse Managers,	2 days	<p>This course focuses on the production and supply chain aspects of operations. The course introduces participants to a range of topics in this area including:</p> <ul style="list-style-type: none"> <li>• the importance of supply chain management</li> <li>• explain the principles of supply chain strategy tactics and</li> </ul>

# Operations Courses



	Procurement Managers, Logistics Managers		<p>operations</p> <ul style="list-style-type: none"> <li>• Logistics, Distribution and Warehousing</li> <li>• the concept and framework of Supply Chain management</li> <li>• the application of supply chain strategy and tactics</li> </ul>
Product Innovation and Development	Product Development and /or Business Development / Strategy Managers, Operations Managers	1.5 days	<p>For organisations to innovate successfully, they must be able to anticipate and respond swiftly to changes in customer behaviour. Because, when customer behaviours change, everyone in the organisation is affected. PwC research has shown that most operations teams struggle to change direction when markets, customer needs, or enterprise strategies change (PwC 2015 Global Operations Survey).</p> <p>This course introduces participants to a strategic approach to Product Innovation and Development. It draws on the combined expertise of our Global Operations and Innovation practices and seeks to help our attendees lead change in their organisations.</p> <p>Delegates will explore PwC's perspectives on innovation and learn how they can use this to build their understanding of the business of innovation. They will also explore how they can assess their organisation's innovative capabilities and maturity.</p> <p>The course will also expose participants to:</p> <ul style="list-style-type: none"> <li>• PwC's PACE stages of maturity model</li> <li>• The Products-to-Solutions Process</li> <li>• The concept of Product Excellence</li> <li>• The concept of Product Lifecycle Management</li> </ul>
Strategic Sourcing	Procurement Managers, Finance Managers / Controllers	2 days	<p>Building a resilient supply chain function requires that you are able to continue giving customers what they most value from your organisation when a disruption knocks your supply chain — whether that's low cost, innovation, quality or outstanding customer service.</p> <p>Our Strategic Sourcing course will provide attendees with valuable insights into how they can make their supply chain function 'disruption</p>

# Operations Courses



-proof as they support their companies' strategic ambitions. Delegates will learn how to formulate and execute a demand management and supply market strategy. They will learn how to:

- Create the “go to market” strategy and approach
- Decide on the most appropriate execution strategy
- Negotiate with selected external business partners
- Operationalise supplier agreements
- Commence transition plans to new suppliers and process
- Manage supplier performance and utilise monitoring

Participants will gain an understanding of internal spend and external market elements that could influence the category strategy. They will also learn how to:

- gather market and supplier information  
map the current processes and stakeholders for the spend category
- identify process gaps that hinder demand management and policy compliance
- identify process efficiency opportunities





***Courses for Middle Managers and /or  
Managers without Functional Leadership Roles***

***Business Recovery Courses***

***People and Organisation Courses***

***Corporate Finance Courses***

***Public Sector Courses***

***Finance and Accounting***

***Technology Courses***

***Forensics Courses***

***Transactions Courses***



# Business Recovery Services Courses



Corporate Insolvency- Receiverships	Financial Controllers, Heads of Recoveries	2 days	<p>This course introduces participants to the principles and policies underlying the corporate receiverships. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered</p> <p>Delegates will gain an understanding of receivership; appointment of a receiver, types of charges, trading under receivership, realisation and distribution of assets and the impact of receivership on various stakeholders groups.</p>
Corporate Insolvency- Liquidations	Financial Controllers, Remedial Officers, Heads of Recoveries	2 days	<p>Understand the principles and policies underlying the legal treatment of insolvency and corporate liquidations. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered</p> <p>Overview of liquidation and bankruptcy; the role of liquidation; the pari - passu principle and preferential claims; secured creditors and security devices; the problem of corporate groups; company directors in troubled times and employees in distress</p>
Corporate Insolvency- Restructuring 2.0	Accountants, Legal Officers/Lawyers and Insolvency Practitioners	2 days	<p>To introduce participants to various crisis types, their development, causes and symptoms. Attendees will also learn about measures that their organizations can take to detect crisis situations early and mitigate the effects of acute crises.</p> <p>The course also provides an overview of corporate life cycle, restructuring, crisis management; how the reorganization process works; financing distressed companies; raising capital for the restructuring and reorganization ; mergers and acquisitions, leveraged buy outs and management buy outs</p>

# Business Recovery Services Courses



Independent Business Reviews – Causes of Corporate Distress 2.0

Accountants,  
Bankers, Credit officers,  
Remedial Officers etc.

2 days

This course will help participants become familiar with both the internal and external causes of corporate distress. It covers (amongst others) Financial statement review, Cash flow analysis, Identification of symptoms of corporate distress etc

Attendees will also learn how to differentiate between internal factors generated by the Corporate's activities and external factors for which the corporate needs to have contingency plans or to which it must respond, as well as the options available to distressed companies.

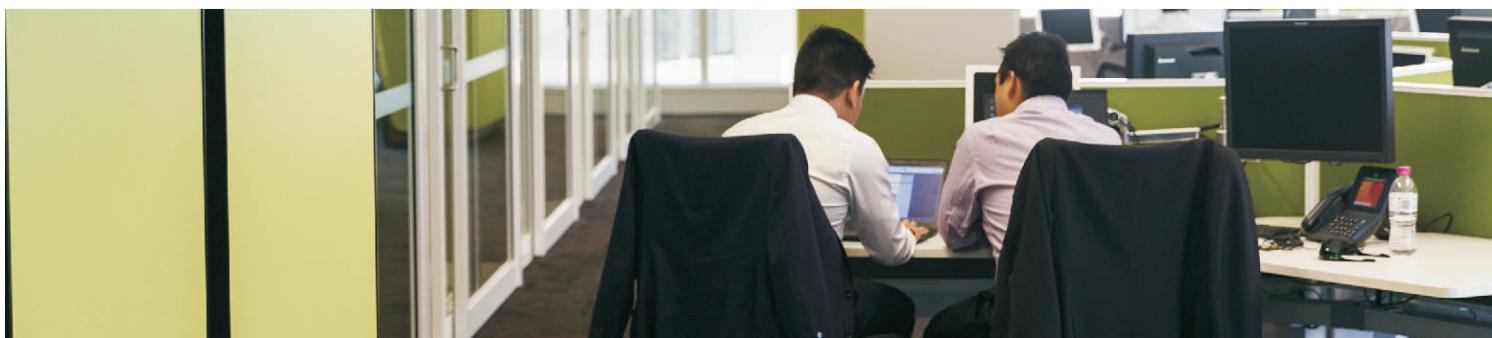
This course is a pre-requisite for both the Corporate Insolvency – Restructuring 2.0 and 3.0 courses.



# Corporate Finance Courses



An Introduction to Valuations and Capital Budgeting	Middle Managers	2 days	Upon completion of this course, participants will have a firm appreciation of how to construct and assess capital budgeting models. This understanding will empower participants within the capital budgeting process and enable them to craft value creating solutions for their organisation
Oil & Gas Valuations	Middle Managers in Oil and Gas Finance Functions	1 day	This course will provide participants with a better understanding of the peculiarities and value drivers in the oil and gas sector. Upon completion of this course, participants will have acquired core skills for valuing various oil and gas assets and businesses
Purchase Price Allocation	Middle Managers in Oil and Gas Finance Functions	0.5 days	Upon completion of this course, participants will have a good understanding of IFRS requirement for business combinations and its accounting implications. Participants will also be able to conduct a purchase price allocation (PPA) for clients across the following key sectors: financial services, energy and consumer goods. This would involve the identification and valuation of intangible assets
Excel and Financial Modelling	Financial Planners, Senior Strategy Analysts / Specialist	2 days	Delegates attending this course will gain insights into how they can support effective financial decision making and to determine key value drivers for developing an effective model in their organisations  Participants will be taught key financial modelling tips, designed to



# Finance and Accounting Courses



Finance for Non-Finance Professionals	Managers or Senior Business Professionals that need to use financial information in the course of their work	3 days	<p>To raise the level of financial awareness of participants and enable them to use the financial information provided to make better short-term or long-term decisions in managing their businesses</p> <p>Prior knowledge of Accounting / Finance is not required</p>
Effective Management Reporting	Finance & Accounting executives	1 day	This course will teach attendees how to prepare Management Reports that are truly reflective of business performance and which would provide top management with key information for decision making
Effective Payables Management	Account Payables Managers, Procurement Managers, other Finance & Accounting executives	2 days	This course exposes delegates to the critical success factors for an effective 'Purchase-to-Pay' process management. This would include key policies, key people, technology requirements, Purchase-to-Pay sub processes, etc. By the end of this training, participants will be able to design and implement effective Purchase-to-Pay policies and Procedures that will help their company mitigate risks and contribute to cash flow management
Effective Receivables Management	Account Receivables Managers and other Finance & Accounting executives	2 days	This course is designed to equip attendees with a sound understanding of the critical success factors for an effective 'Order-to-Cash' process management. The course covers key policies, key people, technology requirements, Order-to-Cash sub processes, etc. By the end of this training, participants will be able to design and implement effective Order-to-Cash policies and Procedures that will help their company improve recovery of receivables, mitigate risks and contribute to cash flow management
Introduction to Cost Management	Finance & Accounting executives	2 days	Learn how to design an effective cost management strategy and implement it effectively for your organization. This is a hands-on practical training program.

# Forensics Courses



Anti-Bribery and Compliance (ABC)	Internal Audit/Control	1 day	<p>This course provides delegates with an overview of issues relating to bribery and corruption as it affects business; the impact of bribery and corruption on the company's brand and its Directors. It also helps them develop an understanding of recent legislative developments relating to Bribery e.g. the UK Anti-Bribery Act/ FCPA and will help them appreciate how to identify and deal with symptomatic events.</p>
Anti- Money Laundering	Internal Audit/Control Middle Managers	0.5 days	<p>This course introduces attendees to Anti-Money Laundering and helps them to gain an awareness of inherent risk in their operational practices</p>
EnCase 1 Training	Middle Managers in Bank Fraud Teams, Public/ Specialist Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC etc)	4 days	<p>This is a 4-day, hands-on course that utilises practical exercises and real-life simulations in the use of EnCase® Forensic version 7 (EnCase v7).</p> <p>The course provides participants with an understanding of the proper handling of digital evidence from the initial seizure of the computer/media to acquisition, including the use of Guidance Software write-blocking software, FastBloc® SE and LinEn.</p> <p>Delegates will also learn how to verify an evidence file to demonstrate validity, how to conduct a test, validating that hash and CRC values or data block validation used in the evidence file</p> <p>Other topics covered include:</p> <ul style="list-style-type: none"> <li>• Basic report creation and how to use the Review Package functionality</li> <li>• Exporting reports</li> <li>• Consolidating search results into a review package</li> <li>• Using Case Backup to protect and secure stored evidence</li> <li>• Reacquiring and restoring evidence</li> <li>• Archiving and reopening an archived case</li> </ul>

# Forensics Courses



EnCase® 2 Training	Middle Managers in Specialist Public /Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC, Bank Fraud Teams)	4 days	<p>A 4-day hands-on course designed for investigators with strong computer skills, prior computer forensics training, and experience using the EnCase® Forensic version 7 (EnCase® v7).</p> <p>The course builds on the skills covered in the EnCase® 1 Training and enhances the examiner's ability to work efficiently using the unique features of EnCase® v7.</p> <p>Topics covered include (amongst others):</p> <ul style="list-style-type: none"> <li>• Examining data encrypted with BitLocker</li> <li>• Understanding the Master Boot Record partitioning scheme</li> <li>• Partition recovery</li> <li>• Compound files</li> <li>• Mounting and searching compound files</li> <li>• Documenting data contained within these compound files</li> <li>• Windows Registry</li> <li>• Locating and mounting the Registry hive files</li> <li>• Examination of time zone settings with the Registry</li> <li>• Applying time zones within EnCase® Forensic v7</li> <li>• Advanced search techniques -Using the GREP operators within EnCase® Forensic v7 to construct advanced search terms, Suitability of GREP, proper syntax, and potential results</li> <li>• Windows artifacts</li> <li>• Print spooler recovery - Understanding the printing process and associated files, Recovery of SPL and SHD files as well as understanding and extracting the graphical and metadata they contain</li> <li>• The Windows Recycle Bin</li> <li>• Reporting</li> </ul> <p>Delegates attending the EnCase® 2 training learn through a diverse range of methods including workshops, audio-visual sessions, practical sessions and assessment exercises, helping them to hone their skills as forensic investigators.</p>
Ethics	All Staff	0.5 days	<p>This course expands participants' views on ethics by helping them to explore the key issues around ethics. It covers topics such as the difference between Ethics and Business Ethics; how ethics is managed in business and how they can contribute towards building integrity in their own organisations.</p>

# Forensics Courses



First Responder Course	Middle Managers in Specialist Public /Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC, Bank Fraud Teams)	2 days	<p>This is a 2-day course that covers the conceptual and pragmatic skills of the first responder for a digital forensic investigation.</p> <p>This course will assist digital forensic first responders who may be responsible for preserving digital evidence from an incident and for recognizing, collecting, and safeguarding that digital evidence.</p>
FTK Windows Forensic Training	Middle Managers in Specialist Public /Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC, Bank Fraud Teams)	3 days	<p>This course provides the knowledge and skills necessary to conduct forensic investigations on the Microsoft® Windows® registry. Participants will learn where and how to locate registry artifacts using Forensic Toolkit® (FTK®), FTK Imager, Registry Viewer® and Password Recovery Toolkit® (PRTK®)</p>
Investigate!	Middle Managers in the Internal Audit, Compliance and Risk functions	Modular (2 times) 0.5 days each	<p>An inquiry from a regulatory body or agency is every business leader's worst nightmare. Yet, many organisations are not prepared or do not know how to get their organisations ready to deal with this very real threat.</p> <p>Recent global and local developments have also shown that regulators are actively pursuing sanctions such as prosecution and staggering fines for a range of offences.</p> <p>Our Investigate! course is a unique course that presents current topics regarding regulation and compliance risk to attendees.</p> <p>The course explores:</p> <ul style="list-style-type: none"> <li>• the implications of regulatory enforcement (fraud, bribery, etc)</li> <li>• preparation for regulatory enforcement action and the pitfalls of a poorly executed investigation; and</li> <li>• an appropriate compliance response</li> </ul>

# Forensics Courses



			<p>It combines a blend of practical and simulation sessions to provide insights that will help attendees assess how prepared their organisations are to respond to such a crisis.</p>
Whistle Blowing	All Staff	1 day	<p>This course helps attendees gain an appreciation of whistle blowing and an overview of policy, the benefits of a whistle blowing programme; disclosure channels and protection available to whistle blowers in an organisation</p>
<p><b>XRY Foundation Training</b>  (XRY is a software application that runs on the Windows operating system which allows one to perform secure forensic extraction of data from a wide variety of mobile devices)</p>	<p>Government / Specialist Private Security and / Investigative Agencies (e.g. Nigerian Police Force, EFCC)</p>	2 days	<p>This course covers all the essentials needed to get started in mobile forensics using XRY. It is the foundation training required to progress with Micro Systemation Forensic Tools and other courses.</p> <p>Participants will become familiar with the basics of cell phone examination, mobile device forensics and the various methods of extracting data without distorting the data. Some of the topics covered include:</p> <ul style="list-style-type: none"> <li>• Introduction to Networks, SIM cards and Mobile devices</li> <li>• SIM Cloning exercise</li> <li>• Feature Phone Logical Extraction</li> <li>• GPS devices and SD cards</li> <li>• iOS device basics</li> <li>• iPhone and BlackBerry Extractions</li> <li>• iTunes backup</li> <li>• Android basics, debugging and rooting</li> </ul> <p>Successful completion of this course will result in a formal certificate, ensuring the competence to meet the requirements of a mobile forensic examiner</p>
XRY Intermediate Training	Senior and/or Middle Managers in Government / Specialist Private Security and /	3 days	<p>A 3-day course that covers the next level knowledge required to maximize productivity with XRY.</p> <p>The information provided is extensive and covers practical exercises. It will feature full access to XRY system in a professionally equipped classroom with hands-on exercises using numerous devices that ensure there is thorough learning</p>

# Forensics Courses



XRY Intermediate Training	Investigative Agencies) (e.g. State Security Service, EFCC)	3 days	<p>Delegates will learn about the following:</p> <ul style="list-style-type: none"><li>• Advanced Logical</li><li>• Chinese chipsets</li><li>• Security and Passcodes</li><li>• Dumping and Decoding</li><li>• FAT/Ext x/HFS File system</li><li>• Encryption and SD cards</li><li>• Signatures and Manual Carving</li><li>• RAM Disk, Bootloaders and Passcodes</li><li>• Hashing Data</li><li>• XRY Support tools</li><li>• Smartphone Dumping and Decoding</li><li>• XACT Export/Import</li><li>• PLists &amp; SQL Databases</li><li>• Investigating apps</li></ul>
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# People and Organisation Courses



Benefits Design and Vendor Selection e.g. HMO	Mid-Management Level HR Generalists	2 days	<p>Motivating, engaging and retaining employees go beyond the financial pay the organisation provides. Motivation research shows that engaging employees requires significant investment in not just the pay but also the non-financial benefits and incentives, as well as the environment in which the employee works.</p> <p>This course is for HR practitioners / specialists looking to build a firm understanding of how to help their organisations identify the benefits that matter to employees and which will drive their engagement and commitment to the organisation.</p> <p>They will learn how to define a benefits strategy and build business cases for employee benefits initiatives. They will explore insourcing and outsourcing options for benefits and learn how to push their agenda with leadership.</p>
Compensation Structuring	Mid-management Level HR Specialists	1 day	<p>Compensation remains a fundamental tool for attracting new employees, and motivating and retaining current employees in a competitive market.</p> <p>This training is for Reward Specialists, Heads of HR and HR Team Leads.</p> <p>The course will provide them with the knowledge to enable them support strategy execution through their organisation's reward structure and practices.</p> <p>Attendees will learn how to:</p> <ul style="list-style-type: none"> <li>• engage with stakeholders to articulate a reward and compensation philosophy,</li> <li>• the critical elements of a robust reward structure (incorporating compensation and non-pay reward elements)</li> <li>• how to audit their current reward system and</li> <li>• conduct the relevant internal and external analysis / benchmarking in order to build a strategy-aligned compensation structure that will not only reward performance, but will support the organisation's ability to reward current employees equitably and position itself externally as an employer of choice in a sustainable manner.</li> </ul>

# People and Organisation Courses



Developing Your HR Strategy	Heads of HR (Middle management level) or HR Talent Management professionals new to employer branding	1 day	<p>This training is for Heads of HR (Middle management level) or HR Talent Management professionals new to employer branding.</p> <p>It is a pre-cursor to our Employer Branding for Strategic Advantage course and introduces attendees to the world of employer branding.</p> <p>Participants on this course will learn about the value of employer branding in the wider HR system. They will also build their understanding of the building blocks for articulating their organisation's employer brand through a practical, hands-on session.</p>
Creating Effective Job Descriptions	HR Generalists	1.5 days	<p>Many practitioners already know that job / role descriptions are a critical part of setting standards for and managing role performance. What they do not appear to know is that role descriptions are also an important input for managing workplace health and learning. It is therefore vital that HR helps their organisations get the process for developing and documenting job descriptions right.</p> <p>This training is for HR Practitioners (Generalists or Specialists) who would like to strengthen their capabilities around workforce management.</p> <p>The course will expose them to our proven methodology for analysing jobs, and practical steps for designing robust, relevant and strategy aligned job / role descriptions.</p> <p>They will also learn how to integrate the descriptions with their performance management system, occupational health and learning and development systems.</p>
Developing Training and Development Strategies and Plans	Mid-management Level HR / L&D / Talent Management Specialists	2 days	<p>Two key challenges for organisations today are establishing the right approach to meeting skills or knowledge gaps and realising value or return on the investments made in training their people. Other organisations are unable to establish or see the links between the training their learning teams deliver and their strategy.</p> <p>This course seeks to help Heads of HR, L&amp;D and/or Talent Management specialists bridge these gaps.</p>

# People and Organisation Courses



Developing Training and Development Strategies and Plans	Mid-management Level HR / L&D / Talent Management Specialists	2 days	<p>Additionally, the course will equip attendees with a clear and proven approach to establishing their business' real learning and capacity-building needs from a strategy execution perspective. They will learn how to drive alignment between individual skills plans and that of their organisation and gain insights on creative approaches to meeting them. The course will also help them learn how to establish effective measures to help demonstrate the value added by training interventions.</p>
Employee Engagement 2.0	Mid-management Level/ HR Generalists Employee Engagement Specialists	1.5 days	<p>This course builds on our Employee Engagement 1.0 course and takes employee engagement to the advanced level.</p> <p>The course exposes participants to the strategic aspects of employee engagement and the approach to using employee engagement to build strategic advantage.</p> <p>They will learn how to design an employee engagement strategy, build, report and use employee engagement data; as well as innovative approaches to driving employee engagement across the organisation (including multi-business, multi-site contexts).</p>
Enhancing Organisational Capability Development with Psychometric Tools	Heads of HR functions with L&D responsibility Senior Talent Management / L&D Specialists	1 day	<p>Organisations continuously need to build their people's capacity to learn and continuously improve in order to deliver and grow throughout their careers with them. Building this capacity requires a proven systematic and scientific approach to identifying employee strengths, development needs and potential to grow.</p> <p>This training is for Heads of HR functions with L&amp;D responsibility Senior Talent Management and L&amp;D Specialists.</p> <p>The course builds on our Introduction to Psychometric Testing course and will provide participants with insights into:</p> <ul style="list-style-type: none"> <li>• Adopting a strategic approach to the use of psychometric tools</li> </ul>

# People and Organisation Courses



			<ul style="list-style-type: none"><li>• PwC's research into the leading tools on the market today, their strengths around different areas of talent management (from acquisition to leadership development and succession planning)</li><li>• assessment and development centres, their different applications and formats</li><li>• key considerations for creating and deploying or development assessment</li></ul> <p>They will also learn how to integrate the outputs from a psychometric testing process into key HR areas</p>
HR Process Documentation and Review	Mid- Level management HR Generalists	2 days	<p>Processes help to bring an organisation's strategic initiatives and objectives to life by translating them into every-day steps, tasks and activities bonded together by a cohesive set of rules and framework.</p> <p>In addition, processes help organisations drive efficiency, cost savings and a culture of continuous improvement. This course introduces mid-level HR practitioners (Team Leads, Generalists, Business Partners and Specialists) to process review and documentation, including proven documentation tools and methodologies. It combines our research, thought leadership and market insights on business process improvement and human capital to help HR practitioners build their business process improvement capabilities and contribute to organisational performance.</p> <p>They will learn how to design the right HR processes, establish the links between HR and other organisational processes, document the processes using recognised tools, implement and communicate these processes effectively to the rest of the organisation or external contacts (e.g. vendors / service providers) as necessary.</p>
HR Strategy Execution	Heads of HR HR Team Leads	2 days	<p>Organisations thrive when there is a compelling alignment between business and strategy. This alignment is most visible in one phase: Execution. Many HR practitioners however fail to achieve the relevance they desire in their business because they fail at this critical stage, and thus lose the opportunity to demonstrate strategic capability effectively.</p>

# People and Organisation Courses



			<p>This course builds on our 'Developing Your HR Strategy' course. It will equip participants with the skills for successful execution of HR strategic plans. They will learn using a practical approach, how to define specific initiatives and end results for strategic objectives, building the right cost framework for identified initiatives as well as insights on how to build compelling business cases to leadership. The course will help attendees learn how to integrate effective measures of success into their plans and how to track and report on achievement.</p>
Human Capital Boot Camp: New Managers	Heads of HR at Manager level or individuals that have just taken on an HR /Human Capital Manager role for the first time	5 days	<p>The course will cover (amongst others):</p> <ul style="list-style-type: none"><li>• HR Strategy</li><li>• HR Service Delivery models</li><li>• How to use Talent Management to execute strategy and build your organisation's brand</li></ul> <p>It will also introduce participants to:</p> <ul style="list-style-type: none"><li>• Competency frameworks,</li><li>• Strategic learning and development,</li><li>• HR analytics and</li><li>• Strategic Reward</li></ul>
Introduction to Learning Technologies	HR Specialists	1 day	<p>The importance of technology as a critical business enabler continues to increase daily. As organisations look to improve the cost and learning effectiveness of training and other development interventions amidst typical business constraints (time, finance etc), the need to leverage technology has become more important.</p> <p>This course will expose HR Team Leads, Learning / Talent Management Specialists to the current and emerging technologies in the learning and development world such as learning content management systems, gamification, e-learn content creation amongst others.</p> <p>They will gain insights into how these technologies are being used to deliver training and development value around the world. They will also learn how to assess their own organisation's readiness and select the right technology for their business.</p>

# People and Organisation Courses



Job Evaluation	HR Generalists HR Specialists	1 day	<p>Understanding the relative worth or size of job within an organisation is important for establishing internal relativities.</p> <p>This training is targeted at HR Team Leads, HR Generalists, and HR Specialists will help them use tested methodologies to define and compare roles across the organisation or within distinct job groups or families in a consistent and reliable manner.</p> <p>Participants will be able to then use the outputs from the job evaluation process to establish the right pay scales for the organisation, as well as a scientific approach for defining pay movements (upwards or downwards) and matching roles to compensation.</p>
Strategic Competency-based Recruitment	HR Generalists HR Specialists	1 day	<p>Business focused HR practitioners understand that recruitments can be very costly, particularly when the outputs from the process do not meet the needs of the organisation. It is therefore important that HR works with the 'line' to ensure that the recruitment process delivers the right individuals with the specific competencies (skills, knowledge and behaviours) that the organisation needs to deliver its strategy.</p> <p>This training will help Heads of HR, HR Team Leads, HR Generalists, and HR Specialists gain the skills required to establish and execute a strategy-focused, competency-based recruitment system.</p>
Strategic Training Needs Analysis	HR Generalists HR Specialists	1 day	<p>HR leaders are constantly faced with the need to identify gaps between the skills and knowledge of the workforce, and their organisation's objectives.</p> <p>This course, designed for HR Team Leads, Generalists and/or Specialists will help attendees learn our proven methodology for establishing a robust, strategic training needs analysis process. They will learn how to define the right interventions for addressing those needs and how to ensure value for money from design through to execution.</p> <p>Participants will also learn how to establish a fit between their training needs analysis and the performance management process. They will gain insights into how to engage with line managers to implement their Strategic Training Needs Analysis process.</p>

# People and Organisation Courses



Writing, communicating and implementing HR policy statements	Mid-management Level HR Generalists ER Specialists	1 day	<p>Beyond developing or reviewing a policy, the effectiveness of a policy depends on how successful the organisation is in communicating and implementing it. This course is for HR professionals with responsibility for guiding their organisations, developing, implementing and /or monitoring HR policies.</p> <p>Participants will examine the importance of having robust, business-driven but legally compliant policies. They will also understand the relationship and distinctions between a policy and a procedure, the steps involved in developing and reviewing HR policies, the role of the Board of Directors in the development process, and the steps involved in implementing their policies.</p> <p>The course adopts a practical approach allowing attendees to review their own organisation's policies in terms of scope / coverage, adequacy of provisions, compliance with regulations and alignment with their business objectives.</p> <p>The course will also help participants learn how to develop an effective roll-out plan, a supporting communication strategy, and monitor compliance post roll-out.</p>
Workforce Planning	Heads of HR in smaller organisations HR Generalists HR Specialists	1 day	<p>This is our introductory course to Workforce planning. The course is a precursor to our Strategic Workforce Planning course.</p> <p>This course introduces delegates to the various approaches for establishing the people requirements of an organisation. Attendees will learn about the different dimensions of the organisation's workforce requirements and learn about the various sources of internal and external data to define their organisation's workforce plan.</p> <p>The training will also introduce participants to the variations between the considerations for short term and medium to long term planning; and how they can address these.</p>

# Public Sector Courses



Strategic Management & Planning	Government Ministries, Departments, Agencies and Public Enterprises	2 days	Importance of strategic visioning and planning Vision & Mission Development Action Plan Development Balance Score Card (BSC)
Performance Monitoring	Government Ministries, Departments, Agencies and Public Enterprises	2 days	Introduction to organisation performance management; Introduction to organisation performance best practices; Setting up a strategic management office
Finance for Non-Finance Managers in the Public Sector	Government Ministries, Departments, Agencies and Public Enterprises	2 days	This course will help delegates build a sound understanding of the income statement account and statement of financial position; learn how to use information from the income statement account and statement of financial position. They will also learn about controlling cash and using budgets to manage business activity
Budget Reforms	Government Ministries, Departments, Agencies and Public Enterprises	2 days	This course will equip participants with the skills needed to develop accurate Charts of Accounts and other information requirements in line with the National Chart of Accounts Adopting accounting basis and choice of appropriate accounting standards in accordance with IPSAS

# Technology Courses



Basic Computing Skills 2.0	Management level professionals seeking an introduction or looking to enhance their basic computing skills	3 days	<p>This course introduces management-level participants to computing for effective performance in today's organisation.</p> <p>Attendees will learn how to use Microsoft Desktop applications such as MS Excel, PowerPoint and Word for producing typical outputs and productivity (such as reviewing documents in Word and PowerPoint).</p> <p>Delegates will also learn about email / productivity tools such as Outlook and Social Media applications in the workplace.</p>
Project Management Training (Foundation)	All organizational staff involved in delivering projects.	3 days	<p>This course provides the required knowledge and training to achieve knowledge in project management foundation level. It combines a hand-on approach with quality theoretical and practice-based classroom learning.</p>
Project Management Training (Practitioner)	Manager	3 days	<p>This is an Advanced level course for those with the responsibility for delivering projects from inception / business case to closure. Our unique approach combines a blend of practice with the compulsory knowledge element as prescribed by global project management certifications such as PRINCE 2 / PMP</p>
TOGAF 9.1 Training	IT Applications and Infrastructure Personnel	4 days	<p>This training covers the complete TOGAF framework providing an avenue for attendees to learn the Architecture Development Method (ADM) from scratch. The training will equip delegates with practical skills enabling them to begin to plan and coordinate the development of IT architecture in their organisations. It employs a blended approach combining a range of delivery tools such as case studies, plenaries and group-based activities.</p>
Windows Security	Information Security Professionals Application Developers	3 days	<p>Increasing cases of fraud, especially in the Financial Services sector, has made skills in secure programming, and information security as a whole, more necessary. This training will help address this</p>

# Transactions Courses



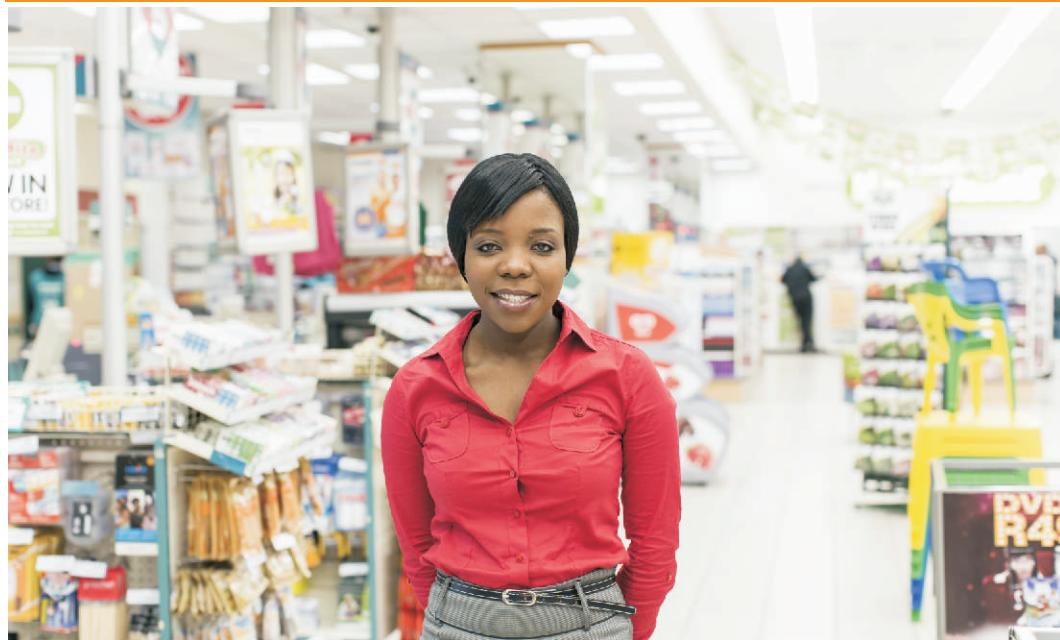
Financial Statement Analysis and Interpretation 2.0 - Intermediate

For experienced accountants, Business managers, investors, financial analysts, treasury managers that need to improve or strengthen their financial statement analysis skills

1 day

This course will help participants strengthen their ability to conduct a critical analysis of the statement of financial position; statement of income and expenditure; cash flow statement, using ratios and other techniques in order to assess their organisation's performance and support leadership decision making.

The course also involves a review of financial ratios (liquidity, efficiency, investment ratios etc.) and their interpretations as well as issues pertaining to earnings management and credit risk evaluations





*Courses for Entry Level / Early Career  
Practitioners and Professionals*



***Business Recovery Courses***

***Forensics Courses***

***Corporate Finance Courses***

***People and Organisation Courses***

***Finance and Accounting***

***Technology Courses***

***Transactions Courses***

# Business Recovery Services Courses



Corporate Insolvency- Receiverships 1.0	Credit Officers, Remedial Officers, Legal Officers/ Insolvency Practitioners	2 days	<p>This is an introductory course. Participants will gain an overview of the principles and policies underlying corporate receiverships.</p> <p>Attendees will also be introduced to issues around the appointment of a receiver, types of charges and the impact of receivership on various stakeholders groups</p>
Corporate Insolvency- Liquidations 1.0	Credit Officers, Remedial Officers, Legal Officers/Lawyers , Insolvency Practitioners	2 days	<p>Understand the principles and policies underlying the legal treatment of insolvency and corporate liquidations. The impact of these procedures and approaches on third parties, for example corporate groups, secured and unsecured creditors, directors and employees, is also considered</p> <p>Overview of liquidation and bankruptcy; the role of liquidation; the pari - passu principle and preferential claims; secured creditors and security devices; the problem of corporate groups; company directors in troubled times and employees in distress</p>
Independent Business Reviews – Causes of Corporate Distress 1.0	Accountants, Bankers, Credit officers, Remedial Officers etc.	2 days	<p>This course seeks to familiarise participants with both the internal and external causes of corporate distress, and will help them become able to spot some of the symptoms of corporate distress as well as the options that may be considered by distressed companies</p>

# Corporate Finance Courses



Asset Management and Pricing	All professionals involved in asset management	3 days	<p>Participants will understand the key risk management issues in asset management.</p> <p>The course provides understanding of the theory behind asset pricing, fixed income securities and risk management, equity (listed and unlisted) whilst referring to other available asset types</p>
Excel Basics: Introduction to Financial Modelling	Analysts, Accountants, Treasury officers, Tax Assistants / Accountants	2 days	<p>This course introduces participants to the world of financial modelling. The course adopts a hands-on practise-based approach to teaching delegates how to use Excel formulas for financial modelling.</p>
Oil & Gas Valuations	Early Career Professionals in Oil and Gas Finance Functions	2 days	<p>This course will provide participants with a better understanding of the peculiarities and value drivers in the oil and gas sector. Upon completion of this course, participant will have acquired core skills for valuing various oil and gas assets and businesses</p>
Purchase Price Allocation	Early Career Professionals in Oil and Gas Finance Functions	0.5 days	<p>Upon completion of this course, participants will have a good understanding of IFRS requirement for business combinations and its accounting implications. Participants will also be able to conduct a purchase price allocation (PPA) for clients across the following key sectors: financial services, energy and consumer goods. This would involve the identification and valuation of intangible assets</p>

# Finance and Accounting Courses



Finance for Non-Financial Professionals

All non-finance professionals

1 day

This course has been designed to raise the level of financial awareness of non-finance professionals requiring a better understanding of basic finance & accounting. The course demystifies the language of finance & accounting to enable non-finance professionals contribute more effectively to business success.



# Forensics Courses



Anti-Bribery and Corruption (ABC)	Internal Audit/Control	1 day	This course provides an overview of bribery and corruption; its impact on the company's brand and its Directors; as well as some legislative insight on Bribery e.g. The UK Anti-Bribery Act/ FCPA. Attendees will learn how to identify and deal with some of the potential indicators
Anti- Money Laundering	Internal Audit/Control	1 day	Provides an internal awareness of inherent risk in operational practices
Code of Conduct	All Staff	1 day	This course will help delegates understand basic business conduct that help preserve organisational reputation and sanctions in the event of a breach
Ethics	All Staff	0.5 days	This is our introductory course to ethics in the organisational context. Attendees will explore the difference between Ethics and Business Ethics, how companies manage ethics in business, and the importance of building integrity into business practices
Whistle Blowing	All Staff	1 day	Help attendees gain an appreciation of whistle blowing and an overview of policy, the benefits of a whistle blowing programme; disclosure channels and protection available to whistle blowers in an organisation
First Responder Course	Government / Specialist Private Security and / Investigative Agencies) (e.g. Nigerian Police Force, EFCC, Bank Fraud Teams)	2 days	A 2-day course that covers the conceptual and pragmatic skills of the first responder for a digital forensic investigation. This course is intended to assist digital forensic first responders who may be responsible for preserving digital evidence from an incident and for recognizing, collecting, and safeguarding that digital evidence.

# People and Organisation Courses



Creating Effective Job Descriptions	HR Generalists	1.5 days	<p>Many practitioners already know that job / role descriptions are a critical part of setting standards for and managing role performance. What they do not appear to know is that role descriptions are also an important input for managing workplace health and learning. It is therefore vital that HR helps their organisations get the process for developing and documenting job descriptions right.</p> <p>This training is for HR Practitioners (Generalists or Specialists) who would like to strengthen their capabilities around workforce management.</p> <p>The course will expose them to our proven methodology for analysing jobs, and practical steps for designing robust, relevant and strategy aligned job / role descriptions.</p> <p>They will also learn how to integrate the descriptions with their performance management system, occupational health and learning and development systems.</p>
Employee Engagement 1.0	HR Generalists HR Specialists	1 day	<p>Research has repeatedly showed that organisations with highly engaged employees outperform their peers on most measures (revenue, profit etc). Organisations looking to succeed therefore cannot ignore engaging with their employees. HR has a critical role to play in helping their organisations effectively engage its employees and require innovative approaches to delivering that engagement.</p> <p>This course is our first level course on employee engagement. It introduces attendees to employee engagement, what it means for organisations today and some of the different approaches to employee engagement. Attendees will also learn how to introduce employee engagement initiatives and how they can measure the value added to their organisations.</p>
The Foundation Programme for Early Career HR practitioners	HR Administrator or Assistant HR Executives	Modular: Runs in 3 streams of 4-4-2 days (total 10 days)	<p>This course is our introductory programme for individuals that are new to the HR profession. It seeks to introduce new entrants to the wide range of Human Capital activities and provide them with the knowledge they need to make a flying start.</p> <p>Our unique modular approach combines classroom study with practical work-based projects that allow participants to start applying the</p>

# *People and Organisation*

## *Courses*



			<p>knowledge they have gained immediately.</p> <p>Attendees will learn about all aspects of the Employee Management Life Cycle (covering Attraction through to Exit Management). The course will also introduce participants to HR data gathering and analysis.</p>
Introduction to Psychometric Testing	HR Generalists Entry Level HR Staff	1 day	<p>Selecting, developing and retaining the right people are some of the major issues faced by businesses today. Organisations continually look for individuals with the right skills, behaviours and knowledge that best match their own requirements.</p> <p>Establishing this match in a scientific, proven and legal way requires the use of the right selection and/or development tools and process. This training is for HR Team Leads, Generalists and Recruitment / Talent Management Specialists interested in gaining capability in Psychometric testing.</p> <p>The training will introduce participants to:</p> <ul style="list-style-type: none"><li>· psychometric testing,</li><li>· the different types and categories of psychometric tests,</li><li>· areas of application as well as</li><li>· key considerations for making the right selection and deployment decisions</li></ul> <p>They will also learn how to interpret general test results.</p>

# Technology Courses



Windows Security	Information Security Professionals Application Developers	3 days	<p>Increasing cases of fraud, especially in the Financial Services sector, has made skills in secure programming, and information security as a whole, more necessary. This training will help address this</p>
Basic Computing Skills 1.0	Professionals seeking an introduction to basic computing skills	3 days	<p>This course introduces participants to basic computing for effective performance in today's organisation.</p> <p>Attendees will be introduced to Microsoft Desktop applications such as MS Excel, PowerPoint and Word. Delegates will also learn about email / productivity tools such as Outlook and Social Media applications in the workplace.</p>
Linux Security	Systems Administrator	3 days	<p>This training provides in-depth coverage of Linux security issues. This course will walk delegates through the many risks and threats that exist and show them how to use best practices and other open-source tools to mitigate or counteract those threats. The course will also teach attendees what they need to know to detect and recover from those attacks where they do happen.</p>
Secure Coding	Application Developers	3 days	<p>Eliminating security vulnerabilities during development can result in a two to three orders-of-magnitude reduction in the total cost of repairing the code versus making the repairs afterwards. This training is specifically for application developers. The course will provide participants with the knowledge and skills on how to develop verifiably secure code within budget and on schedule.</p>
ITIL Certificate in IT Service Management	IT Support Personnel	3 days	<p>This course provides the required knowledge and training to achieve foundation level certification for IT Service Management. It is designed for attendees that want to learn about the ITIL terminology, structure and basic concepts and gain an awareness of the key principles and models in the ITIL service lifecycle.</p>
PRINCE2 Training (Foundation)	All organizational staff involved in delivering projects.	3 days	<p>This course provides the required knowledge and training to achieve foundation level certification for PRINCE2. It combines a hand-on approach with quality theoretical and practice-based classroom learning.</p>

# Transactions Courses

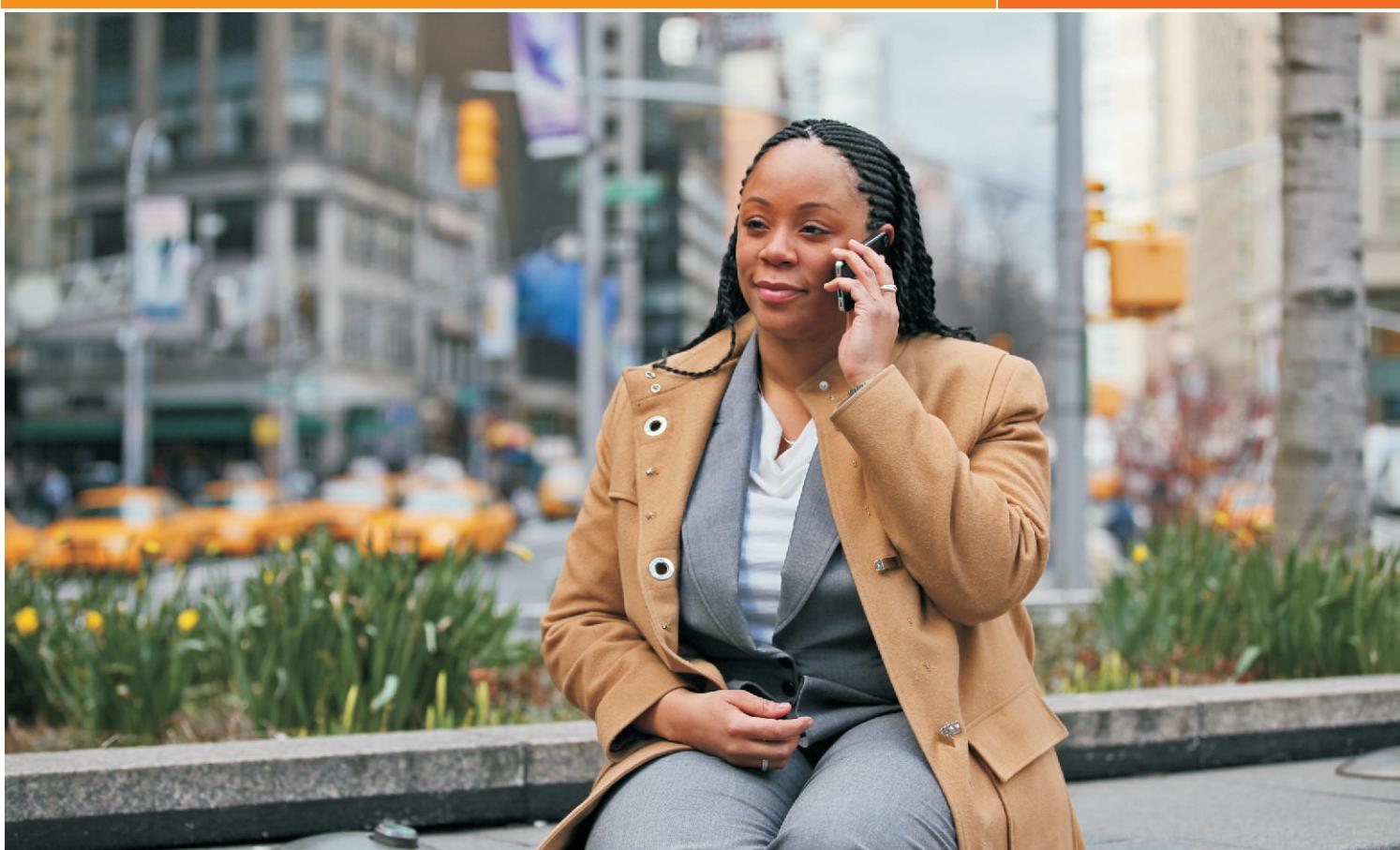


Financial Statement Analysis & Interpretation 1.0 Fundamentals

Entry level finance/accounting professionals and students

2 days

The objective of this course is to introduce participants to financial statement analysis and interpretation. The course introduces attendees to basic financial ratios (liquidity, efficiency, investment ratios etc.) and their interpretations as well as issues pertaining to earnings management and credit risk evaluations.

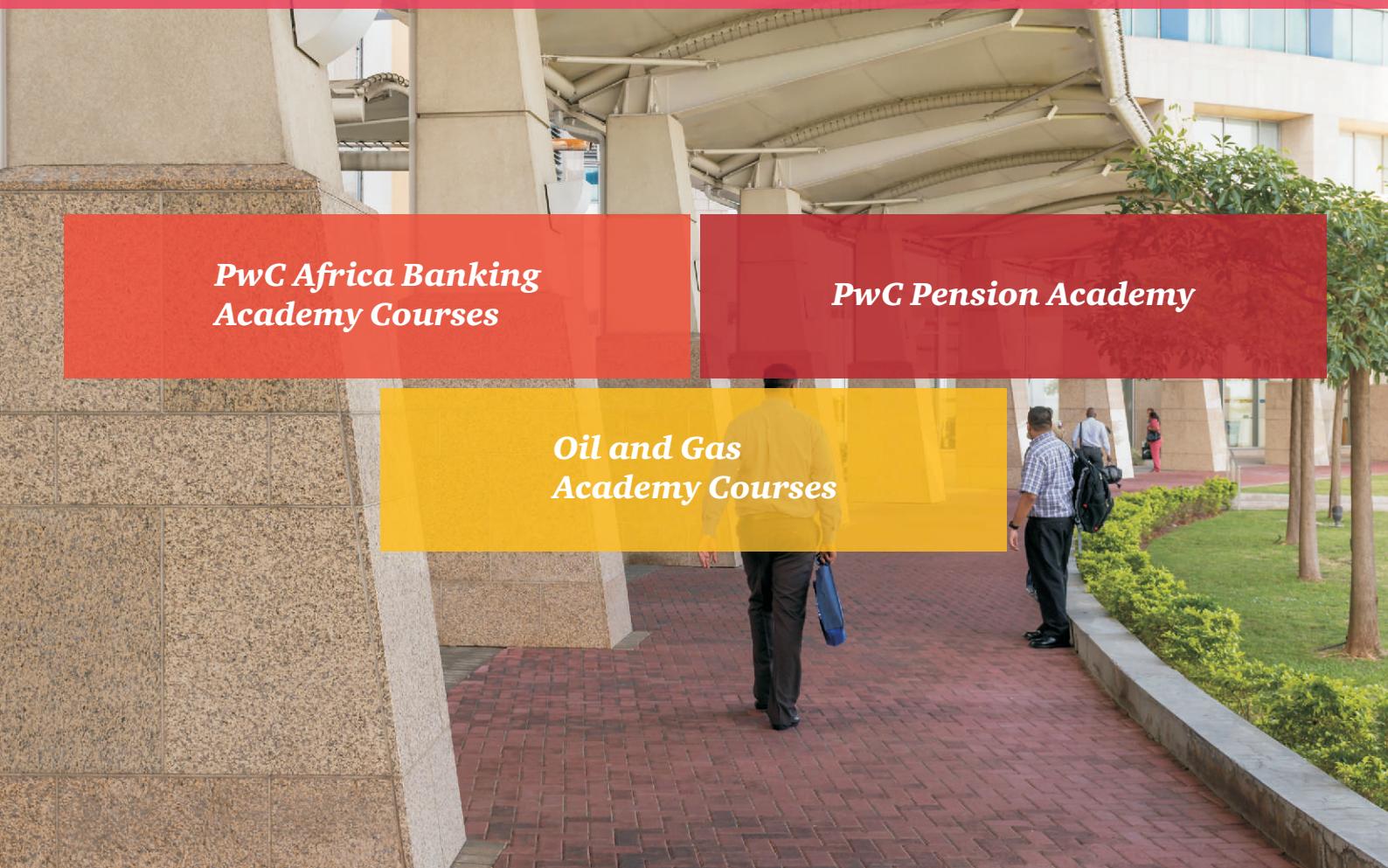


## *Industry Focused Courses*

***PwC Africa Banking  
Academy Courses***

***PwC Pension Academy***

***Oil and Gas  
Academy Courses***





## *PwC Africa Banking Academy Courses*

# **PwC Africa Banking Academy Courses**



The aim of PwC's banking academy is to bring world-class learning solutions to banks in Africa. Drawing on the wealth of financial services thought leadership within PwC and using our extensive footprint in Africa, the banking academy offers global thought leadership in a local context. Through our extensive network of partners, the academy ensures that the programmes offered use only the best in learning technologies while delivering bottom-line results. Our training sessions go beyond theory, aiming to be as practical and business-oriented as possible.

## ***Our approach***

We go beyond training to help build and enhance the competitive advantages of your organisation, unlock your people's potential and improve your business performance. To ensure our academies have the greatest possible impact, we collaborate with our subject matter experts to combine their technical expertise with our adult learning approach. The result is unique.

## ***Our banking academy differentiators***

Focus on results and continued learning:

- All the programmes have a strong application focus, using
- Robert Brinkerhoff's Advantage Way as well as a 'rapid results' component where delegates must apply what they have learned in a 90-day action project
- All programmes support the Enterprise Learning 2.0 principles and encourage further learning and the socialisation of learning PwC's African footprint
- There is virtually no training provider that has the African footprint that PwC has and can that offer an equally extensive in-country knowledge, language and facilitation capability

# PwC Africa Banking Academy Courses



## Target audience

Board members, directors, C-Suite

## Topic

Board Core Academy

## Duration

5 days

## Content description/objectives

Boards are under intense scrutiny from shareholders, regulators, politicians, the media, company employees and other stakeholders. Directors know that since their work happens behind closed boardroom doors, they rarely receive accolades for helping their companies succeed and avoid problems. Yet they are in the line of fire when things go wrong.

Given this scrutiny and the fact that they face an ever-evolving landscape, Directors should focus on understanding their key responsibilities and carrying out those responsibilities thoughtfully and thoroughly.

PwC, based on the King III recommendations as well as our Annual Corporate Directors Survey\* (2013), has identified the need to provide enhanced training and development for directors in large private and public companies, as well as state-owned organisations. King III recommends induction and ongoing training for directors through formal induction and mentorship programmes.

The course covers the following:

- Introduction to the director's role
- Understanding the director's role
- Regulatory structure and framework
- Board dynamics
- Corporate governance/Fiduciary duties
- Regulation and compliance Risk governance
- Corporate governance
- Banking risks and rewards
- The role of banks in the economy
- Risks and the economics of banking

- Bank regulation and oversight
- Oversight and risk management
- Risk management and measurement
- Risk management for directors
- Risk and crisis management
- Sustainability reporting and GRI
- Integrated reporting
- Regulatory compliance Board's responsibility for compliance
- Monitoring compliance
- Corporate ethics: Ethics and social responsibility for directors

# PwC Africa Banking Academy Courses



Target audience	Topic	Duration
Board, C-Suite	Board Assessment and Role expertise	1.5 – 2 days

## Content description/objectives

This is a leader-led dialogue assessment of the exact technical and soft-skill training requirements for the Board members, followed by a face-to-face / leader-led session covering the following Board committee roles and functions:

- Audit committee
- Risk committee
- Remuneration committee
- Social and ethics committee
- Communicating with stakeholders

Target audience	Topic	Duration
Management (Heads of Finance functions in Banks, Senior Personnel in Bank Finance functions )	Strategic partnering for Finance functions in banks	4 days

## Content description/objectives

Traditional finance skills are in demand outside the finance function, and the job of financial manager is broadening and becoming far more strategic.

There is an ever-increasing need for the financial manager to be an enabling partner to the business. The success of the financial management function is measured by the extent to which business is consulting the financial management team for advice on key aspects of strategy and financial management.

# PwC Africa Banking Academy Courses



There is a delicate balance to strike, though, between providing insights to business while at the same time enabling efficiency and exercising control.

## ***Participants gain valuable insight into: the business eco-system:***

- The finance value chain.
- High performing Finance organisations,
- Core operational Finance processes etc

## ***The evolution in business partnering***

- Determine what their business partners expect of them
- Master an easy-to-remember model for assessing, planning, and coaching a business-focused strategy,
- Understand why it is essential to be able to build relationships at more levels with their business partners,
- Increase their strategic relevance with their business partners etc), their personal impact, and how to influence effectively.

## ***Personal influence and performance***

Attendees will learn how to:

- Effectively influence others increases as one continues to move up in the organisation
- Network and collaborate for successfully influencing individuals, and clarify (current state and
- clarify (current state and future state definition), analyse (blockers and enablers of the future state) and strategise (identify high-impact low-cost options).

## ***Continuous improvement and application:***

- Participants are also introduced to a basic problem-solving methodology which they have to apply to the challenge identified during day two.

# PwC Africa Banking Academy Courses



Target audience	Topic	Duration
Bank Branch Managers	Branch manager development programme	7 - 12 months total completion time

## Content description/objectives

Why is branch manager development important?

Profitable growth at a local market level is essential for any bank in Africa. The branch manager is the custodian of both revenue growth and cost saving in the branch network.

Branch managers need to understand how they, as 'mini CEOs', fit into the broader structure of the bank and how they are dependent on other parts of the banking value chain to create value for customers.

This course will empower branch managers to 'own' all the balanced scorecard elements of branch performance by; creating a holistic view of the branch and key KPIs to focus on; empowering their teams to become catalysts for continuous improvement. The programme consists of six modules clustered together in five classroom-based sessions (blocks) over between seven months to a one-year period. Each module is followed by an application component as well as a preparation component before the next module.

The five sessions are:

- Session 1: Foundational Module
- Session 2: Sales 'Boot Camp'
- Session 3: Customer Service and Risk
- Session 4: Managing Self, Team and Business Change
- Session 5: Integration Simulation and Final Application



## *PwC Pension Academy*

# PwC Pension Academy



Pension Fund administration in Nigeria has evolved rapidly since the Pension reforms in 2004. New industry dynamics introduced by the amendment of the Pension Reform Act in 2014 has further created a demand for specialization within the industry.

PwC's Pension Academy has been set up to bring world-class learning solutions to Pension Fund operators in Nigeria. Our unique courses draw on combined expertise of our global Financial Service practice and the leading industry practitioners that serve as our partners.

Using our extensive footprint in Africa, the Pension Academy brings global insights and thought leadership into the local context to help our delegates deliver bottom-line results in their organisations. Our training sessions go beyond theory, aiming to be as practical and business-oriented as possible.

## ***Our Pension Academy differentiators***

Focus on delivering results and continued learning:

- All the programmes have a strong application focus, with delegates undertaking application projects that they must implement in their organisations within a set time frame
- All programmes support the Enterprise Learning 2.0 principles and encourage further learning and the socialisation of learning

PwC's Global African footprint

- There is virtually no training provider that has the African footprint that PwC has and that can offer an equally extensive in-country knowledge and facilitation capability

# PwC Pension Academy



## ***The Executive Suite (Executive Management & Board)***

Advanced Pension Fund Administration	Board Members, Managing Directors, Executive Directors	2 days	<p>This course focuses on three major areas:</p> <ul style="list-style-type: none"><li>• Pension Fund Investment Management</li><li>• Actuarial Science &amp; Pension Fund Administration</li><li>• Optimizing Foreign Investments: the taxation perspective</li></ul> <p>The course provides delegates with insights to help them develop key strategies for investing optimally within a global economy. They would also explore the major factors that influence investment strategies, alternative investment strategies, currency hedging, modelling techniques and asset valuation basics. Other topics covered include:</p> <ul style="list-style-type: none"><li>• actuarial valuation cycle,</li><li>• key actuarial assumptions,</li><li>• ascertaining pension assets and liabilities</li><li>• contemporary Issues in International Taxation and E-Business</li></ul>
Business Optimization	Board Members, Managing Directors, Executive Directors	1.5 days	<p>This course focuses on three areas that are critical for driving optimum performance in Pensions businesses in tomorrow's world:</p> <ul style="list-style-type: none"><li>• Leveraging Digital Technology</li><li>• Organisation Restructuring</li><li>• Customer Service Management</li></ul> <p>The course will expose participants to the following topics through a blend of highly interactive sessions, case studies and activities:</p> <ul style="list-style-type: none"><li>• Digital innovations in pension administration</li><li>• Gaining competitive advantage through digital technologies,</li><li>• Mergers, Acquisitions &amp; Reorganizations</li><li>• Novation and Disposals: Addressing the Salient Issues in Corporate Transactions</li><li>• Customer Service Management innovations</li></ul>

# PwC Pension Academy



Corporate Governance 1.0: Building Board Efficiency	Board Members, Managing Directors, Executive Directors	1.5 days	<p>This course exposes attendees to salient issues around setting up and empowering the Board for greater efficiency and oversight support. It covers:</p> <ul style="list-style-type: none"><li>• the strategic responsibilities,</li><li>• roles, functions and value of Board members</li><li>• the National Pension Commission's Code of Corporate Governance</li><li>• Risk Management and Measurement</li><li>• Corporate Ethics &amp; Social Responsibility for Directors</li><li>• Crisis Management in Pension Fund Administration</li></ul>
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## *The Senior/Middle Management Suite*

Fundamentals of Pension Fund Administration	Heads Pension Administration, Investment Management, Finance	3 days	<p>This is our introductory Management course on Pension Fund Administration. The course focuses on the following core areas:</p> <ul style="list-style-type: none"><li>• Overview of the Nigerian supervisory &amp; regulatory framework</li><li>• Principles of actuarial valuations &amp; assumptions</li><li>• Pension Fund Investment Management</li><li>• Managing Foreign Investments for Tax effectiveness</li></ul> <p>Delegates will explore the Nigerian Pension Industry and the role of key players, current and future realities of the industry and the Principles of Pension Supervision. They will learn about the Actuary's role in pension administration, the actuarial valuation cycle, key actuarial assumptions, determination of pension assets and liabilities. This course will also expose participants to the following important topics:</p> <ul style="list-style-type: none"><li>• Financial Markets Basics</li><li>• Asset valuation &amp; analysis methods</li><li>• Managing alternative investments</li><li>• Investment risk assessments and analysis</li><li>• Contemporary Issues in International Taxation</li></ul> <p>Our approach to delivering our courses challenges participants to build concrete actionable steps to improve their organisation's bottom-line results through the different areas covered.</p>
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# PwC Pension Academy



Business Optimization in Pension Fund Organisations	Head IT, Head Customer Service in Pension Organisations	3 days	<p>Advancements in technology, in particular the digital space has brought with it heightened customer expectations and increased competition for business.</p> <p>This course will help Pension Fund businesses prepare for enhanced performance in our rapidly changing world. It focuses on equipping attendees with insights to improve their business operations from two perspectives: Digital Technology and Customer Service Management. The topics covered include:</p> <ul style="list-style-type: none"><li>• Redefining IT in the Digital Era,</li><li>• The Digital workplace</li><li>• Customer Service Management</li><li>• Risk Management</li></ul> <p>The course includes a Sales “Boot Camp” to sharpen delegates' ability to proactively evaluate and push enhancements to their product / service offering. Attendees will also learn how to identify new opportunities systematically and then translate them into new sales pipelines.</p>
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## *Oil and Gas Academy Courses*

# *Oil and Gas Academy*

## *Courses*



### *Middle Management to Executive level*

Cost Reduction and Optimisation

Board Members, Directors, Heads of Departments in Oil & Gas Businesses

2 days

Over the last one year, oil prices have been volatile. After a series of falls and short-lived recoveries throughout the past year, oil prices dipped towards the \$40 mark in August 2015. Many Oil and Gas companies have so far avoided the structural reforms required to thrive in the new oil future, relying instead on financial risk management and cuts to CAPEX, headcount and their supply base.

Oil and Gas companies must urgently address business fundamentals to ensure their strategy is well-defined, key capabilities clearly identified and their underlying cost structure is right-sized for the new environment. Players that adapt, survive and prosper while the oil price is low will emerge with a sustainable business model that could reap rich rewards when things become more favourable.

This course blends practical and simulation sessions to provide insights that will help attendees assess how prepared their organisations are to deal with the impact of these economic changes. It explores:

1. Industry response to date:
  - Hedging
  - Cost-cutting
  - Financing
2. How industry players can survive at the current state of \$50 (or less) per barrel:
  - Renewed business strategy that is truly driven by a company's capabilities
  - Right-sizing the cost base to sustainably deliver the chosen strategy in a 'lower for longer' environment

# *Oil and Gas Academy*

## *Courses*



### *Non-Technical Stakeholders*

Introduction to The Refinery Asset Lifecycle

Investors, Banks, Insurance Companies etc.

3 days

This course brings to bear PwC's global and local experience and expertise in supporting clients in the Refining sub-sector at different levels in the following areas:

- business case development,
- finance strategy development, restructuring,
- M&A and deal delivery,
- performance improvement and support in market entrance.

Attendees on this course will explore their options in the following phases in the refinery asset life cycle:

- Strategic planning;
- Project planning and budgeting;
- Project due diligence;
- Procurement and contracting;
- Project finance;
- Project execution and commission;
- Asset Operations and Maintenance





## *Special Interest Courses*

*Digital Suite of courses*

*IFRS Courses*



## ***The PwC Digital Suite of courses***

Most leaders today already know that digital developments are increasingly changing the world in which they operate and how they need to play. Consumer behaviour is also changing faster than companies can evolve their business models, operational processes, and technology platforms. The switched on business understands that digitization offers opportunities for growth and efficiency. Their leaders understand that their customers and stakeholders continuously benchmark them using their digital experiences in areas / sectors other than their own.

PwC's Digital suite of courses have been developed to help raise the level of Digital IQ in organisations in Africa, enabling them to become appropriately positioned to leverage the opportunities that digital trends present and support them on the digital journey to become innovative disrupters in their own right.

Our courses draw on PwC's pioneering thought leadership in digital technology and bring our wealth of experience across our global network to your local context. We adopt a practical and business-focused approach ensuring that our learners leave our courses fully equipped to deliver in their organisations.

### ***Our digital IQ course differentiators***

#### **Support your evolution from Digital Beginner to DigiRati**

Our courses help your people build their digital capabilities by giving due consideration to where you are in terms of your digital maturity.

#### **Focus on outcomes and continued development:**

Our courses are highly application driven, incorporating a 'rapid results' component where delegates must apply what they have learned in a named project

#### **Our African footprint**

Our African footprint is one of our strengths and one that no other training provider can easily match. This enables us to offer extensive in-country knowledge and facilitation capability that other providers cannot easily replicate.

# Digital Suite of courses



<p>Digital Masterclass – Redefining IT in the Digital Era</p>	<ul style="list-style-type: none"> <li>·Chief Operating Officer (COO)</li> <li>·Chief Information Officer (CIO)</li> <li>Chief Technology Officer (CTO) in large, complex organisations</li> </ul>	<p>2 days</p>	<p>This training helps to expand the focus of IT from backend operations to the entire enterprise, and create end-to-end solutions that link every function in a digitally optimized business model. This will help the entire IT organization become more open, responsive and customer-centric.</p> <p>The course will take participants through the process of developing functional requirements needed to support differentiating capabilities. They will also be taught on how these requirements will determine the IT architecture and applications needed to achieve the organisation's goals.</p>
<p>Digital Masterclass – The Digital workplace</p>	<p>All Senior Management</p>	<p>1 day</p>	<p>To make the most of digital trends, organizations need to take a strategic approach to how they design and organize their workplace.</p> <p>This course focuses on the key issues, requirements and considerations related to the creation of a digital workplace.</p> <p>Participants are equipped with practical knowledge on effective connectivity, communication and collaboration in the workplace. Furthermore, they gain an appreciation for how it reduces operational costs for the organisation.</p>
<p>Digital Masterclass – Building a digital culture</p>	<p>All C-suite executives</p>	<p>1 day</p>	<p>This course will help organisations build a culture that embraces digital media and the multichannel capabilities that will position their business to compete in a fast-paced, digitized, multichannel world.</p> <p>Attendees will become familiar with practical steps they can take to embed a new way of thinking and new behaviours into business operations, even on a large scale.</p>
<p>Digital Masterclass – Strategic use of Unstructured Information</p>	<ul style="list-style-type: none"> <li>·Information Technology</li> <li>·Marketing and Sales</li> </ul>	<p>2 days</p>	<p>This training provides insight on the use of big data and analytics to develop better knowledge about customers, operations, employees, vendors and other assets; and apply that knowledge in new decisions and automated actions.</p>

# Digital Suite of courses



	<ul style="list-style-type: none"> <li>·Strategy (Product Development)</li> <li>·Customer Service Risk Management</li> </ul>		
Digital Masterclass – Unlocking value from social data	<ul style="list-style-type: none"> <li>·Social media managers</li> <li>·Corporate Communications</li> <li>·Marketing and Sales Customer Service</li> </ul>	2 days	<p>This training exposes participants to opportunities enabled by Social media. It provides practical knowledge on enhancing the return on investments on marketing campaigns on social media. It also empowers participants with knowledge on effective lead generation and conversion on social media.</p>
Digital Masterclass – Enhancing Customer Experience	<ul style="list-style-type: none"> <li>·Customer facing roles</li> <li>·Customer Service</li> </ul>	1 day	<p>This training focuses on using the right mix of digital channels to engage customers in order to create unique customer experiences that will contribute towards boosting the brand of the organisation.</p> <p>Participants will gain knowledge on digital technologies and the impact of their adoption on the relevant industries. Attendees will also explore various scenarios on customer experience and the effective use of digital technologies.</p>
Digital Masterclass - E-Government (Digital in Government)	<ul style="list-style-type: none"> <li>·Federal Ministries, Departments and Agencies (MDAs)</li> <li>·State and Local government departments and agencies.</li> </ul>	2 days	<p>This course is specifically for public sector organisations. It focuses on helping public sector organisations leverage digital technologies to reinvent how they operate, improve the quality of their services and enhance efficiency and effectiveness.</p> <p>Participants will be exposed to digital tools and strategies that would help boost economic growth and enable governments improve their Government-to-Government (G2G), Government-to-Citizen (G2C) and Government-to-Business (G2B) services.</p>

# Digital Suite of courses



Digital Immersion	All executives	1 day	<p>This training immerses participants in the recent social and technology trends that are giving rise to digitisation. Participants are taken through the journey of digital disruption in different industries. The session also provides them with insight on digital technologies and how they are used to transform the way businesses operate.</p> <p>Delegates will build their understanding of the link between digital transformation and growth, profit, customer engagement and the brand of an organisation.</p>
Digital Deep Dive	All executives	2 days	<p>This course is a follow-up to the Digital Immersion course. This training will provide executives with a deeper understanding of what Digital is and the threats and opportunities enabled by it. Participants will question and expand their thinking by exploring scenarios that explain digital disruption and how businesses obtain competitive advantage through it.</p> <p>The course equips attendees with knowledge of digital ecosystems. Attendees also explore how these components interact with each other to provide innovative outcomes that meet the expectations of the rapidly evolving customer in the digital age.</p>



# IFRS Courses



International Financial Reporting Standards – IFRS, is not just about accounting – it is the business reporting language. Successful organisations must speak this language to stay ahead of competition. The complexities of day to day IFRS application, reporting, and the continuing changes to these standards require continuous upskilling, review and alignment of financial reporting and business processes.

PwC's IFRS Academy has been providing support to many of our clients in this area, helping to bridge any knowledge gaps and build vital skills. We have successfully delivered courses for various clients with delegate levels ranging from the Board to functional team staff.

Our offerings are different because they draw heavily on not just our global know-how, but also our extensive thought leadership and local expertise on the application of the IFRS. Our training methods are second to none and use materials that are relatable, to help break down complex accounting principles and drive home learning.

## ***Board / Executive level***

Executive IFRS training	Board Members, Directors, C-Suite Executives, Audit Committee Members	2 days	<p>This course introduces participants to the IFRS and provides delegates with insights into the implications of the different standards for business and financial reporting.</p> <p>The course blends in practical sessions to help attendees assess how prepared their organisations are, and what they need to do to get them to full and ongoing compliance.</p>
Executive IFRS overview training	Board Members, Directors, C-Suite Executives, Audit Committee Members	0.5days	<p>This half day course is designed to provide a very high level overview of the IFRS to Finance and Non-finance executives.</p> <p>This course is an Executive summary of the IFRS and will help participants understand what the IFRS is about and the general guiding principles therein.</p>

# IFRS Courses



Industry focused IFRS training	Board Members, Executive Management, Heads of Finance	1 days	<p>This course introduces participants to the IFRS with specific focus on industry. It exposes attendees to topical issues relating to IFRS and its adoption in the sector. Our industry courses cover the following sectors (and more):</p> <ul style="list-style-type: none"><li>• Financial services</li><li>• Energy, Utilities and Mining</li><li>• Manufacturing Industry</li><li>• Telecommunications</li><li>• Public sector</li></ul>
Introduction to new IFRS Standards	Board Members, Executive Management, Heads of Finance	1 day	<p>This course introduces delegates to recently released IFRS Standards and amendments. Our current offerings include:</p> <ul style="list-style-type: none"><li>• New financial instruments standard - IFRS 9</li><li>• New revenue standard - IFRS 15</li><li>• New leasing standard - IFRS 16</li><li>• Other narrow scope amendments and ongoing improvements.</li></ul>

## Middle Management

IFRS General Deep-Dive Session	Heads of Finance, Senior Finance Practitioners, Finance Team leads	3-4 days or Weekend only option	<p>This is a general course designed to help delegates gain an in-depth understanding of the IFRS.</p> <p>Attendees will learn about the core principles of IFRS and the implications of the Standards for financial reporting and management. They will also explore potential reporting and disclosure challenges and how to address them.</p>
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# IFRS Courses



<p>IFRS Deep-dive / Technical Focus session (Advanced)</p>	<p>Heads of Finance, Senior Finance Practitioners, Finance Team leads</p>	<p>1-2 days</p>	<p>This deep-dive course provides attendees with the opportunity to undertake detailed learning in respect of a specific Standard. Delegates will explore the specific Standard in detail, examining the implications for reporting as well as how to operationalise the standard in their activities.</p> <p>Our deep-dive options include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Financial Instruments presentation - IAS 32</li> <li>• Financial Instruments classification and measurement - IAS 39</li> <li>• Financial Instruments Disclosures - IFRS 7</li> <li>• Financial statements presentation - IAS 1</li> <li>• Preparing cash flow statements - IAS 7</li> <li>• Property Plant and Equipment - IAS 16</li> <li>• Business combinations - IFRS 3</li> <li>• Fair value measurements - IFRS 13</li> <li>• Leases - IAS 17</li> </ul> <p>There's a deep dive session for every standard.</p>
<p>Industry focused IFRS training</p>	<p>Heads of Finance, Senior Finance Practitioners, Finance Team leads</p>	<p>1-2 days</p>	<p>This course introduces participants to the IFRS with specific focus on industry related standards and issues.</p> <p>It exposes attendees to topical issues relating to IFRS and its adoption in the sector. It also seeks to help them understand how to adapt the Standards into the specific requirements and potential scenarios of their industry. Our courses cover the following industry sectors (amongst others):</p> <ul style="list-style-type: none"> <li>• Financial services</li> <li>• Energy, Utilities and Mining</li> <li>• Manufacturing Industry</li> <li>• Telecommunications</li> <li>• Public sector</li> </ul>
<p>IFRS Refresher Training: Focus on New Standards</p>	<p>Heads of Finance, Senior Finance Practitioners, Finance Team leads</p>	<p>1-2 days</p>	<p>This course builds on the General Deep-dive course. It introduces delegates to recently released IFRS Standards and amendments to existing standards helping to ensure that they remain up-to-date on the Standards and their implications for their organisations. Some of the standards covered include:</p> <ul style="list-style-type: none"> <li>• New financial instruments standard - IFRS 9</li> <li>• New revenue standard - IFRS 15</li> <li>• New leasing standard - IFRS 16</li> <li>• Other narrow scope amendments and ongoing improvements.</li> </ul>

# IFRS Courses



IFRS Financial Statements Preparation Training	Heads of Finance, Senior Finance Practitioners, Finance Team leads	0.5 days	<p>This course helps participants gain a hands-on perspective on how to prepare their financial statements in compliance with the relevant standards.</p>
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## Other Management and Other Staff levels

IFRS General Deep-Dive Session	Other Management, Finance officers, Internal audit officers.	3-4 days or Weekend only option	<p>This is a general course designed to help delegates gain an in-depth understanding of the IFRS.</p> <p>Attendees will learn about the core principles of IFRS and the implications of the Standards for financial reporting and management. They will also explore potential reporting and disclosure challenges and how to address them. Attendees have the option to choose to take a quiz at the end of the session.</p>
IFRS Deep-dive / Technical Focus session (Basic & Advanced)	Other Management, Finance officers, Internal audit officers.	1-2 days	<p>This deep-dive course provides attendees with the opportunity to undertake detailed learning in respect of a specific Standard. Delegates will explore the specific Standard in detail, examining the implications for reporting as well as how to operationalise the standard in their activities.</p> <p>Our deep-dive options include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Financial Instruments presentation - IAS 32</li> <li>• Financial Instruments classification and measurement - IAS 39</li> <li>• Financial Instruments Disclosures - IFRS 7</li> <li>• Financial statements presentation - IAS 1</li> <li>• Preparing cash flow statements - IAS 7</li> <li>• Property Plant and Equipment - IAS 16</li> <li>• Business combinations - IFRS 3</li> <li>• Fair value measurements - IFRS 13</li> <li>• Leases - IAS 17</li> </ul> <p>There's a deep dive session for every standard.</p>

# IFRS Courses



<p>Industry focused IFRS Deep- dive training for</p> <ul style="list-style-type: none"> <li>• Financial services</li> <li>• Energy, Utilities and Mining</li> <li>• Manufacturing Industry</li> <li>• Telecommunications</li> <li>• Public sector</li> </ul>	<p>Other Management, Finance officers, Internal audit officers.</p>	<p>2 days</p>	<p>This course introduces participants to the IFRS with specific focus on industry related standards and issues.</p> <p>It exposes attendees to topical issues relating to IFRS and its adoption in the sector. It also seeks to help them understand how to adapt the Standards into the specific requirements and potential scenarios and ample case studies for the industry.</p>
<p>IFRS Deep-dive Refresher Training: Focus on New Standards</p>	<p>Other Management, Finance officers, Internal audit officers.</p>	<p>2-3 days</p>	<p>This course builds on the General Deep-dive course. It introduces delegates to recently released IFRS Standards and amendments to existing standards helping to ensure that they remain up-to-date on the Standards and their implications for their organisations. Some of the standards covered include:</p> <ul style="list-style-type: none"> <li>• New financial instruments standard - IFRS 9</li> <li>• New revenue standard - IFRS 15</li> <li>• New leasing standard - IFRS 16</li> <li>• Other narrow scope amendments and ongoing improvements.</li> </ul>
<p>IFRS Financial Statements Preparation Training</p>	<p>Other Management, Finance officers, Internal audit officers.</p>	<p>2 days</p>	<p>This course helps participants gain a hands-on perspective on how to prepare their financial statements in compliance with the relevant standards.</p>



# About Us

For PwC, developing people and sharing knowledge are central to how we do business. We believe it is pivotal to the achievement of growth in our firm, our clients' businesses, industries and the broader economy.

The focus of PwC Advisory Academy is to:

- deliver value to our clients by helping them build the capabilities necessary for their people to drive business growth
- provide relevant and business-centred development offerings to our clients
- contribute to the advancement of the various professions covered by our advisory solutions in Nigeria, and across Africa
- help transform the communities we are embedded in by delivering highly skilled individuals able to deliver tangible results and add value

## **Why we are different**

PwC Advisory Academy is not a traditional learning institution. Our uniqueness is borne out of our deep

experience within our industry, our knowledge of the clients we serve, their businesses, the industries and national contexts in which they operate. As a result, we are subject matter experts in a variety of areas. The therefore focuses on delivering relevant learning and development solutions based on this knowledge, our global research and thought leadership.

## **Our faculty**

Our facilitators combine the best of multi-national, industry, consulting and research experience to deliver a world class learning experience for our delegates.

## **Our courses**

Our courses focus on a wide section of business areas across generalist and specialist disciplines. We have also structured them to support the unique development needs of our learners wherever they are on their career journey.

We offer public courses on selected topics as well as a wide range of bespoke training solutions. We are also, able to develop solutions in response to specific requests on a much broader range of topics





# Global Network of Firms



**Advisory  
Services**



**Assurance  
Services**



**Tax  
Services**

# Testimonials

“Key element of corporate governance - the importance of information in respect to type, quality, relevance, who and how; the Johari window and the risk management principles (ORCA, COSO), were very useful.”

- **Chief Financial Officer**  
Technology Company

“The coaching models have given me new insights.”

- **Head Treasury and Investment Banking**  
Oil & Gas Company

“Anticipating the job of my organisation and determining how to respond to it. Not to ignore or take for granted anyone within the organisation; everyone needs to be engaged in a team. Succession planning is key and should begin from the day a staff joins an organisation.”

- **Director of Finance**  
Regional Education Council

“My best parts about the training were the clarity of the presentation and the manner in which the facilitator answered the questions - Impressive!”

- **Head Information Security**  
Financial Institution

“The use of different module techniques was very useful.”

- **Station Manager**  
Oil & Gas Company

“The sessions were highly stimulating and rewarding. The facilitator inspired us to think out of the box. The activities made the points to register clearly in our minds.”

- **Acting Director**  
A Regional Education Council

“The sessions were interactive.”

- **Manager Technology and Infrastructure**  
Financial Institution

# Contacts



## ***Uyi Akpata***

Country and Regional Senior Partner,  
Nigeria and West Africa  
Tel: 234 1 271 1700  
M: 234 802 290 1194  
Email: uyi.n.akpata@ng.pwc.com



## ***Pedro Omontuemhen***

Partner, PwC Business School  
Tel: 234 1 271 1700  
M: 234 802 291 3264  
Email: pedro.omontuemhen@ng.pwc.com



## ***Dr Bert Odiaka***

Partner, Nigeria Advisory Leader  
Tel: 234 9 291 9302  
M: 234 803 471 8674  
Email: bert.i.odiaka@ng.pwc.com



## ***Cyril Azobu***

Partner, Consulting Leader  
Tel: 234 1 271 1700  
M: 234 805 802 1565  
Email: cyril.azobu@ng.pwc.com



## ***Ian Aruofor***

Partner, Deals Leader  
Tel: 234 1 271 1700  
M: 234 805 609 9667  
Email: ian.aruofor@ng.pwc.com



## ***Mary Iwelumo***

Partner, Strategy Leader  
Tel: 234 1 271 1700  
M: 234 803 301 3035  
Email: mary.iwelumo@ng.pwc.com

# Contacts



## ***Ibironke Tolu-Ogunpolu***

People and Organisation (Advisory) Leader  
Tel: 234 1 271 1700  
M: 234 704 620 4767  
Email: ibironke.tolu-ogunpolu@ng.pwc.com



## ***Moyosore Ola-Oludiya***

PwC Business School  
Tel: 234 1 271 1700  
M: 234 813 859 7751  
Email: moyosore.ola-oludiya@ng.pwc.com



## ***Olabisi Adeshina***

PwC Business School  
Advisory Academy  
Tel: 234 1 271 1700  
M: 234 815 299 8686  
Email: olabisi.adeshina@ng.pwc.com

***Creating value  
that matters***

## **PwC Offices in Nigeria**

### **Head Office**

5B Water Corporation Road  
Victoria Island  
P. O. Box 2419  
Lagos  
T: +234 1 271 1700  
F: +234 1 270 3108

### **PwC Business School**

17 Yesufu Abiodun Street  
Oniru  
Lagos  
T: +234 1 271 1700  
F: +234 1 270 3108

### **Abuja**

Plot 1129 Zakariya Maimalari Street  
Central Business District  
Abuja  
T: +234 9 291 9302-4  
F: +234 94 613 747

### **Port Harcourt**

35 Woji Street  
GRA Phase II  
Port Harcourt  
Rivers  
T: +234 84 571 513  
F: +234 84 237 959

Email: [enquiry@ng.pwc.com](mailto:enquiry@ng.pwc.com)

Website: [www.pwc.com/ng](http://www.pwc.com/ng)

Social media: [www.twitter.com/PwC\\_Nigeria](http://www.twitter.com/PwC_Nigeria),  
[www.linkedin.com/company/pwc\\_nigeria](http://www.linkedin.com/company/pwc_nigeria)

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 157 countries with more than 208,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more by visiting us at [www.pwc.com/ng](http://www.pwc.com/ng)



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