



**INSTITUTE OF PROFESSIONAL MANAGERS AND ADMINISTRATORS OF NIGERIA**  
(ESTABLISHED UNDER CAMA 1, CAP 59 OF 1990) **RC: 8**

**2010**  
**TRAINING AND DEVELOPMENT PROGRAMMES**

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## **ABOUT THE INSTITUTE OF PROFESSIONAL MANAGERS AND ADMINISTRATORS OF NIGERIA (IPMA).**

The Institute of Professional Managers and Administrators of Nigeria (IPMA) is a body corporate registered in line with the Companies and Allied Matters Acts of 1990 as a Limited by Guarantee to promote management standards and values in Nigeria and Overseas.

Today, the Institute has so many individual members and corporate members from all works of life and wish those who want to be Professional managers to be registered and licensed by the Institute.

As a body in-charged of promoting management standards and values, the Institute thoroughly understands that the environment facing so many organizations are always hostile and clustered and in their effort to enhance productivity, by providing management development solutions that enhances growth and development.

This manual provides information on the Institute's open courses schedules to run during 2010. To complement these courses, other unscheduled programmes will be run during the year. Notification for these programmes will be made through appropriate media as they come up.

### **IN-PLANT TAILOR-MADE PROGRAMME**

In addition to the regular courses presented in this manual, the Institute organizes special programmes tailored to meet the specific needs of individual organizations, as well as a wide range of consultancy service to organizations to assist them to achieve their super-ordinate objectives.

For registration and enquiries, contact the Registrar/Chief Executive of the Institute for possible negotiation and payment on the following contact:

Institute of Professional Managers and Administrators of Nigeria  
2<sup>nd</sup> Floor, A.P. Plaza,  
Adetokunbo Ademola Way,  
P.M.B. 752, Garki,  
Abuja.

Payment should be made to ***Diamond Bank Plc*** Account.

**Account Name: Institute of Professional Managers &  
Administrators of Nigeria Ltd/Gte.**

**Account No: 0072750000079**

## **GENERAL MANAGEMENT ADMINISTRATORS COURSES**

### **❖ Management Appreciation course for managers and Administrators.**

#### **RATIONALE**

Managers plan, staff their organizations, organize, coordinate and carry out a lot of other duties to achieve organizational goals. Engineers, surveyors, architects, technologists and a host of other professionals perform managerial duties as they ascend the organizational ladder. Managers and professionals achieve most of their goals working with other people. To enable them to perform their duties optimally, they have to develop and utilize appropriate skills and techniques.

This workshop is designed to enable the participants, managers and professionals to develop administrative and managerial competence needed by them to achieve their organization's objectives.

#### **CONTENT**

- Principles and Practice of Management
- The manager as a Leader
- Work ethics and values
- Planning and organizing work
- Decision-making process
- Project planning and implementation
- Delegation and control function
- Gender issues in leadership and management styles
- Human relations at work
- Effective communication skills
- Performance improvement techniques
- Motivation of employees

#### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Perform management functions more effectively
- Plan and schedule resources to improve performance
- Develop programmes and projects to achieve organizational goals
- Implement programmes effectively
- Perform their management functions effectively
- Communicate effectively; and
- Relate better with client and staff.

## **METHODOLOGY**

Lectures, discussions, syndicate work, case studies, role-play and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Managers, Engineers, surveyors, Architects, Technologists. Project Managers and other professionals performing or being groomed to perform management functions.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ Middle-Level Management Development Workshop:**

Middle-level managers provide valuable input into corporate policies and are primarily concerned with policy implementation. They act as a vital link between top management and the operative level. Their job performance largely accounts for the performance of their organizations. Middle-level managers are constantly under pressure from the top and the bottom. They have to cope with these pressures and at the same time develop core competence to achieve their goals.

This workshop is designed for middle-level managers in private and public organizations to enable them to acquire modern management skills necessary for improved organizational capabilities and to adapt to emerging challenges in their environment.

## **CONTENT**

- Management processes
- Developing effective organizations
- Planning and organizing work
- Team building
- Managerial decision making process
- Delegation and authority
- Personnel functions of the manager
- Marketing company's products and services

- Budgeting and budgetary control
- Time and stress management
- Motivation of workers
- Change management

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Analyse organizational problems
- Use appropriate problem-solving and decision-making techniques
- Identify key variables in organizational process
- Apply basic financial principles to managerial decision-making
- Manage organizational resources effectively; and
- Respond appropriately to challenges and change

### **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Managers, Engineers, Technologist and other professionals in public, private and non-governmental organizations (NGOs).

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ EFFECTIVE SUPERVISORY MANAGEMENT:**

Effective supervision is vital at all levels of an organization's operations. It ensures adequate allocation and utilization of scarce resources. The management skills required to achieve this objective will be given full exposition in this course.

### **CONTENT**

- Management skills for effective supervision
- The supervisor as a team leader
- Motivating people at work
- Effective communication and report writing skills
- Time and self management skills
- Effective delegation and coaching skills

- Planning and organizing work.

### **TARGET AUDIENCE**

Supervisors, Sectional Heads, Team Leaders, and all those with Supervisory functions.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### **❖ TEAM BUILDING WORKSHOP:**

#### **RATIONALE**

Achieving superior performance in a dynamic business environment depends greatly on the quality of human resources available and their ability to work together as a team. This workshop is designed to equip participants with the ability to build effective work teams and manage their subordinates in a way that enables them to show commitment to team effort and use their creative abilities to achieve organizational goals.

#### **CONTENT**

- Team building role and function
- Group dynamics
- Stages of team development and improvement
- Characteristics of effective teams
- Team leading maintenance
- Communication and interpersonal relations in teams
- Problem solving/decisionmaking in teams
- Handling team conflicts
- The individual and personality traits
- Attitude change

#### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Build effective work teams
- Develop team values and enhance commitment to team effort
- Contribute more positively to the development process of their teams
- Analyse the performance level of their teams for possible improvement



- Use leadership skills to control and lead their teams effectively
- Handle difficulties in the teams; and
- Communicate effectively with their members.

## **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Managers, Deputy Managers, Assistant Managers and Heads of Departments, Divisions and Units, who have to lead teams in both public and private organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ PERFORMANCE MANAGEMENT:**

### **RATIONALE**

Performance appraisal is the process of formally evaluating performance and providing feedback to a jobholder. A good performance appraisal will achieve two basic purposes in the maintenance of a quality workforce-evaluation and development. The evaluation function is intended to let people know where they stand relative to performance objectives and standards while the development function is intended to assist in their training and continuous personal development.

A good performance management system sets standards or targets, assesses result, and plan for performance improvement. It is the desire to achieve these goals that has necessitated the design of this workshop.

### **CONTENT**

- Concepts and processes of management performance appraisal:
- An overview
- Target setting function and problems
- Performance appraisal interview
- Coaching and counseling skills

- Effective communication and appraisal
- Designing and reviewing appraisal system
- Designing appraisal instrument
- Career development
- Performance improvement in an organization
- Training and development
- Performance based compensation

## **OBJECTIVES**

At the end of workshop, participants will be able to:

- Appraise their organizational objectives and performance standards
- Factor target setting into the appraisal functions
- Carry out an audit of appraisal system
- Design appraisal system for their organization, conduct employee performance appraisal
- Identify problems related to performance appraisal
- Plan career development for their employees;
- Coach and counsel employees effectively.

## **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Personnel Managers, Human Resource Development Managers, Senior and Middle-Level Managers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

## **❖ ESSENTIALS OF LEADERSHIP:**

### **RATIONALE**

With the increasing complexity and dynamism in modern organizations, leadership skill is one of the most important requirements to move organizations forward. Exceptional leaders have the ability to motivate people and mobilize them into taking effective actions and accomplishing remarkable results.

The workshop, is designed to expose participants to way of imbining leadership values and skills to turn situations around.

## **CONTENT**

- Leadership role and functions
- Leading versus managing
- Developing result-oriented value systems in the organization
- Leadership styles and skills
- Decision-making process
- Effective delegation
- Effective team building
- Effective communication skills
- Coaching and counseling skills
- Achieving transparency and accountability
- Managing change.

## **OBJECTIVE**

At the end of the workshop, participants will be able to:

- Develop the requisite confidence needed to be assertive
- Learn how and where to focus their energies to have greater influence in the work place
- Develop a result-oriented value system in their organizations
- Apply appropriate leadership styles in the work situations
- Distinguish between a leader who is a tem player and a boss; and
- Respond appropriately to challenges in the environment.

## **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

The programme is designed for Directors, Deputy Directors, General Managers, and Top and Senior Executives. Officers who either have the potentials to lead their organizations in the future or are already in such a role and wish to acquire further competence in leadership skills will also benefit from the programme.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

<b>MEMBERS</b>	₦40,000
<b>NON-MEMBERS</b>	₦50,000

❖ **INTER-PERSONAL SKILLS IMPROVEMENT WORKSHOP FOR SECRETARIES AND PERSONAL ASSISTANTS:  
RATIONALE**

Organizations manage relationships to ensure supportive work climate for optimum performance. Conflicts arising from poor interpersonal relations can undermine organizational goals.

One of the fundamental duties of secretaries and personal assistants is to manage relationship. They manage relations between their bosses and superiors, and peers and subordinates. The way they perform their duties can also have significant effect on interdepartmental relationships. To enable them to cope with pressures of their jobs, build supportive relations and perform their duties effectively, they must have outstanding interpersonal relationship skills.

This workshop is designed to enable secretaries and personal assistants to manage internal and external relationships and enhance harmony and optimum performance.

**CONTENT**

- Understanding temperature and body language in interpersonal relations.
- The secretary and personal assistant as managers of relations
- Interpersonal relations skills
- Strategies for building interpersonal relations
- Cultural pattern of interpersonal relations
- Personal factors in interpersonal relations
- Effective team building
- Effective communication
- Effective use of feedback in interpersonal relations
- Interpersonal relations styles
- Report writing
- Managing the boss

**OBJECTIVE**

At the end of the workshop, participants will be able to:

- Identify their roles and responsibilities as personal assistants/secretaries
- Plan their activities more effectively
- Build effective work teams
- Relate better with superior, colleagues, subordinates and the public
- Provide timely reports and information
- Relate more effectively with superiors, managers, colleagues, customers and members of the public
- Operate as effective team member; and
- Communicate effectively

### **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Senior secretaries, special assistants, personal assistants, personal aids, trainers and public relations officers in public and private sector organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### **❖ LEADERSHIP AND MOTIVATION WORKSHOP:**

#### **RATIONALE**

The workshop is designed for officers who are already occupying leadership positions in their organizations, as well as officers who have the potentials to occupy such positions:

#### **CONTENT**

- Leadership role and functions
- Leadership styles and skills
- Management by objectives
- Problem solving and decision making techniques
- Delegation and authority
- Information for decision making
- Effective communication
- Performance appraisal

- Motivation of workers
- Team building
- Stress management

### **OBJECTIVE**

At the end of the workshop, participants will be able to:

- Understand the concepts of leadership and motivation
- Apply appropriate leadership styles in their work situations
- Identify and apply motivational tools for the achievement of corporate objectives.

### **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Managers, Personnel Officers, Heads of Departments and other officers who are already in leadership positions as well as officers who have the potential to occupy such positions in both public and private sector organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ ENHANCING ORGANIZATIONAL CHANGE AND EFFECTIVENESS WORKSHOP:**

#### **RATIONALE**

The Nigerian business environment is experiencing major changes. Public and private sector organizations are going through profound transformation, occasioned by globalization, regularoty changes, privatization, instability of business environment, etc. Organizations have to develop competence that will facilitate their response to these challenges and provide quality services to the Nigerian public.

This workshop has been designed to equip participants with requisite skills to initiate, maintain and sustain change. Strategies for making far-reaching changes and for improving organizational performance will also be examined.

## **CONTENT**

- Characteristics of effective organizations
- Developing core values in the organization
- Enhancing organizational productivity
- Creative problem-solving and decision making
- Managing organizational change
- Managing the human resources for sustained results
- Financial management function
- Effective organizational communication
- Delegation and authority
- Developing corporate strategy
- Effective team building
- Quality service delivery: the service charter

## **OBJECTIVE**

At the end of the workshop, participants will be able to:

- Diagnose organizational health and problems;
- Sharpen problem-solving skills
- Introduce effective performance measurement, monitoring and evaluation systems (carry out organizational health checks)
- Plan and implement change
- Communicate change
- Develop corporate strategies
- Introduce functional work culture in organizations and
- Develop organizations that are driven by values

## **METHODOLOGY**

Lectures, discussions, role-play, case studies, demonstrations and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

HR Managers, Management Consultants and other change agents in both private and public sectors.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## ❖ **WORK ETHICS AND ORGANIZATIONAL PRODUCTIVITY: RATIONALE**

Employees' attitude to their duties and responsibilities has major effect on organizational productivity. Their commitment and loyalty to their organizations and their positive attitude to peers and superiors in the course of their job performance are necessary requirements for industrial harmony and higher productivity. Their respect for organizational core values has huge effect on results. Managers need to build positive work attitudes for the attainment of their organization's objectives

This workshop is designed to equip participants with the requisite skills and work values essential for fully exploiting the creative potentials for the human resources for improved productivity.

## **CONTENT**

- Management process
- Work ethics and productivity
- Environment and ethics
- Organizational culture and values
- Human behaviour in organizations
- Attitude change
- Leadership styles and skills
- Productivity measurement tools
- Productivity improvement techniques
- Measuring and rewarding performance

## **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Critically analyse the prevailing work ethics and their impact on organizational performance
- Identify factors that have negative effects on employees' attitude to work
- Handle factors that negatively affect attitude to work
- Design work and productivity improvement instruments
- Develop strategies for managing human resources for high productivity
- Review the adequacy of current productivity improvement programmes; and
- Influence work ethics and behaviour positively.



## **METHODOLOGY**

Lectures, discussions, syndicate sessions, case studies and simulation exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Participants expected to attend the workshop are:  
Personal and Human Resource Managers, Production Managers and other functional managers in public and private sector organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**           ₦50,000

## **HUMAN RESOURCES MANAGEMENT COURSES**

### **❖ Managing the Human Resource Management for Sustained Result.**

#### **RATIONALE**

Human capital is the greatest asset of every organization. The human resource has to be effectively managed if our organizations are to achieve their maximum potentials and set goals. The dynamic nature of our business environment and the quest for repositioning business organizations to achieve excellence put further pressures on us to effectively manage the human resource for sustained results.

The workshop is designed to sharpen the skills of participants to manage their human resources, improve the performance and innovativeness of the workforce and respond appropriately to environmental challenges.

#### **CONTENT**

- Overview of human resource management
- Manpower planning techniques
- Personnel recruitment and selection
- Wages and salary administration
- Performance appraisal techniques
- Personnel audit
- Human resource training and development
- Effective communication skills
- Disciplinary procedures and practice
- Productivity improvement techniques in organizations
- Human resource policy formulation
- Emerging issues in HR management

#### **OBJECTIVE**

At the end of the workshop, participant will be able to:

- Identify the challenges of human resource management
- Apply skills necessary for manpower planning and development
- Use appropriate techniques in recruitment and selection
- Design appropriate wages and salary administration system
- Develop and administer a modern staff performance appraisal
- Manage union and labour-related problems effectively; and
- Provide policy initiative on human resource management

## **METHODOLOGY**

Lectures, discussions, case studies, project work. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Personnel and Administrative officers and Managers. Other Functional Managers who have the responsibility of achieving results through people will find the workshop rewarding.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                      ₦40,000

**NON-MEMBERS**                ₦50,000

## **❖ JOB EVALUATION WORKSHOP:**

### **RATIONALE**

Job evaluation is the systematic process of determining the worth of jobs in an organization. Though a very important human resource activity, it is often not given proper attention. This is perhaps due to its complex nature. Job evaluation is very central to human resource management because it forms the basis of determining relationships among jobs and developing fair and equitable wage structure.

This workshop is designed to provide and sharpen participants' knowledge and skills for analyzing and assessing the CONTENT of various jobs and relativities between them so as to create an appropriate grading structure for their organizations.

### **CONTENT**

- Function of job evaluation
- Job evaluation methods and processes
- Job analysis, description specification
- Design of job evaluation instrument
- Choice of job evaluation factors
- Job evaluation sessions
- Job grading structures
- Job evaluation and wages/salaries
- Socio-psychological issues in job evaluation
- Trade unions and job evaluation

- Handling job evaluation problems.

### **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Determine the critical elements and basic assumptions of job evaluation
- Identify the types and uses of job evaluation
- Use appropriate job evaluation methods
- Design job evaluation schemes
- Determine relationships between wages and job evaluation vi-a-vis the socio-psychological aspect; and
- Handle discontent or appeals arising from job evaluation exercises.

### **METHODOLOGY**

Lectures, discussions, case studies, project work. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Human resource Managers, Personnel Managers, Human Resource Specialist and Consultants and Senior Union Officials.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### **❖ PERFORMANCE AND REWARD MANAGEMENT:**

The objective of this workshop is to equip participants with modern skills and competences needed to develop, implement and monitor performance key indicators, that will motivate and sustain top level performance on the part of their employees for organizational success. As well as to design and implement motivational reward system, that would sustain good performance.

### **CONTENT**

- Emerging paradigms in reward and performance management
- Performance management imperatives in a competitive environment
- Current developments in performance and reward management
- Setting performance standards, measures and rating
- Performance appraisal and appraisal

- Interviews – best practice
- Dealing with performance problems essential of an effective reward system
- Developing, implementing and monitoring key performance indicators.
- Developing and implementing an effective reward system in large complex organization.

### **METHODOLOGY**

Lectures, discussions, case studies, project work. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Top and Middle Level Managers, HR Practitioners, Heads of Department, Team Leaders and Project Leaders.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ MANAGERIAL SKILLS FOR PERFORMANCE EFFECTIVENESS:**

This course is designed to equip managers and team leaders with relevant managerial skills that will enable them to lead their subordinate and teams towards the effective achievement of set goals and objectives, both public and private sector organization.

### **CONTENT**

- Managerial skills for effectiveness in the workplace
- Building and leading a high performing team
- Developing excellence in yourself and others
- Effective communication and inter-personal skills
- Mentoring, coaching and counseling skills
- Time and self management skills.

### **METHODOLOGY**

Lectures, discussions, case studies, project work. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Senior and Middle level Managers, Heads of Department, Team Leaders, Project Managers and all those who lead people to achieve corporate goals and objectives.

## **❖ TARGET SETTING AND PERFORMANCE APPRAISAL: RATIONALE**

Performance appraisal is the process of formally evaluating performance and providing feedback to jobholder. A good performance appraisal will achieve two basic purposes in the maintenance of quality workforce, evaluation and development. The evaluation function is intended to let people know where they stand relative to performance objectives and standards, while the development is intended to assist in their training and continuous personal development.

A good performance management system sets standards or targets, assesses results and plan for performance improvement. It is the desire to achieve these goals that has necessitated the design of this workshop.

## **CONTENT**

- Organizational values, mission and objectives
- Performance appraisal: An overview
- Target setting function and problems
- Performance appraisal interview
- Coaching and counseling and appraisal skills
- Effective communication and appraisal skills
- Designing and reviewing appraisal system
- Designing appraisal instrument
- Career development
- Performance improvement in organization
- Training and development
- Performance based compensation

## **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Appraise their organizational objectives and performance standards
- Factor target setting into the appraisal function

- Carry out an audit of appraisal system
- Design appraisal system for their organization
- Conduct employee performance appraisal
- Identify problems related to performance appraisal
- Plan career development for their employees; and Coach and counsel employees effectively.

### **METHODOLOGY**

Lectures, discussions, syndicate work , rople place and case studies. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Personnel Managers, Human Resource Development Managers, Senior and Middle-Level Managers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ INDUSTRIAL RELATIONS WORKSHOP:**

#### **RATIONALE**

Inadequate compensation, policy inconsistencies and pressure from the environment have led to frequent conflict between labour and management with negative impact on productivity. Labour leaders have, on their part, become more sophisticated and persistent in their demands. This has led to frequent conflicts and industrial disharmony in different organizations.

The workshop is designed to equip participants with skills to promote healthy relations in the work place.

#### **CONTENT**

- Industrial relations: An Overview
- Labour and employment laws
- Leadership and labour relations
- Industrial conflict management in organization
- Management of industrial strikes
- Negotiations and collective bargaining
- Grievance and resolution

- Joint consultations in the workplace
- Compensation/welfare packages
- Government as social partner in industrial relations
- The role of employee's Association (NECA)
- Effective communication in labour relations.

## **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Analyze the Nigerian Labour Laws and business environment
- Identify causes of conflicts in organizations
- Develop effective collective bargaining skills
- Develop effective methods of handling grievances
- Formulate strategies for addressing employee welfare; and
- Manage industrial strikes.

## **METHODOLOGY**

Lectures, discussions, syndicate work , rople place and case studies and demonstrations. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

First Line Managers, Consultants in Labour Relations, Personnel Managers, Human Resource Development Managers, Trade Union Officers in both public and private sector organizations and Trainers.

## **❖ CONFLICT MANAGEMENT AND RESOLUTION WORKSHOP: RATIONALE**

Conflict abound everywhere. All over the world, there aer disputes that are latent, emerging or manifest. Conflict arises partly from two parties disagreeing over the distribution of resources. Conflict is the result of the diverse characteristics of our thoughts, attitudes, beliefs, perceptions, systems and structures. It is part and parcel of our existence and we all have influence and power over whether conflict becomes negative or positive.

This programme is designed to address the management or resolution of conflict in the way we exercise our influence and power.

## **CONTENT**

- Conflict management and resolution: An Overview
- Causes and types of conflict



- Stages of conflict development and strategies for conflict resolution
- Personal attitudes towards conflict
- Tools for conflict analysis
- Management/Union conflicts
- Culture and conflict management and resolution
- Roles of third parties in conflict resolution
- Effective communication and conflict resolution
- Gender issues in conflict management
- Gender, crime and security
- Maintaining post-conflict relationship

### **OBEJCTIVES**

At the end of the workshop, participant will be able to:

- Develop shared values in conflict management
- Identify causes and types of conflict
- Analyse tools for conflict resolution
- Develop positive attitudes and interactions in their teams and organization; and
- Apply appropriate intervention strategies in conflict resolution.

### **METHODOLOGY**

Lectures, discussions, syndicate work , case studies and role play. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Local Government Officer, Local Government Chairmen and Councilors, Community Leaders, Officers of NGOs, Personnel Officers of public and private sectors, women leaders, trade union officers, personal assistants to traditional rules, town union executives and trainers.

### **❖ INFLUENCING BEHAVIOUR FOR PEAK PERFORMANCE:**

Challenges in operations and service delivery made it imperative for organizations to develop the capability to manage every facet of their activities. These challenges are as daunting as they re numerous and include stiff competition, new technologies, inadequate public infrastructure, increasing operating cost, and increased expectation on the part of stakeholders. To achieve organizational goals there is increased need to provide leadership, develop core values, set goals and targets, and evaluate performance. Most importantly, there is

need to influence behaviour appropriately to elicit the support and commitment of staff.

Behaviour is a complex phenomenon and managers are often unable to exert the necessary positive influence on subordinates. It cannot be guaranteed that staff who have the competence will put in the necessary effort on sustained basis. Managers have to provide the enabling climate, communicate better, sustain team effort and influence behaviour for peak performance.

This workshop has been designed to enable participants to critically examine ways of influencing behaviour at work for sustained performance.

### **CONTENT**

- Leadership and motivation
- Work ethics, values and corporate culture
- Delegation and authority
- Attitude and behaviour change for peak performance
- Time and self management for personal effectiveness
- Communication for influencing behaviour
- Building a supportive work climate
- Team maintenance for effective performance
- Counseling for optimum result
- Performance appraisal
- Performance improvement strategy
- Challenges of service delivery

### **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Develop shared values on work behaviour
- Communicate values and objectives more effectively
- Develop the competence to influence subordinates positively
- Develop team work
- Provide leadership for goal achievement
- Handle challenges of service delivery; and
- Apply performance improvement strategies to get result.

### **METHODOLOGY**

Lectures, discussions, syndicate work , case studies and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Managers, Executives, Personnel Officers, Heads/Deputy Heads of Department and Division and Officers in Public and private sector organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ CAREER PLANNING AND DEVELOPMENT:**

### **RATIONALE**

The increased importance of human resource management is underscored by organizations' desire to utilize the abilities of their employees to the fullest and give them opportunity to grow. It is also aimed at giving all employees the chance to realize their full potentials and develop successful careers. This trend has manifested in the added emphasis many organizations now place on career planning and development. They seek ways of finding out how all human resource activities can be directed and utilized to satisfy the needs of both the organization and the individual. This is expected to enable organizations and employees to gain from improved performance and commitment of the workforce and lead to more challenging career prospects.

The programme is designed to expose participants to human resource management practices that are focused on career development.

### **CONTENT**

- Human resource functions and goals
- Career planning and development
- Developing a career path
- Development of career action programme
- Developing action plans
- Individual self assessment and goal setting
- Managing promotion and transfer
- Managing succession and plans

- Coaching and counseling function
- Training and development
- Career direction and redirection
- The manager's role in career development.

### **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Evaluate their human resources career management practices
- Identify core elements of career choices
- Manage career action plans;
- Follow specific steps to help employees to achieve self-actualization.

### **METHODOLOGY**

Lectures, discussions, case studies, group work, role-plays and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Human Resource Managers and other Managers who have responsibility to train and develop subordinates.

### **❖ TRAINING AND DEVELOPMENT STRATEGIES AND PRACTICES:**

This programme has two main elements. The first highlights the importance of training for organizational success and examines learning and training management in the context of business strategy and organizational development.

The second element features an expose of presentation of facilitation techniques that meet operations needs, and the skills required of professional trainers.

### **CONTENT**

- Coherent and holistic approach to the management of the training and development function
- Appropriate resources and strategies to achieve effectiveness and efficiency in the training and development budget
- Ways to harness training and development, and learning initiatives to raise individual and organizational performance
- Designing leading edge training, policies and events, marketing approaches and evaluations processes

- Advising managers and staff on how to address performance problems
- delivering structured and confident presentations.

### **METHODOLOGY**

Lectures, discussions, case studies, group work, role-plays and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Human Resource/Training Directors, Professionals and Practitioners.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

## **FINANCE AND ACCOUNTING COURSES**

### **❖ EFFECTIVE COST MANAGEMENT AND CONTROL**

Cost Management techniques are essential to control expenditure, measure results against budget, determine pricing for goods and services and make the best use of people, money and materials. This programme is designed to enable participants improve their skills in these techniques. In addition, it will expose them to new tools that would give them insights into how the cost management function of an organization can be used for competitive advantage.

#### **CONTENT**

- Overview of cost management
- Actual and standard cost system
- Budgeting and profit planning
- Variance analysis as a process improvement tool
- Product costing system and accounting to overheads
- Improving process by analyzing the true causes of product cost variance
- Decision-making using Ms-Excel as a tool

#### **TARGET AUDIENCE**

Accounting Officers and Managers, Cost Analysts, Budget Analyst, Auditors and Financial Planners.

### **❖ CORPORATE CASH MANAGEMENT AND CONTROL**

This programme seeks to develop and strengthen participants' understanding of the current trends in Cash Management. It will focus on how to optimize cash flow for both receipts and payments, accelerate remittance collection, improve disbursements control and successfully invest excess funds in short-term instruments.

#### **CONTENT**

- Cash management system and techniques
- IT application in cash management
- Cash collections and disbursements
- Managing the relationship between banks and corporate organizations
- Cash flow projection
- Control and security of cash deposits
- E-Banking

## **TARGET AUDIENCE**

Managers, cash officers taking on new cash and treasury management responsibilities and those looking for a refresher course in cash management.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ TAX PLANNING AND ADMINISTRATION**

This course offers a unique opportunity for auditors and VAT practitioners to develop the essential technical knowledge, operational audit and management skills necessary for effective VAT administration. Participants will learn about measures to combat fraud and evasion and how to adapt these approaches to suit a variety of businesses.

## **CONTENT**

- Introduction to Tax planning and Administration
- With-holding tax systems
- Value added tax
- Personal income tax
- Capital gain tax
- Tax planning: application to business
- Financing, asset acquisition
- Maximizing tax benefits to employees
- Accounting for deductions: Income tax structuring
- Regulatory frameworks for tax remittance.

## **TARGET AUDIENCE**

Accounts Managers, Payable Managers, Internal Auditors, Tax Officers in Public/Private Organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## ❖ **FINANCE AND ACCOUNTING WORKSHOP FOR NON-ACCOUNTANTS.**

### **RATIONALE**

Application of financial accounting skills is necessary in every business transaction. While it is compulsory for accounts to acquire and apply finance and accounting skills, non-accountants need to understand the basic principles of finance and accounting to facilitate their operations and decisions for sustained results. They need to relate their decisions to financial considerations.

The workshop is therefore designed to help participants who have no formal background in finance and accounting to develop an understanding of the essential features of these functions and apply them in their work situations.

### **CONTENT**

- Overview of finance and accounting
- Principles of book-keeping
- Preparation of Bank Reconciliation
- Operation of an Imprest Account
- Cost control techniques
- Cost/benefit break-even analysis
- Public/private sector accounting responsibility/stewardship accounting
- Preparation, analysis and interpretation of finance and accounting reports
- Budgeting and budgetary control
- Computer application to finance and accounting

### **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Apply finance and accounting procedures in their work situations;
- Prepare and implement financial budgets;
- Prepare basic financial records
- Identify costs and cost centres and their relationship to overheads
- Analyse and interpret basic financial statement; and
- Apply computer to finance and accounting information processing.



## **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Managers, Heads of Department, Division and Unit, Supervisors and other officers in public and private organizations in disciplines other than finance and accounting.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ BUDGETING AND BUDGETARY CONTROL WORKSHOP:**

### **RATIONALE**

Budgeting is a core planning function designed to direct effort, streamline activities and provide the basis of control and evaluation. The budget is an important tool for organizational effectiveness and service delivery. With the increased pressures in the environment, the function has changed significantly and calls for appropriate techniques and competence.

This workshop is designed to equip participants with the knowledge, skills and attitudes required to effectively carry out budgeting and budgetary control functions in the public and private sectors of the Nigerian economy.

### **CONTENT**

- Overview of budgeting and budgetary control
- The role of budgeting and budgetary control in decision-making
- Budget preparation process
- Cash budget preparation
- Preparation of functional and master budgets
- Techniques and budgeting
- Budgetary control and responsibility accounting
- The importance of staff audit in budgeting and budgetary control
- Capital budgeting
- Conditions for successful budgeting and budgetary control
- Computer application to budgeting.

## **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Prepare functional, cash and master budgets
- Use budget as a tool for planning, coordinating and controlling activities
- Apply different budgeting techniques
- Identify the main problems encountered in budgeting and proffer solutions
- Evaluate the role of budgeting and budgetary control in decision making process and
- Apply computer-based budgeting procedures.

## **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

The programme is designed for Heads of Department, Division and Unit, Budget Controllers/Directors, Budget Officers/Supervisors, Management/Programme Accountants, Local Government Chairman and Treasurers and Budget Analysts/Consultants.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ PUBLIC FINANCE MANAGEMENT WORKSHOP.**

### **RATIONALE**

Many public sector organizations have been unable to achieve the goals for which they were established. Huge public resources have been spent without adding value to the nation's development process.

Against this background and particularly in the light of current reforms, there is intense pressure on public enterprise managers to effect the much needed change and become more prudent in the management of public funds.

Managers of public sector finance are in particular required to develop the competence to advise their organizations on financial plans, prepare budgets and manage their funds effectively to achieve set goals. This programme has been designed to enhance the competence of participants to manage their organizations' financial resources.

## **CONTENT**

- Financial authorities in the public sector
- Responsibilities and functions of Government. Finance Managers and Officer
- Sources and Administration of Public Funds
- Budgeting and Budgetary control in the public sector
- Financial control measures in the public sector
- Micro and macroeconomics policy analysis and interpretation
- Public project investment appraisal
- Investment risks, uncertainty and taxation management in the public sector
- Public debt management
- Computer application and financial management
- The application of anti-corruption law to Mismanagement of Public Funds.

## **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Identify the various sources of funds available to public sector organizations
- Analyse and interpret micro and macro-economic policies of the government as they affect financial planning in the public sector
- Prepare financial plans and budgets to appropriately direct activities in the public sector
- Administer public funds judiciously to achieve organizational goals and objectives
- Appraise public projects effectively and efficiently; and
- Identify main problems of public finance management and proffer solutions.

## **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Directors of Finance and Supply, Heads of Accounts Division, Accountants in federal and state ministries, parastatals and corporations, Treasurers and Accountants in the Local government councils, Budget Officers in public sector organizations, financial Analysts, Consultants and Advisers in public sector organizations, as well as internal Auditors and Trainers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ FINANCIAL MANAGEMENT AND EXPENDITURE CONTROL.**

### **RATIONALE**

Financial assets are some of the most important assets of every organization and have to be effectively harnessed for the attainment of organizational goals. Financial managers have responsibility to undertake financial analysis, advise on financial plans and guide management on investments, projects, finding, operational levels, expenditure control and other organizational activities. They are expected to manage the financial assets of their organizations competently.

For financial managers to perform these roles creditably, they must have appropriate skills and competence. This workshop aims at providing this competence.

### **CONTENT**

- Financial management and the current economic environment
- Planning and management of funds
- Budgeting and budgetary control
- Financial management policy: formulation and implementation
- Cost analysis and expenditure control
- Investment appraisal techniques
- Cost benefit analysis
- Project financing and sources of fund
- Financial statements analysis and interpretation
- Cash-flow statement preparation and reporting
- Taxation planning and management
- Computer Application in Financial Management

## **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Prepare, analyse and interpret financial statements
- Develop financial plans for their organizations
- Advise top managers on management of funds
- Manage financial resources effectively and exercise necessary control measures ; and
- Minimize the level of risks associated with investment decisions.

## **METHODOLOGY**

Lectures, case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Finance Managers, Consultants, Analysts and those responsible for financial and managerial accounting duties in public and private organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ AUDITING IN PUBLIC AND PRIVATE SECTOR**

### **ORGANIZATIONS:**

### **RATIONALE**

Internal auditors need to equip themselves and update their knowledge, skills and attitude to cope with the complexities of modern public and private sector organizations. The modern day internal auditor needs a new orientation. The auditor is expected, not only to ensure conformity with organizational policies and rules, but also to see himself as a part of the management team committed to achieving organizational goals. The workshop is designed to equip internal auditors with core competence for their functions.

## **CONTENT**

- Responsibilities and functions of internal auditors
- Internal audit control systems
- The relationship between internal auditors and external auditors
- Audit inspection and investigation techniques
- Bank inspection techniques

- Fraud detection, prevention and control measures
- Public accounts committee (PAC) and financial control in the public sector
- Internal audit relationships with other departments
- Audit of computer and accounting system
- Internal audit report writing.

### **OBJECTIVES**

At the end of the workshop, participant will be able to:

- Identify the procedures of internal auditing
- Manage internal audit functions effectively
- Analyze the concepts of acceptable evidence in auditing; and
- Develop the skills and attitudes to relate with management and other department.

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Heads of Internal Audit Departments, Divisions or Units and Internal Audit Officers in both public and private sector organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                      ₦40,000

**NON-MEMBERS**                ₦50,000

### **❖ CREDIT CONTROL AND DEBT RECOVERY:**

Selling on credit has advantages and disadvantages. Generally the advantages include: the likelihood of increased business and convenience for customers whilst the disadvantages involves customers taking longer to pay and in some cases not paying at all.

This programme aims at improving the participants' skills in credit management as well as reducing the turn-around time of the company's debt to cash and avoid bad debt.

### **CONTENT**

- Proper documentations that aid debt recovery
- Overview of credit sales and associated risks

- The use of financial ratios to assess liquidity, profitability leverages
- Credit risk management
- IT application in credit management

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Accounts Managers, Credit Control Officers/Managers Revenue Officers/Managers in Public/Private Sectors.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ FINANCE AND ACCOUNTS FOR MANAGERS:**

Administrative officers and managers need to have a good working knowledge of the financial aspect of their business to ensure that budgets are prepared professionally and expenses stay on track. This course will enable them gain confidence in dealing with financial and accounting information.

### **CONTENT**

- Understanding income statements
- Appreciating the balance sheet
- Accounting/financial analysis
- Costing, cost control & reduction techniques
- Budgeting and budgetary control
- Evaluating return on Investment (ROI)
- Understanding VAT processes

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

**TARGET AUDIENCE**

All managers and administrative officers who need finance knowledge for improved overall effectiveness and decision-making both in private and public sectors of the Nigerian Economy.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000



## **INFORMATION COMMUNICATION TECHNOLOGY PROGRAMMES COURSES**

### **❖ INFOTECH WORKSHOP FOR MANAGERS.**

Today, we all live in the information age also known as the digital or knowledge economy, where businesses derive economic value from information. It is in this light that technology is often cited as a means of gaining and sustaining competitive advantage.

It is therefore essential for all managers to align themselves with the use of computers so as to remain relevant. This course is designed to equip managers with basic skills in computing for optimal utilization of information technology resources in their organizations and to have gainful insight into the digital world. It will also help users who need to acquire skills in data disaster recovery and in planning for effective information security.

### **CONTENT**

- Recent developments in information and communication technology (ICT)
- Distinguished between the old and new economies
- Pertinent issues of the information age
- Advanced spreadsheet analysis (chart, forecasting & projections, depreciation, advanced formulas etc)
- Advanced word processing system (Graphs, equations, mail merging, etc)
- Data protection, security and backup
- Internet browsing, sending and receiving E-mails
- Ethical, security and control issues relating to the information age.

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Managers in all Organizations, ICT HODs, Executive Secretaries and Personal Assistants.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

## ❖ **ESSENTIAL SKILLS IN MICROSOFT OFFICE TOOLS FOR IMPROVED PRODUCTIVITY**

The world is getting more and more computerized thus making the computer a necessary tool in every human activity. This is more pronounced in the business environment where the computer has become the de facto standard work tool. This course is designed to equip participants with the essential skills needed to use computers to enhance their job performance and improve their productivity.

### **CONTENT**

- Data protection and security and backup
- Using Microsoft Word for Word Processing
- Using Microsoft Excel for Data Analysis and business functions
- Using Microsoft PowerPoint for Professional Presentation
- Exploring the internet to drive business activities
- Routine Maintenance of computer system-Tools and Utilities
- Working with different sheets using linking object for analysis

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Supervisors, Secretaries, Personal Assistants, Protocol Officers, and all those who need computer competency to enhance their job performance and productivity.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### **DATABASE MANAGEMENT**

Effective storage, maintenance and utilization of data is crucial in all organizations on account of the important role they play in the decision making process.

Microsoft Access is an easy-to-use Relational Database Management System (RDBMS). As a component of Microsoft Office suite, it is easy to come by. However, not many people have been able to explore

the tremendous benefits of this application software apart from Microsoft Word and Excel which are commonly used. This course is designed to equip participants with basic database management skills on Microsoft Access, so that they can effectively use it to automate their administrative functions and other database needs. Also, it gives the users proper understanding of front end and back end relationship

### **CONTENT**

- Developments in database management
- Database engines and development tools
- Introduction to database management
- Systems and various database templates
- Various types of database
- Creating databases, designing tables and working with datasheets in Microsoft Access
- Creating the working with queries, forms and reports for information & decision making
- Introduction to SQL (Sequel)
- Creating and working with SQL commands, viewing & modifying stores data
- Securing database and database backup

### **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Senior Administration Personnel, Human Resource Managers, Information Managers, etc.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ NETWORKING, INTERNET TECHNOLOGY AND ADMINISTRATION WORKSHOP**

Developments in the field of networking and the advent of the internet have no doubt brought about tremendous growth of facilities

and capabilities in computing. The enormous tasks which have to be accomplished as a result of networking and internet services call for new skills and competencies for both gender.

This workshop is therefore, designed to equip participants with core information communication and technological skills needed to forge ahead with the latest trends in computing.

## **CONTENT**

- Micro-computer fundamentals
- Operating systems commands MS-DOS and Windows XP
- Networking fundamentals with emphasis on;
  - General overview
  - Benefits
  - Kinds of network
- Components of Network
  - NICs
  - HUB & Switches
  - MODEM, ROUTERS & FIREWALLS
- Network operation system and Rules/Security
- Network connectors and cabling
- Expanding and upgrading of Network
- Setting Up of a PC on Network
- Internet: Meaning, Features and Benefits
- Requirements for setting up and Internet
- Browsing the Internet and Sending e-mail
- An overview of gender imbalance in Networking and Internet Administration, etc.:
  - Concept of Gender
  - Gender imbalance in Development process
  - Gender informed approached to sustainable human development.

## **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Identify network components
- Use network operating systems
- Set up network
- Secure a network
- Identify requirements for installing internet and its administration
- Use the internet to browse the web-site and send e-mail; and
- Examine areas of gender imbalance.

## **METHODOLOGY**

Lectures, discussions, syndicate work case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

## **TARGET AUDIENCE**

Systems and Network Administrators, Network Engineers, Network analysts, Senior and Top Managers in-charge of Systems Administration and Trainers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ MICRO COMPUTING AND OFFICE MANAGEMENT WORKSHOP**

### **RATIONALE**

Managerial efficiency depends not only on the competency of their staff in handling office management. Proficiency in office management depends on how the officers entrusted with the job are able to handle a number of assignments, including methodical filing and indexing, management of business information and documents, meetings correspondence and report writing, etc. in most public and private sector organizations, however, the staff saddled with the responsibility of office management often lack the requisite skills to effectively handle these functions.

Besides, the growing complexity of work in the office, dynamic management challenges and opportunities and the increasing societal demands for more result oriented organizations have made the duties of executives aides (secretaries, personal assistants, etc.) more critical in the organizational performance.

This course is designed to enhance participants understanding of the facilitating link between micro computing and office management, with a view to improving the professional capabilities.

### **CONTENT**

- Office management and establishment practices in Nigeria

- Office management: Principles and practices
- Office communication
- Fundamental of Micro Computing
- Management information system
- Application of relevant computer packages such as MS Outlook, Ms-Word Excel, Access and Office Management.

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Explain the fundamentals of office management
- Plan office routine and procedures
- Identify the capabilities of computers in office management
- Apply the fundamentals of management information system to office management
- Discuss the various components of the computer system; and
- Use relevant computer packages in office management

### **TARGET AUDIENCE**

The course is designed for secretaries, Typists, Personal Assistants, Personnel and Executive Officers in both public and private sectors.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### **❖ APPLICATION OF INFORMATION TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT**

#### **RATIONALE**

Human resource represents a critical success factor in every organization and every field of human endeavour. Human resource managers have the daunting tasks of keeping, updating and maintaining the records of the workforce for sustained performance and goals achievement .

The human resource has to be effectively managed if our organizations are to achieve their maximum potentials and set goals. The tool that can be used to achieve these goals is information technology, most especially computer technology.

Despite the rapid development in IT, some officers in human resource departments and other officers performing similar tasks in other department can not effectively use the computer. This workshop was designed to resolve this problem.

The workshop is designed to sharpen the skills of participants in the use of information technology in order to manage their human resource, improve their performance and cope with challenges in managing the human resource.

### **CONTENT**

- Overview of Human Resource Management
- Functions and responsibility of Human Resource Management
- Management Information system
- Fundamentals of Micro Computer System
- Advanced Features of Microsoft Word such as Mail Merge, Letter and Memo, Graphic and Chart
- The Application of Microsoft Excel in Budget Preparation and Projection
- Database Management Using Microsoft Access
- The Techniques for Sourcing Information on the Internet
- Security of Information and Maintenance

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Identify the challenges of human resources management.
- Apply skills necessary for manpower planning and development
- Design human resource database management system
- Use human resource database and
- Use relevant software for managing human resource records.

### **METHODOLOGY**

The workshop will be delivered through computer practical, group discussion and case studies, and exercises. Audio-visual aids will be used to reinforce these training/learning methods.

### **TARGET AUDIENCE**

Personnel Officers, Personnel Managers, Administrative and Executive Officers, Managers, Computer Operators and Secretaries. Other

functional managers who have the responsibility of achieving results through people will find the workshop rewarding.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**           ₦50,000



## **MARKETING AND SALES MANAGEMENT COURSES**

### **❖ EXCEPTIONAL CUSTOMER SERVICE PROGRAMME**

Marketers, salespersons and other customer contact staff must give exceptional service to expect customer loyalty and continued patronage. This can only be achieved by understanding the customer's needs and expectations. This programme will expose participants to customer winning ways.

#### **CONTENT**

- Understanding the customer
- The use of research in designing quality customer service delivery package
- Identifying customer expectations
- Quality customer communications
- Pre and Post Sales Customer Care I.C.T. and Speedy customer service
- Achieving and Managing Customer Satisfaction.

#### **METHODOLOGY**

Lectures and discussions.

#### **TARGET AUDIENCE**

Marketers, Salespersons, Front line staff and any employee that come in contact with external customers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                      ₦40,000

**NON-MEMBERS**              ₦50,000

### **❖ CUSTOMER SERVICE/RELATIONSHIP WORKSHOP**

#### **RATIONALE**

The customer is the reason for being in business. Services required by customers need to be understood and appropriate steps taken meet and possibly surpass customer needs and expectations. Customer satisfaction is a prerequisite for sustained product/service demand and operational success. In recent times, low pricing, product differentiation, advertising and sales promotion have lost their competitive edge. Only businesses with adequate focus on

customer needs and satisfaction can successfully create, retain and capture value from customers for their long-term survival and growth.

This programme is designed to sharpen the skills and enhance the knowledge of managers and officers on the role of the customer to organizational success. It will also bring out the importance of long-term relationship in maintaining competitive edge.

## **CONTENT**

- Customer relations function
- Customer behaviour
- Customer value creation
- Customer attraction and retention
- Customer surveys
- Developing customers profile
- Quality service delivery
- Managing customer satisfaction
- Communication methods for improved customer relations
- Handling customer compliant and crises
- Building customer-driven organizations
- Managing difficult (Awkward) customers
- Co-opting customer competence.

## **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Identify customers needs;
- Generate feedback on their relationships with customers
- Create value for their customers
- Evaluate the quality of their customer service programmes
- Evolve appropriate strategies and programmes for enhancing customer relations; and
- Effectively implement customer service programme

## **METHODOLOGY**

Lectures, discussions, role play, case studies, and practical exercises. Audio-visual aids such as Multi-media and films will be used to facilitate and reinforce learning.

## **TARGET AUDIENCE**

Marketing and commercial managers, sales managers, distribution managers, product managers, customer relations managers and officers,

customer/client service managers and other manager/officers dealing directly or indirectly with their organizations' customers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### ❖ **DYNAMIC SELLING SKILLS AND TECHNIQUES**

Marketing is both a science and an art. It requires particular skills and techniques which practitioners must master and apply to achieve marketing success. This course will expose participants to all these and more.

#### **CONTENT**

- An overview of marketing and consumer orientation
- Selling functions, responsibilities and requisite skills
- Understanding the selling process
- Identifying buyer motives and behaviours
- Sales control processes and E-commerce
- Ethics of marketing
- Handling marketing complaints, objections and problems.

### **TARGET AUDIENCE**

Markers and salespersons who desire a more result oriented work performance. Other employees that want to be transferred to marketing positions can also attend or those who are new to the sales/customer care positions.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

### ❖ **MODERN SALES MANAGEMENT**

This programme aims to show how to keep pace with the strategic issues that are revolutionizing sales force management. At the end of the course, participants will discover the "can't fails" techniques that have already benefited thousands of their colleagues. They will

also learn how to achieve peak performance in those areas that are critical for sales management success.

### **CONTENT**

- The changing sales environment
- Sales planning and implementation
- Effective sales presentation and demonstration
- Sales promotion mix
- Sales forecast, budgeting and reporting
- Sales/customer management
- Recruiting, training and rewarding sales persons
- Organizing and controlling the sales team

### **TARGET AUDIENCE**

Marketing/sales Managers, Relationship Managers and Customer service managers.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

## **STRATEGIC MANAGEMENT PROGRAMME**

### **❖ TOTAL QUALITY MANAGEMENT WORKSHOP**

#### **RATIONALE**

Quality products and services are known to add value and generate stakeholders' confidence. Total Quality Management (TQM) holds the ace for effective and efficient product and service output. Commitment to TQM can enable an organization to achieve zero defects and improve productivity and performance. This programme is designed to provide TQM value orientation in our organizations and equip participants with TQM techniques, tools and skills.

#### **CONTENT**

- Overview of Total Quality Management
- TQM as a strategic management tool
- Organizational diagnosis for total quality management
- Team building/quality circles
- Quality assurance and ISO90000
- Business process reengineering (BPR)
- Quality cost
- Quality service delivery
- Building a customer-driven organization
- Quality audit and measurement
- Implementing and organizing for total quality management

#### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Determine the role which quality management can play in the task of achieving their organizations' objectives
- Apply modern quality management techniques in all areas to improve productivity
- Advise on the maintenance of quality at minimum overall cost to satisfy customers needs
- Create an enabling environment for employee commitment, empowerment, creativity, innovation and leadership development
- Build customer-driven organizations; and
- Proffer solutions to quality problems.

#### **METHODOLOGY**

Lectures, discussions, syndicate work, and exercises. Audio-visual aids will be used to reinforce these teaching/learning.

## **TARGET AUDIENCE**

This workshop is particularly relevant for Top Executives, Senior and Middle Managers, Consultants, Entrepreneurs, Administrators and other executives who have responsibility for ensuring quality in their organization's products and services.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ STRATEGIC MANAGEMENT WORKSHOP (PLANNING)**

### **RATIONALE**

Managing enterprises is becoming more tasking as the national economy integrates into the international economy through globalization. An organization's ability to achieve superior performance in a turbulent economic environment like ours depends on its capability to plan and manage change effectively. Our enterprises are operating in a much more global environment. They are expected to be more proactive in their planning efforts and should continually seek means of improving the competence level of their management in order to remain efficient and competitive.

Strategic planning gives organizations the opportunity to undertake a critical analysis of their internal and external environments. The process enables them to reflect on their strengths and weaknesses, identify opportunities and challenges in the environment and respond appropriately. Both public and private sector organizations have increasing need for strategic planning, guided by strategic plans.

This workshop is designed to enable participants to think strategically and develop the requisite skills required to charting the future of their organizations in a dynamics economic environment. It will help participants to critically evaluate their operating environment and develop appropriate strategies that would enhance organizational performance both in the short and long terms.

### **CONTENT**

- Strategic planning concept and function
- Socio-cultural context of strategic planning

- Vision, mission, values and goals
- Environmental analysis (SWOT, force field analysis)
- Developing strategies
- Activity planning
- Management information system
- Developing manpower, marketing, production, operational and financial plans
- Techniques and processes of implementing strategic plan
- Managing change
- Evaluating strategic plans

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Use strategic planning techniques for goal achievement
- Clarify their vision, mission, values and goals
- Identify information requirements for strategic planning
- Conduct environmental analysis, including SWOT
- Use force Field Analysis Model to identify impelling and impeding forces in strategic planning
- Develop appropriate strategies for dealing with environmental threats and challenges; and
- Produce functional strategic plan.

### **METHODOLOGY**

Lectures, syndicate group, case studies , stimulation exercises and experience sharing. Audio-visual aids will be used to reinforce these teaching/learning.

### **TARGET AUDIENCE**

Chief Executives, Directors, General Managers, Specialist Planners, Controllers, Senior Managers, Heads of Department, Special Advisers as well as Top Military and Policy Officers who contribute in varying degrees to corporate/strategic planning.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## ❖ **STRATEGIC MANPOWER PLANNING WORKSHOP**

### **RATIONALE**

The desire to improve performance and remain in business has put tremendous pressure on corporate organizations. Organizations which want to stay ahead of competitors produce high quality products and services. High quality products are not just a result of sophisticated and automated machines. Rather, they are the results of intensely committed employees, using the best methods and techniques.

Attainment of market edge relies on the ability to tap the organization's special skills or core competence. Organizations can only achieve this through the careful selection, use and development of its human capital. The workshop is therefore designed to equip participants with core Competencies to plan, acquire, utilize and improve the human capital for the attainment of strategic objectives.

### **CONTENT**

- Strategic manpower planning
- Information requirement for manpower planning
- Manpower forecasting
- Manpower inventory and audit
- Job analysis, design and organization performance
- Recruitment, selection and placement
- Training and development
- Performance appraisal
- Career structure and succession planning
- Compensation and benefit plans

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Develop and introduce manpower planning culture and practice in their organizations
- Relate manpower plans to corporate policies and objectives
- Determine main elements of human resource plans
- Identify and evaluate environmental factors affecting manpower planning
- Apply various techniques for manpower forecasting
- Establish appropriate and functional succession plans within their organizations; and



- Make optimum use of human resource employed their organizations.

### **METHODOLOGY**

Lectures, discussions, case studies, role play and exercises. Audio-visual aids will be used to reinforce these teaching/learning methods.

### **TARGET AUDIENCE**

The participants expected to attend the programme are personnel and human resources managers, training managers, manpower planning managers and management consultants.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                    ₦40,000

**NON-MEMBERS**            ₦50,000

### **❖ STRATEGIC MANAGEMENT ACCOUNTING**

#### **RATIONALE**

Management accounting provides the major quantitative information system in almost every organization. This information is required for strategic planning, formulation of major policies, control of operations and all strategic management decisions.

It is therefore imperative for finance professionals, business executives and project managers to be able to prepare and interpret management accounting information for strategic management decisions.

This programme is therefore designed to boost the skills and enhance the competence of business professionals in the area of strategic management accounting.

#### **CONTENT**

- Financial strategy: An Overview
- Management accounting tools for strategic decision
- Cost-Volume-Profit Relationship and Breakeven Analysis
- Working capital management strategies
- Inventory management and control
- Budgeting and budget management
- Capital budgeting/investment appraisal
- Responsibility accounting

- Preparation of management accounting reports.

### **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Identify basic management accounting tools for strategic decision making
- Evaluate management accounting options
- Prepare management account reports and
- Interpret management accounting reports for strategic decision making.

### **METHODOLOGY**

Lectures, discussions, syndicate work and case studies. Audio-visual aids will be used to reinforce training/learning methods.

### **TARGET AUDIENCE**

The programme is designed for Finance Professionals, Management Accountants, Business Executives, Project Managers and others who may find the programme useful to their job.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS**                      ₦40,000

**NON-MEMBERS**              ₦50,000

### **❖ STRATEGIC MARKETING MANAGEMENT WORKSHOP**

#### **RATIONALE**

Organizations operate in a dynamic market place. They face challenges from competition, consumers and technology. The market forces redefine the industry everyday, and staying competitive means continuously adjusting and adapting to changing needs and expectations.

Meeting up with the challenges facing marketing activities in the 21<sup>st</sup> century and beyond calls for organizations to improve the knowledge, skills and competence of their workforce if they to remain in competition.

It is for this reason that this programme is designed to equip participants with necessary skills and techniques for successfully

packaging and repositioning their organizations and its products/services for survival, growth and profitability in the ever-changing market.

## **CONTENT**

- Strategic marketing management: An Overview
- Marketing function in the 21<sup>st</sup> century
- The marketing environment
- Customer behaviour
- Strategic marketing plans
- Product development strategies and innovation
- Pricing product: Pricing considerations and approaches
- Marketing logistics and supply chain management
- Integrated marketing communications strategy
- Brand management
- Customer attraction, retention and building satisfaction/loyalty
- Global marketing
- Budgeting and control of marketing costs
- E-marketing
- Evaluating and monitoring of marketing activities.

## **OBJECTIVES**

At the end of the workshop, participants will be able to:

- Explain the role of marketing in the 21<sup>st</sup> century
- Analyse the marketing environment
- Develop marketing strategies and plans
- Design appropriate channels for marketing of product/services
- Prepare marketing budget
- Evaluate the effectiveness of marketing programmes.

## **METHODOLOGY**

Lectures, discussions, role play, case studies, and practical exercises. Audio-visual aids such as multi-media and films will be used to reinforce learning.

## **TARGET AUDIENCE**

Marketing and Sales Directors, Commercial Managers, Distribution and Product Managers, marketing managers and executive officers in charge of marketing and related activities.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **OPERATIONS MANAGEMENT**

### **❖ LOGISTICS AND SUPPLY CHAIN MANAGEMENT.**

Logistics and supply chain as one of the core functions helps to add value to a business, therefore, their effective and efficient management is very desirable in order to achieve and sustain organizational success and prosperity.

#### **CONTENT**

- Supply chain management overview
- Supplier and providers management
- Tendering and bidding management
- Issues and important clauses in procurement agreement
- Procurement cost and budgeting
- Learn manufacturing and JIT concept
- Relationship management
- Post award management

#### **METHODOLOGY**

Lectures, discussions.

#### **TARGET AUDIENCE**

Managers who have responsibilities and play key role through out the value chain i.e from product or service conceptualization till the point it reaches the final consumers and end users.

### **❖ MAINTENANCE MANAGEMENT.**

The cost of acquisition of plants and machinery generally run into millions of Naira and sometimes billions. Also, there are compelling reasons for organizations to achieve competitive advantage. In order to achieve this as well as value for money and optimal plant utilizations efficient and effective maintenance management cannot be compromised.

#### **CONTENT**

- Maintenance management overview
- Maintenance resources planning control
- Design and preparation of maintenance processes
- Planned maintenance scheme
- Total productive maintenance
- Measuring and evaluating maintenance effectiveness
- Maintenance budgeting and budgetary control.

## **METHODOLOGY**

Lectures, discussions.

## **TARGET AUDIENCE**

Managers responsible for manufacturing, construction, communication, selection and maintenance of buildings, plants and machineries in their organizations.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:**

**MEMBERS** ₦40,000

**NON-MEMBERS** ₦50,000

## **❖ OPERATIONS MANAGEMENT FOR ADMINISTRATIVE OFFICERS.**

The strategic role of operations management for organizational effectiveness cannot be over emphasized. This course is to enlighten administrative officers and managers and make them have an appreciation of how this process can assist them perform efficiently and optimally.

## **CONTENT**

- Operations management overview
- Challenges of operations
- Management to admin officers and managers
- Purchasing and supply chain management
- Maintenance and facility management
- Health, safety and environmental management
- Improving operational performance
- Legal and insurance issues in operations management.

## **METHODOLOGY**

Lectures and discussions.

## **TARGET AUDIENCE**

Personnel, HR Administrative Managers, Accounts and Finance Managers and other Managers with Administrative responsibilities.

**DATE/VENUE:** To be decided by management

**DURATION:** 5 Days

**FEE:****MEMBERS** ₦40,000**NON-MEMBERS** ₦50,000**❖ PURCHASING AND SUPPLY CHAIN MANAGEMENT.**

Supply chain is one of the core business functions that facilitates acceptable organizational effectiveness and value for money. On this premise therefore, its sound management is very desirable in order to improve and sustain such gains.

**CONTENT**

- Design and improvement of procurement process
- Tendering and bidding management
- Lean manufacturing concept
- Supplier and service providers management
- Cost and price administration
- Logistics support to purchasing and supply
- Relationship management
- Control reporting
- Globalization and supply chain management

**METHODOLOGY**

Lectures and discussions.

**TARGET AUDIENCE**

Supply chain, Purchasing, Buying, Contract, Project and Production Managers as well as other managers and executives that have responsibilities for procurement management.

**DATE/VENUE:** To be decided by management**DURATION:** 5 Days**FEE:****MEMBERS** ₦40,000**NON-MEMBERS** ₦50,000**❖ MATERIAL AND INVENTORY MANAGEMENT.**

Material and inventories often constitute over fifty percent of the total costs of running an organization. Thus the success met in managing them affects corporate performance and prosperity. This course will examine all avenues for achieving success in this area of management.

## **CONTENT**

- Inventory management overview
- Material requirement planning and demand forecasting
- Establishment of inventory control levels
- Management of outsourcing and services
- Measurement and improvement of inventory turnover ratios
- Material costs and budgeting
- IT Integrated Inventory Management

## **METHODOLOGY**

Lectures and discussions.

## **TARGET AUDIENCE**

Managers who have operational responsibilities for effective and efficient management, procurement, use and control of materials, inventory and components.