

TRAINING CATALOGUE

*...enhancing your bottom-line through effective
knowledge and skill transfer*





Credo Consults Ltd /
305B, Hillside Plaza, Yakubu Gowon Way,
Asokoro, Abuja,
Nigeria
+23480336364444
info@credoconsultsng.com



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THE COMPANY

Credo Consults is a premier provider of training and professional development solutions serving the public and private sectors. Over the years, we've collaborated with federal government agencies; state, and local government offices; non-profit organizations; universities; and corporations, helping hundreds of professionals unleash their potential.

Our experienced, knowledgeable instructors and facilitators educate clients on various critical topics, our course development designers utilize industry-leading adult learning principles and focus on providing timely, relevant knowledge and practical, applicable skills in all of our courses.

Whether you require one training course, a custom certificate program to strengthen your team's competencies, or need expert consulting to solve your organization's professional development issues, we can deliver a solution to suit your organization's unique needs. Any of our 200+ courses can be tailored or completely customized, combined with consulting services, or used in conjunction with on-going coaching and hands-on workshops.

At Credo Consults, we are committed to empowering professionals to advance their careers and enabling organizations to achieve their missions with our high-impact training courses, professional development solutions and customized consulting services.

OUR CORE VALUES



Quality



Precision



Precision



Professionalism



Effectiveness

CAPACITY DEVELOPMENT PROGRAMMES

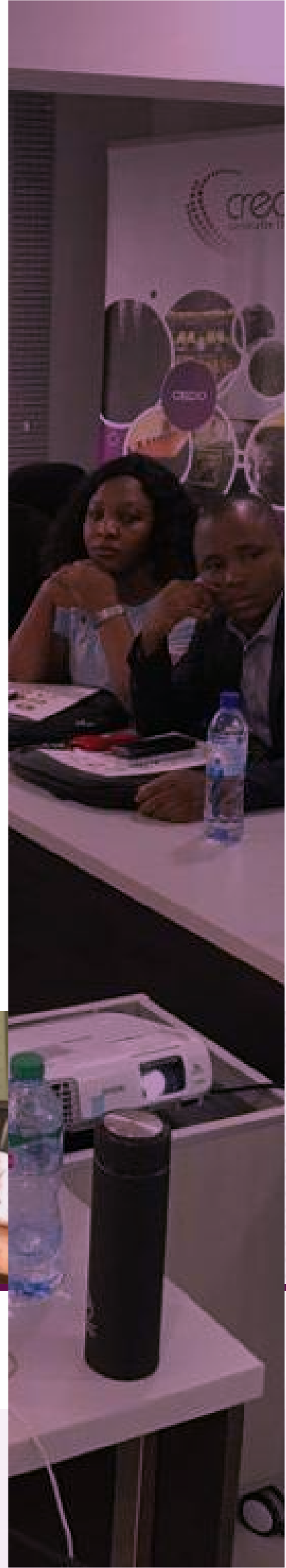
Our capacity development programs are delivered through a variety of workshops and training sessions at venues convenient for our clients. Courses are designed based on current practices.

AFFILIATIONS

In a bid to offer the very best to our clients, we are affiliated to some of the best institutions and organizations in the relevant industries notably;

- Star Sapphire Training Academy
- Strategy Dynamics Ltd
- Appzone Group

At credo consults, we are committed to delivery of well developed training programmes aimed at improving core/hard skills and training on soft skills such as communication and business etiquette



PREVIOUS PROGRAMMES EXECUTED

S/N	CLIENTS	THEME	VENUE
1	CBN/MINISTRY OF FINANCE/ NIG CUSTOMS/NAFDAC/ SON/MINISTRY OF TRADE & INVESTMENTS/BUDGET OFFICE (UNDER THE COMPREHENSIVE IMPORT SUPERVISION SCHEME)	Offshore Educational Tour and Workshop- Technology and Regulations in Import Value chain	Rotterdam, Netherlands
2	CBN/MINISTRY OF FINANCE (UNDER THE COMPREHENSIVE IMPORT SUPERVISION SCHEME)	Offshore Educational Tour and Workshop- Technology as Tool in Import Value chain	Kuala- Lumpur, Malaysia
3	DIRECTORS UNDER THE COMPREHENSIVE IMPORT SUPERVISION SCHEME (CISS)	New Frontiers in International Trade Facilitation	Guangzhou & Shanghai, China
4	FEDERAL MINISTRY OF FINANCE	Management of Trade Data, using Microsoft Excel	Abuja
5	CENTRAL BANK OF NIGERIA (CBN)-UNDER THE NIGERIA EXPORT SUPERVISION SCHEME)	Export Proceeds Repatriation and its Impact on National Reserves	Kano
6	CALABAR FREE TRADE ZONE	Managing import & export operation (A conceptual approach)	Calabar
7	NIGERIA EXPORT PROCESSING ZONES AUTHORITY, (NEPZA) ABUJA	Driving performance and service delivery through the adaptation of organizational culture.	Abuja
8	CBN	Compliant Export Documentation: The Imperative for Effective Export Proceeds Monitoring	Kano

S/N	CLIENTS	THEME	VENUE
9	CBN	Fundamentals of International Trade In Relation to Import Trade	Kaduna
10	NIGERIA EXPORT IMPORT BANK (NEXIM) BANK	Business writing skills development training	Abuja
11	NEPZA	Strategic Management in Free Trade Zones Operations	Lagos
12	THE INFRASTRUCTURE BANK	Service Orientation for outsourced staff	Abuja
13	FOREIGN EXCHANGE DERIVATIVES	Central Bank of Nigeria	Lagos
14	SA MEWS APARTMENTS AND GUESTHOUSES	Customer Service Workshop	Abuja





OUR CLIENTS

Some of Our Clients Include;

Public Sector

- The Presidential Amnesty Programme
- The Central Bank of Nigeria
- Nigeria Export Import Bank (NEXIM Bank)
- Nigeria Export Processing Zones Authority
- Federal Ministry of Finance
- Calabar Free Trade Zone

Private Sector

- The Infrastructure Bank
- Stone Mill Ltd
- Orewox Ltd
- Adios Global Concept Ltd
- Petroleum Assets Development Ltd
- Rovin Energy
- Diamond Development Company Ltd
- Next Cash 'N' Carry Online

Government Committees

- Nigeria Export Supervision Scheme (NESS) – Consisting of representatives from Federal Ministry of Finance, NAFDAC, NNPC, SON, Nigeria Customs Service
- Comprehensive Import Supervision Scheme (CISS)– Consisting of representatives from Ministry of Trade and Investments, Nigeria Shippers Council, NAFDAC, NNPC, SON, Nigeria Customs Service

GLOBAL AFFILIATIONS

We have a host of local and international network of partners with whom we leverage their regional, geographical and sector expertise to satisfy our clients on both local and international projects

- Mapics Consultancy SdnBhd- ASIA
- Kovenant Resources- NORTH AMERICA
- Petroleum Assets Development Ltd -EUROPE



INTRODUCTION

Since our founding, Credo Consults has always considered part of its mission to share its business and management expertise, knowledge of best practices, and industry experience through quality training.

We deliver open, in-house and bespoke customer care, human resources, management, marketing, professional development and sales training for all types of organizations. We aim to understand our clients and build long-term relationships with them so that we can provide tailored training and development solutions to meet their specific needs.

Credo Consults helps you get the most out of your investment. Our classes are developed by experts in the field. They are designed to accelerate productivity and facilitate adoption of new ideas and solutions quickly and efficiently.

Technology changes quickly. Keeping your workforce up to date on development in methodologies and tools through training, results in faster development cycles and more capable products – keeping you ahead of the competition.

We invite you to browse through our Training Brochure and explore the many options offered to find the perfect match for your training needs.

We look forward to welcoming you to our growing list of satisfied clients.



BACKGROUND

The training brochure lays out all the courses that we have to offer within the calendar year and includes a breakdown of the contents of each individual topic. The brochure outlines :

- The course title and content
- The relevant participant background (requisite higher education qualifications that will enhance the programme experience)
- The learning outcomes, which include the expectations that the facilitators of the course have concerning the participants
- Past experiences, including what participants had to say about the course

When you have chosen the relevant course, including timing and venue suitable for you, we will provide you with personalized participant packs that will include course material, and programme accessories) Training with Credo Consults provides a personalized and professional experience with facilitators that have decades of international experience in training. We guarantee that you will learn, think and enjoy. Every training session makes use of real-life examples and scenarios with the use of interactive group practice sessions which have been provided to enhance the ability to recall information learned during sessions.

We are able to tailor our programs to your organizational needs by providing in-plant trainings within your premises to minimize the disruption to your operational process. We understand that staff training is essential but being able to remove the members of staff from their daily routine for sustained periods can be difficult, hence bringing the training programme to your doorstep is both beneficial to you, the organizational managers and to your staff team



ACCOUNTING AND FINANCE



Introduction to Accounting

Not everyone in finance teams are qualified accountants. Many find themselves working within the finance function without any formal training and would benefit from understanding some of the basics of accounting. This course provides just that, a basic overview of accounting terminology and technical basics to better inform those working in and around finance. Understanding the language and tools of accounting is one of life's essential skills in building personal confidence and a successful career. This course will be demystifying finance and help you better understand the key accounting processes within your organization and provide a comprehensive introduction to accounting and the preparation of accounts. No background knowledge of finance or business is assumed.

- Basics of accounting, double entry, what financial statements are, where the rules come from
- High level overview of P&L, cash flow and balance sheet
- Key financial metrics
- Expense vs. capitalizing
- Cash flow vs. P&L
- Financial statements - performance
- Financial statements - position
- Introducing book-keeping
- Understanding accounting systems
- Accounting adjustments
- Introducing VAT



External Audit: Becoming a Supervisor

The shift to audit supervisor brings with a step change in terms of role and responsibilities. This course covers the key technical and leadership skills required of the new audit team leader, allowing them to quickly adapt to their new role, and deliver efficient and effective audits.

- Planning and managing the project
- Assessing risk
- Devising a testing strategy
- Reviewing
- Coaching the audit team
- Completion activities
- Assurance, risk & regulatory



External Audit: The Fundamentals

This course provides new auditors with a structured and rigorous approach to conducting an external audit. Using a mixture of instruction, case study and practical application it is the perfect programme for somebody new to the world of external audit, helping them get up to speed and out to clients.

- Different stages of the external audit
- Planning for audit risk
- Understanding the financial statement assertions
- Understanding the auditee's systems
- Testing controls
- Gathering audit evidence
- Completing audit work





Internal Audit: The Fundamentals

This course provides newcomers with a rigorous and structured approach to carrying out an internal audit. Covering the entire process from scoping to reporting, using practical examples and activities, to give a step by step guide to carrying out an audit. It will help auditors get up to speed and onto real audits.

Planning the audit and understanding the scope

- Developing the audit programme
- Identifying risks and controls
- Testing and assessing controls
- Reporting audit findings
- Fraud



Internal Audit: Further Aspects

Internal audit is about more than just audit testing. This course helps internal auditors develop their skills in both technical and interpersonal areas, to deliver audits that are efficient and deliver real value to the business. The course will look at the judgments required for planning and reporting audits, and the challenges of managing your audit clients, teams and other stakeholders, using practical examples and exercises.

- Managing audits and stakeholders
- Identifying audit scope
- Developing audit test strategy (including IT risks and controls)
- Reviewing workpapers
- Coaching the team
- Writing audit reports



Introduction to Corporate Insolvency

Corporate insolvency involves complex and sometime scary issues. If you come across insolvencies in your role, this course will give you an invaluable introduction to formal insolvency, helping you to understand the legal language and the key numerical analysis used, through practical examples and real case studies.

- Key features of types of secured lending
- Comparison of administration and receivership
- Liquidation procedures and powers of the liquidator
- Risks and implications for directors of insolvent companies
- Assurance, risk & regulatory

IT Audit for Non-IT Auditors

Information Technology (IT) is pervasive to most businesses but IT risks and controls are often not fully considered, especially where IT audit resource is scarce. This short course is designed to support non-IT auditors identifying and assessing IT control weaknesses.



- What is IT?
- Identifying IT risks
- Identifying IT controls
- Introducing COBIT
- Simple and practical tests of IT controls
- Evaluating and reporting control deficiencies

Money Laundering

This course will provide you with an understanding of the legal and professional background to money laundering regulations in the Nigeria and beyond – including individuals' anti-money laundering responsibilities as a member of the general public.



Topics covered

- Legislation in Nigeria
- Guidance on the application of this legislation issued by Nigerian professional and other bodies
- Identifying instances of money laundering and the resulting internal and external reporting processes
- The key elements of an effective anti-money laundering system within an organization

Roles and Responsibilities of the Director

Directors, by virtue of their function, carry a heavy burden of duties, obligations and responsibilities in the management of their companies. In addition, the ever increasing influence of law and regulation in that process, some of it pointed directly at them, makes it essential that they equip themselves as fully as possible with a clear knowledge of how this affects them and their companies.



Topics covered

- External management responsibilities/ the company and its shareholders
- Directors' internal management responsibilities/ the company and its employees
- Directors and the law, including an update on changes to company law
- Assurance, risk & regulatory



The Role of the Company Secretary

This course will give you a thorough grasp of how to discharge a company secretary's wide ranging duties and responsibilities. It is vital for the newcomer, and a valuable refresher for the experienced, to help them avoid penalties for non-compliance with statutory procedures and filing requirements, improve the quality and accuracy of your advice to directors and effectively manage board meetings.



Topics covered

- Legislation in Nigeria
- Company formation and other start-up considerations
- The company and its shareholders
- Companies House issues
- The directors
- The Secretary and the Board
- The Secretary and employment issues
- External relationships of the company



Understanding Corporate Governance

There has been an increasing interest in corporate governance and fraud during the current economic crisis, compounded by recent high profile fraud cases. Research has shown that companies and groups with better corporate governance provide increased returns on investments. This course provides an up-to-the-minute guide on the corporate governance codes and regulations in the United Kingdom and an appreciation of the processes used to achieve effective governance and to reduce fraud risk.



Topics covered

- Legislation in Nigeria
- Corporate governance principles
- Risk management
- COSO framework
- Reporting requirements

An Introduction to Alternative Investment

There is no doubt that alternative investments are becoming an increasingly important aspect of the investable assets landscape. Asset and portfolio managers have become aware of the fact that these alternative investments can offer attractive returns without significantly adding to the risk of their portfolio, in fact due to their correlation with conventional asset classes it can be demonstrated that they could reduce the overall risk of the portfolio.



Topics covered

- Legislation in Nigeria
- Exchange Traded Funds
- Property – real estate
- Venture Capital
- Hedge Funds
- Private Equity Market
- Distressed debt investing
- Investing in commodity futures and commodity futures in a portfolio context

Financial awareness Accounting for Small Entities

Many financial reporting courses do not address the specific needs of small entities. This course is focused on the area's most relevant to those small entities. Accounting for tax is an area which has regularly caused difficulties, both in calculations and disclosures, and is sometimes considered an afterthought. This can result in the wasting of substantial amounts of time, and potentially errors in the financial statements. This course gives a practical approach to the accounting for taxation (both current and deferred) which will save time and minimize errors and problems. This course will explore the main accounting concepts behind the primary financial statements produced by companies. It will look specifically at company annual reports and discuss how accounting standards are applied, discuss the importance of accounting policies and examine their impact on financial statements. It will then consider key techniques employed in the analysis of financial statements.



Topics covered

- The main elements of financial statements, their meaning, and the concepts that lie behind them
- Impact of different accounting policies – including revenue recognition
- Key techniques for analyzing financial statements



Bookkeeping

This course will cover bookkeeping from start to finish. At the end of the course you will be able to prepare a set of accounts from source data, prepare yearend adjustments and perform standard quality control techniques to confirm that the financial statements that have been prepared are error free.

- Interaction of financial statements
- Dual effect and bookkeeping
- Ledgers and key account reconciliations
- Preparation of financial statements from the underlying transactions
- "T" accounting principles, year-end adjustments and VAT



Beyond Budgeting

Frustrated by the traditional budget? Used by most companies it is increasingly being seen as a cause of dysfunctional behaviour and poor decisions. The Beyond Budgeting movement offers an alternative model intended to avoid dysfunctional behaviour and promote dynamic, empowered decision making. This is a thoughtprovoking course, designed to challenge orthodox beliefs and promote a more considered use of budgets, targets and forecasts.

- The changing role of finance
- Pros and cons of the traditional budgeting model
- An alternative model, based on the Beyond Budgeting model
- The latest developments in Beyond Budgeting



An Introduction to the Global Capital Markets

This course introduces the broad structure of the global financial markets and the roles played by key industry participants. It highlights the features of, and motivations behind, equity, debt and derivative investments, and the characteristics of the market places where they are traded; an invaluable course for delegates seeking to piece together a 'bigger picture' of the wholesale financial market place. The theoretical elements of the course will be brought to life by references to recent events and changes in the markets and guidance on decoding the financial press.

- Guide to the global financial markets
- Shares - types and features
- Investor ratios
- Bond - types and features
- Bond prices vs. yields
- Features of futures and options
- Derivative uses
- The trade process
- Sources of information e.g. FT

Capital Markets: Current Macroeconomic Issues

This course will examine the causes of the crisis, the techniques and policies used to try and deal with it, the current position of the Nigerian economy and then examine the outlook for the short and medium term.

- Analysis of the Nigerian macroeconomic recent data
- The components of aggregate demand and relationship with GDP
- Fiscal and Monetary policy
- The operation of monetary policy during the crisis and its limitations
- The emergence of quantitative easing
- The impact on fiscal policy and the impact on the real economy



Macroeconomics for the Markets: Theory and Application

The aim of this course is to ensure that you understand the key ideas behind economics in a practical and usable way, both theory and application. It will provide a good solid framework to allow individuals to better understand economic news and to be able to understand the current macroeconomic situation.

- Microeconomics; how markets work demand and supply
- Demand and factors affecting demand
- Supply and factors affecting supply
- Equilibrium ~ determination of the market price and output
- Examples - The London housing market & Exchange Rates
- Measuring Gross Domestic Product (GDP)
- The business cycle
- The link between the business cycle GDP and financial markets



Equities (Features and Markets)

This course outlines the basic features of equities, the benefits and potential risks of investing in them and the investors' ratios used to compare equity investments. The various issue methods for shares, how they are brought to market and the features and characteristics of the markets where they are traded are then explained. The course also gives an overview of regulatory and legal aspects relating to the equity markets.

- The role of the stock markets - primary and secondary
- Equity issues - IPOs, Placings, Rights and Bonus issues
- Trading equities - Market roles, trading systems and styles
- Equity performance - financial statements/ratios
- Equity settlement process
- Investing in shares
- Equity regulation





Fixed Income: Features and Markets

This course outlines the basic features of bonds, the benefits and potential risks of investing in them and the basic yield calculations used to quantify bond returns. The course explains how bonds are issued and how they are traded in the secondary market. The course also covers the basic ideas underpinning bond pricing and measuring bond risk.

- Debt instruments: characteristics
- Bond offerings
- Bond markets
- Basics of bond pricing: discounting
- Flat yield and yield to maturity
- Yield curves and the price/yield relationship
- Duration and modified duration
- Credit ratings and credit analysis



Financial Mathematics

People coming to the financial services industry for the first time will benefit from this course. It forms the basis of determining how financial products are priced. Good numeracy skills are critical in today's markets and this course will help attendees to establishing a strong knowledge base in this area. This course explains the fundamental principles of DCF and demonstrates how these simple principles have been developed into a hugely powerful set of tools for the estimation of value and yields. The course will cover the use of financial calculators and will also demonstrate the range of financial math's functions that are built in to Excel.

- Simple and compound interest
- Compounding and discounting single sums
- Present values, future values and discount factors
- Ways of quoting interest rates/yields
- Dealing with annuities and perpetuities
- Net present value and internal rate of return
- Bond pricing and yields
- Overview of equity valuation via DCF
- Overview of property valuation via DCF
- Applications of DCF in financial statements analysis

The Life Cycle of a Trade



This course outlines the trading, settlement and operations processes used in investment banks. It links the divisions and departments involved in a trade process and provides an understanding of the key steps that combine to create the life cycle of a trade.

- Roles: analyst, sale/sales trader: obtaining and executing the order
- Soft commission - regulatory perspective
- Executing the trade
- Trade and transaction reporting
- Settlement
- Derivatives settlement
- Custody services
- Financial management & decision making

Foreign Exchange



This course will be useful to anybody involved with foreign currency and foreign currency markets. It is principally for new joiners or people working in support roles that need to have an understanding of how currency markets operate. It will also benefit joiners to asset management operations where assets are held in non-domestic currencies. Corporate Treasurers and Corporate Finance Executives dealing with cross border transactions would also find this course useful.

- How is Foreign Exchange quoted?
- Market participants and influences on the exchange rate
- Triangular arbitrage between spot rates
- Forward Rates
- Interest rate parity
- Purchasing power parity and international Fisher
- Foreign Exchange Options
- Swaps

In a challenging climate having the right kind of internal controls can drive forward business performance. Too little and you expose yourself to risks you do not want to take, too much and you can stifle decision making. This introduction to internal control will explain what a control framework is and how it helps the business, and use practical examples to help you under what good control is all about

Every day we interact with other companies, whether as customers, suppliers or partners. The decisions we take are influenced by our expectations of their financial health. So understanding that financial health is critical for making the right decisions.

This course will help you recognize the signs of a company under financial stress.

- How does internal control help the business?
- Internal control frameworks
- Understanding risk, process and controls
- Evaluating controls
- Reporting on controls
- Key elements of financial statements
- External and internal issues
- Impact of different accounting policies – including revenue recognition
- Key techniques for analyzing financial statements



Balanced Scorecard and Performance Prism

Most companies can pull together a strategy but many fail to deliver. This course covers the fundamentals of the balanced scorecard and performance prism tool and encourages participants to use them in a practical way to plan and measure the execution of strategy, and so increase the likelihood of aspiration becoming reality.

- Introduction to the balanced scorecard
- Establishing the cause-effect relationships
- Designing the measures
- Implementation issues
- Using the scorecard to manage strategy
- The performance prism



Commercial Awareness

Ever increasing needs and demands in business require us to be commercially aware of the impacts around us, but what does commercial awareness mean to you? This course will help you to consider the external and internal commercial factors that you need to understand and be able to balance within your role. It will help you to identify where you are making a contribution to your organization's value and where you may be reducing it.

- Business drivers for your business and how it creates value
- What does your organization do and who is the customer?
- Your role and the commercial factors you utilise
- The dependencies within your organization
- External impacts on your organization and you

Commercial Skills For Business Partnering

The role of finance is changing, with the finance team needing to work ever more closely with other areas of the business. The ability to partner with the business is consistently one of the top skills CFOs look for in their teams, but it is not something covered in the exams. This course will give you the personal skills to be able to work more effectively with others in your business, both within and outside of the finance team.



- Thinking creatively to identify opportunities and solutions
- Understanding behavioral styles and their consequences
- Knowing how to influence and negotiate
- Giving effective presentations
- Effectively presenting financial information
- Working successfully in teams

Delivering Value For Money

With all areas of the public sector facing a period of intense budgetary scrutiny and pressure, the need to achieve more with less is greater than ever. This course intends to tackle these challenges and achieve long-term sustainable improvements.



- Current financial landscape
- Value for money
- Strategic options for increasing VFM
- Strategic cost management
- Informed decision making
- Successfully implementing strategy

Effectively Presenting Financial Information

In business we are constantly being bombarded with financial information. How do you make your information stand out and communicate your key messages? We will look at how to identify what information to communicate and how to effectively present it, to draw out key messages in a user friendly format.



- Identifying our audience and stakeholders
- Adapting to different audiences
- Structuring your documents
- Formatting your documents
- Using visuals
- Common mistakes made and how to avoid them



Investment Appraisal

Long term shareholder value is determined by the projects we choose. Especially in times when funds available for investment are limited making the right decision about where to invest is critical. This course will address how to make the right decisions, how to deal with risk and uncertainty and how to communicate an investment case for maximum impact.

- Calculating and analyzing the cost of capital
- Dealing with risk: scenario and sensitivity analysis
- Real options
- Preparing a structured and effective business case



Financial Management & Decision Making Mergers and Acquisitions

70% of mergers and acquisitions fail. Yet it remains a popular instrument in the toolbox of senior management generating ever increasing column inches in the financial press. Making extensive use of real examples, this course provides an insight into the reasons behind such transactions and which ones work best and an overview as to the key valuation techniques and risks.

- Rationale
- Valuation methods
- Key risks and the due diligence process



Shareholder Value Analysis

Creating shareholder value is a fundamental requirement of all companies. The key challenge faced by most companies, however, in understanding what this really means for their business and being able to deliver shareholder value in practice. This course will give participants an understanding and overview of shareholder value analysis, including how value is created, measured and managed.

- Definition of economic value
- Calculation of the value of businesses using shareholder value analysis (SVA)
- The key drivers of value
- Calculation of businesses value performance using a variety of value metrics
- Best and worst practice approaches to managing a business to create shareholder value

Using key Performance Indicators for Business Improvement

What should we measure? Where should we focus? Organizations today rely on key performance indicators to make the right decisions at the right time. Choosing which indicators to use is a critical part of implementing a chosen strategy. This course highlights the difference between performance indicators and key performance indicators and outlines how targets should be set.



- Performance indicators - why and how they are used
- Using a performance management framework to improve performance
- Selecting the right performance indicators
- Establishing targets

Working Capital Management

In the current economic climate sound working capital management has become fashionable again! It allows cash to be released when finance is scarce, is a source of shareholder value and minimizes some of the working capital risks that accompany recession – bad debts, obsolete inventories and vulnerable supply chains. This course will help you understand working capital.



- The importance of strong working capital management and shareholder value
- Latest working capital trends
- Key foreign exchange risks and hedging techniques
- Creating the right culture
- Management techniques over stock, debtors, creditors
- Financing working capital

Financial Awareness: Assessing the Financial Health of a Business

This course is suitable for anybody who reviews published accounts but more often ends up feeling a little confused. After the course you should feel confident to look at any set of accounts and be able to identify the golden nuggets of information that are contained within the masses of data and information.



- Calculation of key ratios
- Evaluation of the governance of the company
- Evaluation of the business environment the company operates in
- Evaluation of the key headline figures in the financial statements
- Prediction of expected ratios for an industry



Finance for Non-Financial Managers & Non-Financial People

You are an effective manager, skilled in your own area of expertise. Only two things stop you from becoming an all-round high performer – a sure grasp of how finance works and the confidence to use that knowledge to make better business decisions. This programme is designed specifically for you. It demystifies finance and it explains simply and clearly what the key financial statements mean, how they work and relate to each other and how your actions as a manager affect them and your business. You are not a “finance” person but every day of your working life you come across financial jargon and financial information. Having a better understanding of finance will help you ask the right questions and make better decisions for the business, and give you confidence in your dealing with finance people.

- Getting to grips with financial statements
- Cash flow and cash management
- What the figures reveal – understanding and interpreting accounts
- Tips and techniques for planning and budgets
- Management accounting – different types of costs and their uses in decisionmaking
- Getting to grips with financial statements
- Cash flow and cash management
- What the figures reveal – understanding and interpreting accounts
- Tips and techniques for planning and budgets



Budgeting for the Non-Financial Manager

It is more important than ever for individuals and organizations to be able to effectively manage their financial position to deliver results. Too often there are barriers to prevent people being properly able to engage in the budgeting process, or people may be given financial responsibility without a “toolkit” that could give them the confidence and skills they need to take advantage of the opportunities proper engagement can offer. This interactive course will combine an explanation of the “theory” of budgeting with exercises and case studies that will demonstrate the practical implications in a memorable way.

- The budget setting process and how budget setting should interact with the business planning process
- The key steps in constructing a budget, in particular the role of budget profiling
- Cost behavior and the identification of suitable budget profiles
- Interpretation of financial information in order to effectively monitor a budget
- Financial decision making
- Forecasting and key considerations for forecasting

An Introduction to Budgeting, Monitoring and Forecasting



Whether you are a newly appointed budget manager yourself, or involved in providing support for budget holders this practical workshop will explore the key skills of budget management. We will examine the “language” of budgeting, demystifying the jargon and exploring best practice for preparing and managing your budget. By explaining the concepts behind the numbers we will help make sense of the budget reports you see; make sense of the requests you may receive from your colleagues in finance; and ultimately help to support better informed decisions and forecasts.

- The budget setting process and interaction with the business planning process
- The key steps in constructing a budget
- Budget profiling
- Cost behavior
- Interpretation of financial information
- Financial decision making
- Forecasting

Corporate Finance for Managers



What are the financial levers that drive an organization? This course provides participants with the financial context they need to make decisions that truly address increasing shareholder value. It unwinds the complexities of what shareholders want, how investment decisions should be made and where finance comes from in a practical and applied manner.

- Shareholder value
- Investment appraisal
- Finance decisions
- Financial risk
- Mergers and acquisitions
- Self-motivation and pro-activity
- Building positive relationships
- Reviewing your time management style
- Generating new ideas
- The predictable process of change
- Recognizing stress
- Making positive plans – where are you now and where do you want to be?



Negotiation Skills

We are all under pressure to achieve more with less. Managing change and working with colleagues is more and more about persuading and influencing than demanding and ordering. This course describes a range of successful negotiating skills and explains how you can use them to achieve your key objectives and be more successful in your day-to-day dealings with colleagues, customers, suppliers, and staff and in managing your boss.

- Behaviors of effective negotiators
- Planning your negotiation
- Techniques for persuasion
- Different negotiation styles



Improving Personal Effectiveness: Persuasion and Influencing Skills/Presenting with Purpose

This workshop will show you the principles of persuasion and influence; how to create empathy with work colleagues, how to reduce conflict, how to persuade people to your point of view and improve all your working relationships. A thought provoking workshop that will help you understand how persuasion and influence works. Increasingly, finance departments are measured by their ability to deliver the message as much as by the message itself. Presentations are one medium used and if done properly, a very powerful one. This course will guide you through all the stages in preparing a presentation to ensure you can make a real impact when delivering your message.

- Communication and the persuasion 'process'
- Understanding the other person
- Building rapport
- The work of Robert Cialdini
- Planning the presentation – understand the audience and their needs
- Building a clear, structured presentation – beginning, middle and end
- Strong delivery – body and voice

Situational Leadership/ Successful Project Management

This course will provide you with the skills to lead effectively by: improving personal performance, contributing to teamwork, motivating and developing individuals. This course has been developed to meet the needs of those who are managing tasks, assignments or even parts of formal projects who need to meet challenging targets under time and resource constraints. It will help you to make your projects more successful through using a systematic, structured approach to your project work.

- Situational leadership; leadership vs. management
- Some of the approaches that leaders and managers can use
- How personal preference influences our, and others behavior
- Motivating factors
- The foundations for success
- Agreeing goals and defining the tasks
- Developing plans
- Implementing the project



Successfully Managing Small Projects

Project management techniques can be of great benefit when applied to smaller projects although this will vary from company to company and industry to industry. While the principles remain the same as with large projects, the tools and techniques must be adapted to match the scale of the task in hand. This course will provide you with an intensive introduction to the concepts, methods and techniques that help projects succeed.

- Project management and the smaller project
- Project execution – planning/ controlling
- Managing a multi-project portfolio
- Leading multi-project teams
- Getting the best from external resources



Writing Winning Proposals

This course covers the whole process of proposal development, from analysis of the customer RFP (request for proposal) through bid strategy, preparation, structure, content and follow-up presentations. The sessions explore and explain the most frequently made mistakes (and, importantly how to overcome them!) when preparing proposals and explore and explain the principles behind high-impact proposals.

- Bidding strategies and why you need them
- Identifying the features of superior proposals
- Focusing on the customer needs
- Powerful executive summaries
- Writing styles and document appearance. The 11 critical elements of all successful proposals
- The presentation and post-proposal stage





Managing People & Teams: Building Effective Teams

The importance of teamwork to an organization's success is incalculable. Teams are fundamental to an organization functioning and flourishing. Yet, frequently, groups of people can be seen to be achieving less than could have been accomplished by the individual members working alone. This course will explore many techniques to ensure that your teams are successful.

- Establishing ground rules and devising a "mission" for the team
- Analysis and understanding of team roles
- Use of psychometric tests to review individual styles and behavior
- Collecting and sharing feedback from team members
- Stages of team development
- Developing strategies for understanding and managing conflict
- Analyzing and improving relationships with other teams



Coaching

This course will identify key issues, approaches and skills for the role of the coach and the relevance of coaching as a leadership strategy. It will guide you to a better understanding of how coaching can significantly improve performance and help build more rewarding relationships in the workplace through an understanding of coaching strategies techniques and how to use them day to day.

- The nature of coaching - what it is and is not
- The skills of coaching
- Coaching strategies and techniques
- Employing coaching as a 'leadership skill'



Coaching and Mentoring Skills

This is a full day of experiential learning covering the tools and techniques of coaching and mentoring. You will have several opportunities to use these skills with a view to using coaching as a development tool throughout their working lives.

- What are coaching and mentoring
- The skills of coaching and mentoring
- Strategies and techniques including feedback and the Johari Window
- Objective setting

Effective Talent Management

This course will help you develop a clear understanding of what an integrated talent management strategy looks like, or as we call it, a 'Talent Valued Culture'. It provides participants with knowledge and tools required to create and manage a successful talent management strategy including identifying and dealing with potential obstacles, to ensure your business keeps and develops the talent it needs to succeed in the current climate.



- Defining talent management
- Aligning talent management to your business strategy
- Identifying talent
- Developing talent
- Retaining talent
- Measuring performance

Handling Disciplinary and Capability Issues Effectively

The Employment Act sets out legal minimum requirements for disciplinary and grievance procedures that all employers must follow. It is important that you do not get it wrong. This course will help you understand the policies and procedures involved in disciplinary, conduct and capability issues from recognition of a problem to interview stage.



- Disciplinary policies and procedures
- Dealing with conduct and capability issues
- The disciplinary interview

Managing People Effectively

This course will help you bring the best out of the people you manage. Based upon sound people management principles, it provides ample opportunity to apply those principles to real life situations. In addition to defining the key functions of management, subjects covered include motivational strategies, team building, delegation and communication.



- Generating motivation
- Communicating effectively
- Delegation
- Effective team building
- Performance management
- Managing change



Performance Management

Effective performance management often starts before issues appear to arise, putting in place frameworks and an approach to help identify situations that then support the performance management process is essential. This popular course looks at the performance development process. It addresses the common questions that managers new, and not so new, to the process ask.

- The Performance Management Framework
- The development cycle (PDR), its purpose and role in driving improvement
- Using competencies
- Setting objectives and targets
- Preparing for the discussion/interview
- Giving and receiving feedback
- Difficult messages and difficult behaviors



The People Skills of Management

This course is relevant whether you are focusing on managing the impact of change or transition, building a high performance team, or developing the trust, enthusiasm and mutual support of your employees. Working with a range of practical tools, frameworks and techniques and with the benefit of the combined experience of your training consultant and fellow course delegates, this course will improve your management and leadership styles.

- Assessing your own organization's culture
- Understanding your motivational drivers
- Managing the impact of change and transition
- Learning to be assertive and not aggressive
- How to build a high performance team and develop trust, enthusiasm and mutual support
- Reviewing: your management and leadership style; your conflict management style;



Management and Leadership

Great leadership is a complex in definition as the question of nature vs. nurture in human development: are leaders born or made? This multimillion dollar question determines the division of resources and wealth and is the key factor in business success or failure. This programme has been specially developed to cater for the needs of both prospective managers, soon to make the transition to management and those already in management, but still 'new' to it. It offers a systematic and professional approach that allows participants to examine the theory and then, through practical exercises, apply that theory to the real world.

Within the subject area, we have the following courses:

- The role of the manager
- Planning and organizing
- Motivation
- Delegation
- Decision making
- Supervisory management skills
- Leading high performance teams
- Development management skills
- Strategic Thinking and planning
- Developing a crisis management strategy
- Change management
- Creative problem solving and decision making
- The fundamentals of project management
- Event management
- Coaching for optimum performance Counseling skills
- Driving performance-key competencies
- Planning & organizing skills
- How to conduct effective meetings
- Developing world class customer service ‘-as a competitive strategy



Who will benefit?

- Managers
- Directors
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Introductory

Pre-requisite knowledge: None

Improving Personal Effectiveness: Managing Change

Change is a constant part of our lives. This course will address many of key issues that arise in a changing organizational environment. It will help to guide you to a better understanding of how change impacts individuals, teams and the organization as a whole as well as recommending how we might better respond to and manage change.



- The nature of change
- The impact of change - from organization to individual
- Actions to support the change process
- Dealing with resistance to change



Sales and Closing Techniques

No matter what field or industry we find ourselves in, it is imperative that individuals understand how to generate interest in the product/service and to encourage the buy-in of the customer. This identified need forms the basis for developing the marketing course which deals in-depth with the topic. As a sales person you play a key role in generating your business's profits, but how do your sales link to the profits? Having a better understanding of finance will help you ask the right questions and make better decisions throughout the sales process, and help you work better and more confidently with the finance team, this course will provide you with the tools to do just that.



Topics covered

- Improving Your Sales –The Key Element of Successful Selling
- How to handle failure and rejection
- Prospecting
- Essentials of marketing and preparing an Effective Marketing plan
- Learning powerful telesales skills
- Pre-planning your sales presentation
- FMCG Selling
- Advanced Selling Skills
- Presentation Demonstration tactics
- Objection-premise & solution
- Key Account Management
- Strategic Marketing Workshop
- Anatomy of a close
- Managing your media
- Advanced negotiation skills
- Retail excellence
- Managing a successful Sales team
- Presentation Skills – Making a powerful impact on any audience
- Advanced presentation skills
- How to make a profit
- Budgets and forecasts
- The importance of cash
- Cash – getting it and getting it right
- How it gets reported



Who will benefit?

- Sales Personnel
- Organization Executives
- Marketing and advertising practitioners
- Customer service staff

Level: Basic

Pre-requisite knowledge: None

Financial Statements Explained

Whether you are trying to understand the financial health of a potential supplier; making decisions about credit; or researching the competition, financial statements contain a wealth of potentially useful information. This interactive workshop is designed for “nonfinancial” users of financial statements who need a practical guide to quickly making sense of the wealth of information available.

- What information should be available and where can you find it?
- Key ingredients of financial statements – how the jigsaw fits together
- Tool-kit for interpretation accounts
- The jargon explained: EBITDA, profitability, efficiency, liquidity, and gearing etc



Making Use of Financial Statements

This course will explore key accounting concepts behind the primary financial statements produced by companies. We will look specifically at the company annual reports and discuss how accounting standards are applied, discuss the importance of accounting policies and examine the impact on financial statements; and consider key techniques employed in the analysis of financial statements.

- Key elements of financial statements
- External and internal issues
- Impact of different accounting policies – including revenue recognition
- Key techniques for analyzing financial statements



Using Finance to Make Business Decisions

As a manager you find yourself interacting more and more with Finance. Areas such as strategic planning and analysis, investment appraisal and even creating shareholder value now all require your input. But it's difficult to engage with things that are outside your core competencies. Understanding these techniques – what they mean, how they work, how they can be used – will improve your confidence and ultimately your contribution.

- Strategic analysis and choice
- Creating shareholder value
- Investment appraisal
- Decision making





Improving Personal Effectiveness (Assertiveness for Maximum Impact)

In every area of business (and personal) life you're going to have to make requests, deflect anger, deal with conflict or simply say 'no' convincingly. Few people find this easy; but there are specific techniques that can be learned to help you act effectively. Assertiveness is not aggression: it's the quality that allows you to have the courage of your convictions but not at the expense of others. This course will help you learn how to stand your ground, stake your claim and gain what's owed to you, in all types of situations, in a constructive way.

- What is assertiveness?
- Understanding yourself
- Understanding other people
- Assertiveness techniques
- Handling difficult situations



Effective Writing Skills for Business

This course will help you present yourself professionally in every business communication you write. Letters, e-mails, reports to the board, sales and marketing material.

- What do we mean by good communication?
- Letters and memos that get your points across
- Developing your style
- Grammar, punctuation and spelling
- Writing reports and longer documents
- Writing to persuade and sell



Effective Time Management

Do you feel like you have too much to do but not enough time in which to do it? Do you want more 'life' in your life-work balance?

This course will help you manage your time more constructively and achieve the results you want by giving you techniques to organize your workload, improve your delegation and focus your attention more effectively.

- Time management vs. attention management
- Time management and stress management
- Planning, scheduling and delegating
- Focus, fulfillment and work/life balance
- Improving your approach
- Working with a more focused approach with other people
- Monitoring and reviewing your progress

Implementing Winning Business Strategy

This course takes the idea that thinking strategically ought to be the most exciting part of business – and asks why it is so often viewed as a process to be endured rather than enjoyed. You will be invited to look at the strategic process in a way that is liberating and generates effective ideas.



- Thinking about the outside world
- Thinking about our business
- Where we want to be
- How to get there

Improving Personal Effectiveness (Improving Emotional Intelligence)

Emotional intelligence provides us with the tools to truly understand both ourselves and other people. This course will help you to explore and manage your own emotional intelligence and will provide the tools for enhancing the performance of both yourself and your teams.



- What is emotional intelligence?
- Understanding and managing yourself
- Self-awareness and self -management
- Personal development
- Becoming socially aware and understanding others
- Managing our relationships with others

Interpersonal Skills

This intensive course will improve your interpersonal skills, and help you develop better relationships within your team and with other people. Through a better understanding of motivational drivers, persuasive and influencing techniques, and conflict managements, you will build relationships that are both powerful and productive.



- Understanding yourself and others
- Interdependence; working together effectively
- Building rapport and trust
- Managing difficult situations
- Communication; the verbal and nonverbal listening skills
- Building skills
- Body language



Leading Meetings

Meetings are an everyday part of business life. We all spend, and potentially waste, a lot of time in them. This course will help you improve your presence and effectiveness in meetings and improve your personal impact and assertive. We will also cover which meetings to turn down and how.

- Meeting roles and rules
- Stakeholder identification and management
- Preparing for meetings
- Personal impact and assertiveness



Introduction to the Art of Risk Management

Managing risk is both science and art. This presentation will give financial managers a consistent methodology for recognizing, defining, and controlling risk. Learn how to protect organization assets by channelizing resources to areas that have the greatest likelihood of producing a positive effect on organization's bottom line. In a climate of rapid change and systemic uncertainty a key skill is the ability to identify and manage the organization's key risks. This introductory workshop includes practical examples and real life case studies.



Topics covered

- Defining risk
- Defining business risk
- Impact vs. likelihood
- Identifying and managing an organization's risks and achieving business objectives
- The impact/likelihood decision matrix
- Setting priorities
- Identifying resources
- Assessing business risk
- Managing risk - different control frameworks
- Implementing a risk management plan/ control framework
- Dealing with non-financial risk
- Mergers
- Outsourcing



Who will benefit?

- Accountants
- Financial Managers
- Financial controllers
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Introductory

Pre-requisite knowledge: None

Budget Analysis Best Practices



Frustrated by the traditional budget? Used by most companies it is increasingly being seen as a cause of dysfunctional behavior and poor decisions.

Budget analysis is the procedure of assessing the organizational budget to see if it is working. This session will teach you how to look for signs of problem areas that can quickly get out of control if they don't get immediate attention.

Budget analysis is also a valuable tool to confirm if the organization is achieving its stated goals. It is the cornerstone of financial management. Even if the goal change, strong budget analysis skills allows you to quickly see if priorities have been properly realigned.

Attend this budget analysis best practices session and learn valuable skills that you can apply right away!



Topics covered

- The changing role of finance
- Pros and cons of the traditional budgeting model
- The budget analysis process Simplifying the key steps of the corporate budget analysis process
- Spotting budget "leaks" and what to do about them
- Knowing the right questions to ask to confirm your analysis
- The latest tools available for fast and easy budget analysis
- The secrets to making budget analysis collaborative process
- Dealing with spending that does not fit into a current budget category
- Using budget analysis to align day to day operating tasks with strategic planning
- Adjusting to changing organizational goals
- Many other budget analysis best practices



Who will benefit?

- Accountants
- Financial Managers
- Financial controllers
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Introductory

Pre-requisite knowledge: None



Emerging Risk Management for Corporate Leaders

As organizations adapt to the global recession they make risk management a top priority for their management teams. This includes not for profit and government organizations as well.

You will learn how to identify the different types of risk facing your organization, achieve an appropriate balance between innovation and risk, and protect your organization from the consequences of uncertain and unexpected events.

This session examines the tools needed to classify and measure your organization's level of risk. Using the latest research and best practices, you will learn how to drive and preserve value across your organization.



Topics covered

- Recognizing and avoiding the risks from unexpected and costly ,undesirable employee behavior
- Maintaining the creative balance between high innovation and risk management
- Integrating risk management into strategy formulation and execution processes
- Managing the risks from external ,noncontrollable events
- Responding to brand and reputation risks
- Organizing and managing the risk management function



Who will benefit?

- Organization executives
- Management level staff
- Risk managers and supervisors
- Financial controllers
- Anyone with risk responsibilities

Level: Introductory

Pre-requisite knowledge: None

Expense Accounts, Audit and Review Best Practices



In today's financial environment, members of staff are moving in many directions at the same time, incurring expenses that require expense reimbursement. Organizations need to ensure that their expense reimbursement policy is followed through proper monitoring and oversight.

This session will provide you with some of the best practices in expense account review used today.



Topics covered

- The pros and cons of random audits
- Should employees be notified of pending expenses reimbursements?
- Using reporting systems online management reporting systems for reviews
- Strategies to avoid the month-end review crunch
- Handling written/manual expenses reports
- Centralizing the expense account review function while maintaining flexibility
- Internal controls for expense account fraud detection
- Issues involving expense reimbursement through payroll
- Internal expense audits
- Timeliness issues
- Expense data collection and analysis best practices
- Dealing with cash advances.



Who will benefit?

- Accountants
- Financial Managers
- Financial controllers
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Introductory

Pre-requisite knowledge: None



Internal Financial Controls: How they work and what happens when they don't (Is it accurate? Are you sure? Can you prove it?)

Organization executives have a fiduciary duty to their shareholders for the accuracy and reliability of the financial disclosures of their companies.

They have a responsibility to ensure that financial internal controls are effective and continually tested and updated. By presenting the best practices for internal controls in keys areas including Revenue ,Accounts Receivable,Inventory,Financial Instruments and Accounts Payable, this session will provide an overview of what to look for and how to spot deficiencies in internal controls.



Topics covered

- How to determine which processes pose the greatest risk of a material misstatement
- What aspects of these processes are most susceptible to fraud?
- Techniques for testing internal controls
- Documentation requirements
- How to answer the 3 important questions:
- Is it accurate?
- Are you sure?
- Can you prove it?

Examination of financial control best practices for revenue, accounts receivable, inventory, financial instruments, and accounts payable



Who will benefit?

- Accountants
- Financial Managers
- Financial controllers
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Intermediate

Pre-requisite knowledge: Intermediate Accounting

Revenue Accounts Audit and Review Best Practices



Revenue is one area that is particularly susceptible to fraud because its manipulation can make an organization company appear to be an attractive investment target and result in fabulous bonuses paid out to its executives. Accountants and internal auditors play an important role in preventing revenue manipulation by ensuring that proper revenue policies and procedures are been followed.

This session will provide you with an overview of some of the best practices in corporate revenue account review used today. Best practices in revenue allocation and deferral

- Best use of rolling revenue forecasts
- Centralizing your revenue account review function
- Internal controls for fraud detection
- Internal audits
- Inserting fair value into the revenue recognition issues
- Revenue data collection and analysis best practices



Who will benefit?

- Accountants
- Financial Managers
- Financial controllers
- Auditors
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Intermediate

Pre-requisite knowledge: Intermediate Accounting



Professionalism and Office Administration

An important part of any organization is the office. Interaction for people who work in this environment are very important and often overlooked. Our professionals teach people how to survive and thrive in the working environment. These courses are internationally accredited.



Topics offered

- Office Management
- Professional, secretarial and admin skills
- The perfect PA
- Quality Service aimed at Customer Satisfaction
- Conflict Management
- Supervisory skills: supervision by project principles
- Leadership
- Meetings and minute taking
- Report writing
- Professional and Business writing
- Plan, monitor and control an information system (filing/record management)
- Increasing my effectiveness (for secretaries/PA's)
- Self-mastery and personal growth
- Quality management systems awareness and value proposition



Who will benefit?

- Office Managers
- Organization Executives
- Administrative staff

Level: Basic

Pre-requisite knowledge: None

Personal Development



In the quest to become the most efficient worker it is all too easy to neglect aspects of personal development that are not directly related to the job. For instance, workers in the bulk room of a Nigerian bank can assume that since their jobs relate to counting money and are not customer facing, that they do not require customer service skills. The initial neglect of “soft” skills can stifle future opportunities and capacity for growth. We have courses that are aimed at improving overall efficiency at the workplace and these include:

- Self and time management
- Stress management
- Developing effective interpersonal and communication skills
- Assertiveness skills (& dealing with difficult situations)
- Be better listener-active listening skills
- Brilliant body language!
- Understanding emotional intelligence



Who will benefit?

- All members of staff

Level: Basic

Pre-requisite knowledge: None

HR Management & Training



Organizational efficiency is directly positively correlated to the quality of staff employed and the training that they receive. To this end, organizations spend millions of naira in recruiting the right caliber of people. We have developed courses that will enable the HR department to identify the right candidates to fill vacancies within your organization

- Human Resource (HR) Management Skills
- Interviewing Skills –For Recruitment & Selection
- Train The Trainer-Group Training Techniques
- Writing Effective Job Descriptions
- Writing Effective Policies & Procedures



Who will benefit?

- Recruitment Managers
- HR staff
- Organization executives

Level: Introductory

Pre-requisite knowledge: None



Facility Management & Property Development

The physical environment plays a huge part in the success of an enterprise. Understanding how to manage the building, technology; equipment for maximum benefit is the goal of this development program. Our faculty teaches methods adopted by the International Facility Management Association and facilitates certification with the body.



Topics covered

- Human and environmental factors
- Planning and project management
- Quality assessment and innovation Technology
- Integrative and problem solving skills
- Building systems, operations and maintenance
- Space management
- Emergency preparedness
- Real estate decisions and masterplanning
- Disposal of facilities



Who will benefit?

- Facility managers
- Organization Executives
- Maintenance supervisors
- Technicians and engineers
- Estate developers

Level: Intermediate

Pre-requisite knowledge: Building

Economic Modeling and Planning

The science of business consists of the consideration of microeconomic and macroeconomic variables, the extent of which differs from one sector to another.

The programs within this faculty include:



Topics covered

- International Trade and Growth
- Value for money
- International Competitiveness and
- National Development
- Public financial management reform
- Project monitoring and evaluation
- Disaster management
- Green Technology and Economic growth
- Sustainable Macroeconomic Policy in a crisis environment
- Managing an economy in crisis



Who will benefit?

- Financial analysts
- Financial Managers
- Financial controllers
- Auditors
- Organization executives
- Anyone with a fiduciary duty to protect the organization's assets

Level: Intermediate

Pre-requisite knowledge: Intermediate Accounting

BESPOKE COURSES



Credo Consults Ltd /
305B, Hillside Plaza, Yakubu Gowon Way,
Asokoro, Abuja,
Nigeria
+23480336364444
info@credoconsultsng.com

FUNDAMENTALS OF INTERNATIONAL TRADE IN RELATION TO IMPORT TRADE



LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- Global trade
- International and domestic trade
- Logistics industry fragmentation
- The internet – the bridge
- Challenges facing international trade
- Role of government agencies in international trade

TRAINING MODULE

MODULE

Fundamentals of International Trade in Relations to Import Trade

CONTENTS

Global Trade

- An introduction

International versus Domestic Trade

Logistics industry Fragmentation

- Logistics
- Balancing cost and risks
- Logistics stages
- Managing international logistics
- The global logistics environment
- International supply logistics overview

The Internet – The Bridge

International Trade Related Websites

Why Nations and Companies Engage in International Trade

Challenges of International Trade

Challenges Facing Nigeria Importer/Exporter

Roles of Government Agencies in International Trade

Risks

- Types of risks
- Managing risks

Shipping Stakeholders

The Import Process

- The importer of the import process



DOCUMENTARY CREDITS (BILLS FOR COLLECTION AND LCs)

LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- Methods of payment
- International methods of payment
- Directing methods of payment
- Foreign exchange risks

TRAINING MODULE

MODULE

Documentary Credits (Bills for Collection and LCs)

CONTENTS

Methods of payment

- Factors used to determine the method of payment
- Selecting payment terms – Questions to Ask

International Methods of Payment

Logistics industry Fragmentation

- Cash in advance
- Open account
- Documentary bills for collection
 - Risks and benefits
 - When to use collection
- Letter of credit
 - Risk and benefit
 - Forms of credit

Directing Methods of Payment

Foreign Exchange Risk

RISK MANAGEMENT IN INTERNATIONAL TRADE



LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- International trade risk assessment and mitigation
- Trade finance risk management
- Types of risks
- Global trade
- International payment methods

TRAINING MODULE

MODULE

International Trade Risk Management

CONTENTS

Trade Finance Risk Management and Mitigation

- Micro Risk
- Macro Risk
- Product Risk

Other Types of Risks

- Country Risk
- Foreign Risk
- Bank Risk
- Fraud
- Legal Risk

Global Trade: facing the risk of getting paid

International Payment Methods



CUSTOMS ISSUES AND COMPLIANCE

LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- The trade chain
- Stakeholders
- Import guidelines
- NCS legislation
- Regulated products
- Documentation
- Risk management
- International trade documents

TRAINING MODULE

MODULE

Customs Issues and Compliance

CONTENTS

The Trade Chain

Stakeholders

- Responsibilities

Import Guidelines

NCS Legislation

Regulated Products

Importation Documents

- Preliminary stage
- Importation/final stage

Document Quality Checklist

Final Documents

Reasons for Delay

Assessment of Import Documents

Risk Management

- Criteria
- Parameters

Classification

Documentation

International Trade Documents

- Transport documents
- Commercial documents
- Government/legal documents

INCOTERMS 2010

LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- International Chamber of Commerce
- INCOTERMS international commercial terms
- Risks with international trade
- INCOTERMS 2000 versus 2010
- INCOTERMS buyer and seller responsibility
- Rules of sea and inland waterways
- Rules of any mode or modes of transportation
- Structure of INCOTERM 2010



TRAINING MODULE

MODULE

INCOTERMS 2020: Strategic Usage of Trade Terms

CONTENTS

International Chamber of Commerce

INCOTERMS International Commercial Terms

Risk with International Trade

INCOTERMS

- The basics
- The facts
- Common misconceptions
- What they do
- Changes

INCOTERMS and Buyers and Sellers Responsibility

INCOTERMS 2010 versus 2020

What's new?

- DAT becomes DPU
- DIY Sellers
- FCA and On-Board Bills of Lading
- Different levels of insurance coverage, etc.

Rules of Sea and Inland Waterways

- FAS – free alongside ship
- CFR – cost and freight
- DPU – Delivered at Place Unloaded
- FOB – free on board
- CIF – Cost, Insurance and Freight

Rules of any Mode or Modes of Transportation

- EXW – Ex Works
- CPT – Carriage Paid To
- DDP – Delivered Duty Paid
- FCA – Free Carrier
- CIP – Carrier and Insurance Paid To

Examples

Structure of INCOTERM 2020: 10 Articles



TRADE DATA ANALYSIS

LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- Overview of trade
- Composition of good trade
- Export-Expansion Potential
- Comparative advantage
- Trade Diversification
- Trade Flows
- Trade Services and Foreign Direct Investment
- Regional trade

TRAINING MODULE

MODULE

Trade Data Analysis

CONTENTS

Overview of trade

- What is in it
- What should be involved in trade

The Composition of good trade

- Sectoral composition
- Geographical composition

Export-Expansion Potential

Comparative advantage

Export Diversification

- Technical
- Substantive

Trade Flows

Service Trade and Foreign Direct Investment

- Privatization

Regional trade

THE WORLD TRADE ORGANIZATION



LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- General Discussion on GATT
- GATT Principles
- World Trade Organization Agreements
- WTO Dispute Resolution System
- United State's Approach to Dispute Resolution
- International trade organizations
- Criticism of WTO
- Regional and goals of trade and investment

TRAINING MODULE

MODULE

The World Trade Organization

CONTENTS

General Agreement of Trade and Tariff (GATT)

- Principles
- WTO Agreements

Dispute Resolution Systems

- Dispute resolution understanding
- Dispute resolution structures

United States Approach to Dispute Resolution

International Trade Organizations

- Changes in global policy environment
- Reduction in domestic policy influence
- Restriction of imports and its effects
- Restriction of exports and its effects
- Import and export promotions

Criticism of WTO

Regional and Goals of Trade and Investment



IMPORT AND EXPORT DOCUMENTS AND PROCEDURES: INTERNATIONAL TRADE STANDARDS AND REGULATIONS COMPLAINTS

LEARNING OBJECTIVES

At the end of the training course, the participants should have adequate knowledge on:

- Trade documentation
- Role of export documentation department
- Nigerian Export Supervision Scheme (NESS)
- Post shipment documents
- Documentations and procedures
- Cost of mistakes in documentation

TRAINING MODULE

MODULE

Export Import Documentation and Cost of Mistakes

CONTENTS

Trade Documentation

Role of Export Documentation Department

Nigeria Export Supervision Scheme (NESS)

- Pre-shipments inspection of Export Act
- The Documents

Post Shipment Documents

- Bill of lading
- Certificate of origin
- EURI form
- GSP certificate
- Commercial invoice
- Phytosanitary certificate
- Bill of exchange, e.t.c.

Documentation and Procedures

- Transport documents
- Checklist for documentary credits
- Discrepancies
 - Top ten discrepancies that leads to rejection of letter of credit
- Verification of documents
- Commercial documents
- Government/legal documents

Cost of Mistakes in Documentation

TRADE DATA AND INFORMATION MANAGEMENT USING EXCEL



LEARNING OBJECTIVES

At the end of the training course, the participants should be able to

- Get familiar to spreadsheet environment
- Control & Format data presentation
- Navigate & work in excel using shortcuts
- Apply advance excel tools like goal seek, scenarios, solver for data analysis
- Create dynamic & interactive spreadsheets

TRAINING MODULE

MODULE

Excel Basics (Essential Skills)

CONTENTS

Excel Environment and Useful Features

- Working in Excel environment
- Setting up worksheets
- Formatting & Formulas.

Excel Functions & Useful Features

- String / Mathematical / Numerical Functions
- Date / Time Functions
- Logical / Data Lookup Functions
- Working with Names & Ranges
- Conditional Formatting
- Exercises

Excel Techniques 1

- Linking across sheets & workbooks.
- Data Manipulation & Validations
- Working with array functions
- Exercises

Excel Techniques 2

- Leveraging Excel's power using nested functions
- Advance Financial / Statistical Functions
- Advance Data manipulation functions
- Hidden & Overlook Excel Features
- Writing custom functions in VBA

MODULE

Advance Excel

CONTENTS

Advanced Functions

- Leveraging Excel's power using nested functions
- Advance Financial / Statistical Functions
- Advance Data manipulation functions
- Hidden & Overlook Excel Features
- Writing custom functions in VBA

Data / Financial Analysis

- Pivot Tables
- Using Solver / Scenario Manager
- Data Grouping / Outlining / Subtotals
- Single / Multi-dimensional Analysis
- Sensitivity / What-if Analysis

Dynamic Sheets / User Controls

- Inserting & Coding Dynamic Controls
- Creating Dynamic Charts
- Creating interactive worksheets
- Creating Basic Financial Model

VBA Introduction

- Creating User form
- Manipulating Excel data using VBA
- VBA programming Structure
- For, IF, While, Do While and other VBA Statements.

FOREIGN EXCHANGE MANAGEMENT USING DERIVATIVES



LEARNING OBJECTIVES

At the end of the training course, the participants should be able to

- Global derivatives markets,
- Classification of derivatives,
- Economic impacts of derivatives,
- Basic risks in derivatives products,
- Foreign exchange derivatives products,
- Swaps and future,
- Interest rate derivatives products,
- Interest rates forwards,
- Rate swap
- Rate futures.

TRAINING MODULE

MODULE

FX Management using Derivatives

CONTENTS

- Global Derivatives Markets,
- Classification Of Derivatives,
- Economic Impacts Of Derivatives,
- Basic Risks In Derivatives Products,
- Foreign Exchange Derivatives Products,
- Swaps And Future,
- Interest Rate Derivatives Products,
- Interest Rates Forwards,
- Rate Swap
- Rate Futures.



www.credoconsultsng.com



Credo Consults Ltd /
305B, Hillside Plaza, Yakubu Gowon Way,
Asokoro, Abuja,
Nigeria
+23480336364444
info@credoconsultsng.com



Credo Consults Ltd
305B, Hillside Plaza, Yakubu Gowon Way,
Asokoro, Abuja,
Nigeria
+23480336364444
info@credoconsultsng.com