

**CANADIAN INSTITUTE OF ORGANIZATIONAL EXCELLENCE - LIST OF TRAINING COURSES (2020)**  
**(CIOE Inc., Canada) - (Certificates are issued from CIOE Inc., Canada)**

Code	Course Name	Course Description	Target Audience	Course Outcome	Duration (Days)	Remarks
<b>LEADERSHIP, STRATEGIC MANAGEMENT AND ORGANIZATIONAL EXCELLENCE COURSES</b>						
LOE-1	<b>Leadership Factors for Organizational Excellence Awareness</b>	Achieving organizational excellence is not possible without visible involvement of leadership. This course is designed for senior management revealing factors / barriers occur at a strategic management level for excellence implementation.	Leadership & Executives / Managers / Management System Professional / Internal Auditors	<ul style="list-style-type: none"> <li>• Understand Concept of Excellence and Leadership role for organizational Excellence</li> <li>• Understand what are organizational level leadership factors and how they affect on organizational excellence</li> <li>• Understand what are individual level leadership factors and how they affect organizational excellence</li> </ul>	1/2 day and 1 day	This course is also available for 2 days for middle management.

<p><b>LOE-2</b></p>	<p><b>Leadership Factors for Organizational Excellence Workshop</b></p>	<p>This training workshop focuses on leadership understanding enhancement regarding organizational excellence. Senior management and managers of organizations will learn organizational and individual factors affecting organizational excellence. They will further learn how to identify leadership factors using KN model and then measure them for importance ranking. Action plans are then prepared for enhancing leadership factors for organizational excellence.</p>	<p>Leadership &amp; Executives / Managers / Management Representatives / Internal Auditors / Risk Managers / QHSE Managers / People in Management Cadre</p>	<ul style="list-style-type: none"> <li>• By the end of this workshop, the participants will be able to:</li> <li>• Understand Concept of Excellence and Leadership role for organizational Excellence</li> <li>• Understand what are organizational level leadership factors and how they affect on organizational excellence</li> <li>• Understand what are individual level leadership factors and how they affect on organizational excellence</li> <li>• Carry out practical exercise using Case Study and identify leadership factors and their importance ranking</li> <li>• Understand monitoring and measurement mechanism for leadership factors for organizational excellence</li> </ul>	<p>2</p>	<p>This course is also available for 3 days for middle management.</p>
<p><b>LOE-3</b></p>	<p><b>Organizational Excellence Master Class</b></p>	<p>Understand important topics those play role for attaining Organizational Excellence. Understand how various subject can work together to bring Organizational Excellence and to Instill various concepts and methodologies to achieve Organizational Excellence</p>	<p>Leadership &amp; Executives / Managers / Management Representatives / Internal Auditors / Risk Managers / QHSE Managers / People in Management Cadre</p>	<ul style="list-style-type: none"> <li>• Understand important topics those play role for attaining Organizational Excellence</li> <li>• Understand how various subject can work together to bring Organizational Excellence covering theoretical understanding and practical application</li> <li>• Apply various concepts and methodologies to achieve Organizational Excellence</li> </ul>	<p>5 days &amp; 8 days (enhanced exercises)</p>	

<b>LOE-4</b>	<b>Leadership Skills for Managers</b>	<p>Topics to be covered under this course include:</p> <ul style="list-style-type: none"> <li>Leadership</li> <li>Motivation</li> <li>Styles of Leadership</li> <li>Relationship Management</li> <li>Communication Techniques</li> <li>Decision Making</li> <li>Performance Management</li> </ul>	<p>Leadership &amp; Executives / Managers / Management Representatives / Internal Auditors / Risk Managers / QHSE Managers / People in Management Cadre</p>	<p>At the end of the course, attendees will not only be familiar with but also able to apply the various leadership skills learnt in the practical work.</p>	2	
<b>LOE-5</b>	<b>Corporate Governance for Leaders</b>	<p>This training course focuses on discussing essential ingredients of effective corporate governance.</p>	<p>Leadership &amp; Managers</p>	<p>At the end of the course, attendees will be familiar with essential ingredients of effective corporate governance and how to ensure it within the organization.</p>	1 day and 2days	
<b>LOE-6</b>	<b>Strategic Management &amp; Planning Foundation</b>	<p>This training course awareness focuses on discussing essentials of strategic management and strategic planning.</p>	<p>Leadership &amp; Managers</p>	<p>At the end of the session, attendees would be familiar with the essential concepts and importance of strategic management and planning for successful business growth.</p>	1/2 day & 1 day	
<b>LOE-7</b>	<b>Strategic Management &amp; Planning Workshop</b>	<p>This training workshop enhances attendees knowledge regarding essentials of strategic management and strategic planning with practical exercises focusing on types of strategies, competitive strategies, linkage with corporate governance and ERM.</p>	<p>Leadership &amp; Managers</p>	<p>At the end of the course, attendees would be having practical understanding of the strategic management and strategic planning for different strategies ensuring inclusion on corporate governance and ERM for business risks and objectives.</p>	1 day & 2 days	

## QUALITY MANAGEMENT

QS-1	<b>ISO 9001 Awareness Course</b>	This is a foundation course for providing understanding of the quality management system. This training is essential for understanding of the system in any organization and its' effective implementation.	All Staff	Knowledge on mandatory requirements of ISO 9001 & Participation certificates issued	1	
QS-2	<b>ISO 9001 Documentation Course Workshop</b>	This course is designed to impart understanding of the management system documentation, documents management and records control, based on ISO 9001:2008 requirements.	Quality professionals/Dept incharge / Document Controllers / ISO 9001 Auditors	Knowledge on crucial documentation requirements of ISO 9001, exercises given; Participation certificate issued	2	
QS-3	<b>ISO 9001 Internal Auditor Course Workshop</b>	This course is designed to provide skills to internal auditors in quality system auditing. The course is based on ISO 9001 and ISO 19011 standards.	Quality professionals / Middle Management / Officers & Supervisors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	2	
QS-4	<b>ISO 9001 Lead Auditor Course</b>	This is an IRCA registered course for in-depth learning and registration, as a quality system auditor. This course provides essential skills to conduct quality audits of all types.	Mgt System professionals / senior & Middle Mgt / Internal Auditors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held; IRCA accredited lead auditor certificates issued	5	through Certification Body
QS-5	<b>Becoming Effective Management System Representative Workshop</b>	Role of Management Representative is critical for the development, implementation and continual improvement of a management System. This interactive, one-on-one training is designed to provide knowledge and skills necessary for becoming an effective Management Representative.	Management System Representatives & other potential MRs	Training on roles and responsibilities of an MR, attendance certificate is issued	2	

QS-6	<b>Seminar for Top Management</b>	This seminar is specially designed for the top management to explain the importance of their role in successful implementation of quality / environmental / safety management systems.	Senior Management / Managerial Role	Detailed awareness on importance of top management's role in implementation of quality, certificate issued	1	
QS--7	<b>Quality Costs, Implications and Control</b>	This course teaches various types of costs related to quality including poor quality cost, how they occur, how to measure and control quality costs to be more competitive.	Functional incharge / Mgt professionals / officers & Supervisors	Detailed understanding regarding various quality costs, implications and control. Certificate issued.	1	
QS-8	<b>Quality Circles Workshop</b>	The Quality Circle, a concept originated in Japan, is a team consisting of 4 to 8 people who meet regularly to identify and solve problems. This workshop is designed to give understanding of the Quality Circle concept, formation and use of the QCs in the organizations and its' benefits.	Middle management & Junior staff	Comprehensive understanding on quality improvements as a team to resolve shop floor and related problems. Certificate issued.	2	
QS-9	<b>Quality Improvements through Statistical Process Control Workshop</b>	Improvement in quality through improvement in process focuses on understanding variability and control of variations to improve the process capability. There are various statistical tools which can be used to study, annotate and analyze data on process variations. This training is designed to provide understanding and skills in use of the basic statistical tools.	Middle management & Junior staff	Training session for using statistical tools, practice exercises held. Participation certificate issued	2	

<p><b>QS-10</b></p>	<p><b>Problem Solving and Continuous Improvement Through Quality Action Teams Workshop</b></p>	<p>This course is designed to explain the importance of Incremental and breakthrough thinking, understanding and applying the 7-steps problem solving process and using the quality tools to solve problems systematically for continuous improvement.</p>	<p>Middle management &amp; Junior staff</p>	<p>Training session for using quality tools, practice exercises and presentations held for continuous improvements. Participation certificate issued</p>	<p>2</p>	
<p><b>QS-11</b></p>	<p><b>Six Sigma Awareness Training Course</b></p>	<p>Based on DMAIC process (Define, Measure, Analyze, Improve and Control), Six-Sigma is a business process that allows companies to improve performance by designing and monitoring their day to day activities in ways that minimize waste and resources while increasing customer satisfaction. This training is designed to provide understanding of Six Sigma concepts and methodology.</p>	<p>Senior / Middle management &amp; Junior staff</p>	<p>Training session for using six sigma tools, material for practice exercises given and examination held. Certificate issued</p>	<p>2</p>	<p>Six Sigma Green and Black Belt courses will be on air soon</p>
<p><b>QS-12</b></p>	<p><b>Total Quality Management (TQM)</b></p>	<p>In order to achieve the highest standards of quality and customer satisfaction, it is necessary to embed quality right across the organization. TQM is the sum total of all the quality concepts applied in an organization with active involvement and participation of employees in order to achieve customer delight.</p>	<p>Senior &amp; middle Mgt / Mgt system professionals / officers/ supervisors</p>	<p>Total Quality Concepts given, material for practice exercises given. Certificate issued</p>	<p>2</p>	

<p><b>QS-13</b></p>	<p><b>ISO 10001 &amp; 10002 Awareness Training</b></p>	<p>This training provides framework for excellence models in customer care which can be combined with the existing management system. Keeping in view the relevance of this aspect the sustainability and profitability of the organization. This has been designed to provide and develop understanding of concepts related to customer satisfaction and customer complaints</p>	<p>Mgt System professionals / Customer service staff</p>	<p>Awareness session held on Customer feedback management system. certificate issued</p>	<p>2</p>	
<p><b>QS-14</b></p>	<p><b>Root Cause Analysis (RCA) Workshop</b></p>	<p>This workshop style training is designed to develop understanding of the Root Cause Analysis Methods and Techniques and shall create to take effective decisions by first identifying all the causes underlying a problem. RCA is tool designed to help identify not only what and how a problem / an event occurred, but also why it happened.</p>	<p>Middle management, Officers, Supervisors</p>	<p>Root Cause Analysis Concepts given, material for practice exercises given . certificate issued</p>	<p>1</p>	

<p>QS-15</p>	<p><b>Benchmarking Course</b></p>	<p>Instead of re-inventing a wheel through sharing and learning from best practices, this training course is designed to develop understanding regarding various benchmarking methods. Further it helps to develop and deploy complete benchmarking process for internal and external benchmarking for achieving world class / best-in-class results.</p>	<p>Senior and Middle Management</p>	<p>Detailed understanding on benchmarking concept and its practical application. Participation certificate issued.</p>	<p>1 day and 2days</p>	
<p>QS-16</p>	<p><b>Management Development Workshop on Implementing Quality Systems</b></p>	<p>This senior and middle management focused course helps in comprehensive understanding for major aspects of implementing quality systems covering ten essential subjects, so to apply them for continuous improvement and achieving organizational excellence.</p>	<p>Senior and Middle Management / Managerial Level</p>	<p>Workshop session covering 10 topics on implementing quality systems, material for practice exercises given . Participation certificate issued</p>	<p>3 days and 5 days</p>	
<p>QS-17</p>	<p><b>Setting Process KPIs, Developing Departmental SLAs and process based Internal Customer Satisfaction Surveys Workshop</b></p>	<p>This workshop style training is designed to develop understanding regarding setting process KPIs and formulating departmental SLAs accordingly. Further it helps to gauge level of continuous departmental improvements for effective KPIs and SLAs implementation through process based internal customer satisfaction surveys.</p>	<p>Mgt professionals / Dept / Section / Unit incharge</p>	<p>Training session for implementing KPIs, material for practice exercises given. certificate issued</p>	<p>2 days and 3 days</p>	



<p><b>QS-18</b></p>	<p><b>Kaizen and Gemba Kaizen</b></p>	<p>'Kaizen' synonymous for continuous improvement and helps organizations achieving its goals. This training course covers Kaizen and Gemba Kaizen concepts and their application for improving both organizational processes and work place through elimination of wastes and reworks.</p>	<p>Middle Mgt / officers / supervisors</p>	<p>Comprehensive understanding on Kaizen and related concepts with their implementation. Certificate is issued.</p>	<p>1 day and 2days</p>	
<p><b>QS-19</b></p>	<p><b>5S and Visual Management</b></p>	<p>Everything has a place and everything should be on its place. This course designed to apply 5S and Visual Management combined approach to highlight efficiency through eliminating wastes, reworks and improving quality aspects and controls.</p>	<p>Middle Mgt / officers / supervisors / Production &amp; store staff</p>	<p>Detailed understanding on 5S and visual management techniques. Certificate is issued.</p>	<p>1</p>	
<p><b>QS-20</b></p>	<p><b>Designing Effective Vision. Mission and Values</b></p>	<p>Many organizations develop Vision as a slogan for which achievement is difficult to gauge. Is Vision is a slogan, then mostly mission is also becomes slogan. Moreover, Values are created but without people buy in so common understanding becomes complex. This workshop style course provides guidelines to design effective Vision, mission and values of the organization aligning with the strategy.</p>	<p>Department / functional incharge / senior &amp; middle management</p>	<p>Training session for conceptualization and designing Vision, mission values. Attendance certificate issued</p>	<p>1</p>	

<p><b>QS-21</b></p>	<p><b>Leadership Skills for Management System Auditors</b></p>	<p>This course will cover leadership skills which will auditors to use during full scale of auditing process.</p>	<p>All management systems or other auditors</p>	<p>Auditors will be able to understand necessary skills needed to be effective leader being an auditor.</p>	<p>2 days</p>	
<p><b>QS-22</b></p>	<p><b>Communication Skills for Auditors</b></p>	<p>Auditors used different type of communication skills which are important to be effective auditor. In particular to conduct, compliance, performance based and value added audits. This course will cover such communication skills for auditors.</p>	<p>All management systems or other auditors</p>	<p>Auditors will be able to understand necessary skills needed to be effective communication being an auditor.</p>	<p>2 days</p>	
<p><b>QS-23</b></p>	<p><b>Consulting Skills &amp; Attitude</b></p>	<p>Consulting is art as well as a science. This course will cover the techniques important to be an effective, useful and results oriented consulting skills.</p>	<p>Auditors, consultants</p>	<p>For auditors, they will understand role of consulting for auditors. Whereas, for people new in consulting field, it will highlight consulting skills and attitude</p>	<p>1 day / 2 days</p>	

**OCCUPATIONAL HEALTH & SAFETY MANAGEMENT COURSES**

SS-1	<b>ISO 45001 OHS Awareness Course</b>	This is a foundation course for safety system based on ISO 45001 standard. The course contents include explanation of requirements related to the safety standard and skills related to hazard identification and risk assessment.	All Staff	Knowledge on mandatory requirements of ISO 45001.	1	
SS-2	<b>ISO 45001 Internal Audit Course</b>	This course is designed to provide skills in safety system auditing. The course is based on ISO 45001 and ISO 19011 standards.	Mgt System professionals / Middle Management / Officers & Supervisors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	2	
SS-3	<b>ISO 45001 Lead Auditor Course</b>	To interpret the requirements of the ISO 45001 specification and their scope and filled application in accordance to the requirement of ISO 19011 Audit Standard	Mgt System professionals / senior & Middle Mgt / Internal auditors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held; lead auditor certificates issued	5	Through Certification Body
SS-4	<b>Safety Risk Assessment, Legal Compliance Evaluation and OTMP Workshop</b>	This workshop will provide comprehensive understanding through practical case studies / exercises regarding 'how to conduct hazard identification & safety risk assessments', 'how to perform legal compliance evaluation', and 'how to set relevant safety objectives, targets and design management programs'.	QHSE Professionals / MRs / Dept Managers	Training given on Legal Compliance requirements, assessments methodology, knowledge of evaluation and practice exercises (handouts), certificates given	2	
<b>ENVIRONMENTAL MANAGEMENT COURSES</b>						

ES-1	<b>EMS ISO 14001 Awareness Course</b>	This is a foundation course for environmental system based on ISO 14001 standard. The course contents include explanation of requirements related to the environmental standard and environmental impact-aspect study.	All Staff	Knowledge on mandatory requirements of EMS ISO 14001 & certificates issued	1	
ES-2	<b>EMS ISO 14001 Internal Audit Course</b>	This course is designed to provide skills in environmental system auditing. The course is based on ISO 14001 and ISO 19011 standards.	Mgt System professionals / Middle Management / Officers & Supervisors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	2	
ES-3	<b>EMS ISO 14001 Auditor / Lead Auditor Course</b>	This course provides essential skills to conduct successful environmental audits and to provide full knowledge with which an auditor will be able to develop understanding of environmental issues, principles and practices to evaluate the system in accordance to the requirements of ISO 19011 Audit Standard	Mgt System professionals / senior & Middle Mgt / Internal auditors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held; lead auditor certificates issued	5	through Certification Body
ES-4	<b>Environmental Risk Assessment, Legal Compliance Evaluation and OTMP Workshop</b>	This workshop will provide comprehensive understanding through practical case studies / exercises regarding 'how to conduct Environmental risk assessments', 'how to perform legal compliance evaluation', and 'how to set relevant environmental objectives, targets and design management programs'.	QHSE Professionals / MRs / Dept Managers	Training given on Legal Compliance requirements, assessments methodology, knowledge of evaluation and practice exercises (handouts), certificates given	2	
<b>RISK MANAGEMENT COURSES</b>						

RM-1	<b>ISO 31000 Risk Management Standard Awareness</b>	ISO has established international standard guidelines for Risk Management. This workshop style course provides detailed awareness for ISO 31000 Risk management Standard.	Senior & Middle Management / Risk & Mgt System professionals / Internal Auditors / Officers	Training given on ISO 31001 RM, knowledge of standard requirements, and handouts given, certificates issued	1	
RM-2	<b>Risk Management based on ISO 31000 RM Standard Workshop</b>	Uncertainty is part and parcel of our life and so risk is always inherent characteristic with it. ISO has established international standard guidelines for Risk Management. This workshop style course provides detailed requirements and application for ISO 31000 Risk management Standard so to build or refine Risk Management.	Senior & Middle Management / Risk & Mgt System professionals / Internal Auditors	Understanding on building ERM based on ISO 31000 standard through exercises. It includes risk assessment process, mitigation strategies and internal control using case studies.	2	
RM-3	<b>Enterprise Risk Management Course</b>	This course workshop focuses on risk management essentials and ingredients in view of building Enterprise Risk Management.	Managers, Risk Champions, Middle Management & others equivalent	This course would enhance understanding of attendees regarding essentials of risk management for effective enterprise risk management corresponding risk assessment process and treatment strategies including internal controls.	2	

**BUSINESS CONTINUITY MANAGEMENT SYSTEM COURSES**

BCMS-1	<b>ISO 22301:2012 Business Continuity Management System Standard Awareness</b>	In today's business world, successful continuity of business without disruptions is critical. It is further crucial that how the organizations prepare themselves for disruptions, incidents and unforeseen situations. ISO has established international standard for Business Continuity Management in view of these. This workshop style course provides detailed awareness for ISO 22301 Business Continuity	Senior & Middle Management / Risk & Mgt System professionals / Internal Auditors / Officers	Training given on ISO 22301:2012, knowledge of standard requirements, and handouts given, certificates issued	2	
BCMS-2	<b>ISO 22301 Business Continuity Management System Implementation Course</b>	This course focuses on how to implement BCMS based on ISO 22301 standard requirement.	Senior & Middle Management / Risk & Mgt System professionals / Internal Auditors / Officers	Attendees would be able to understand way forward for implementing BCMS. Certificate is issued.	2	
BCMS-3	<b>ISO 22301 BCMS Internal Audit Course</b>	Evaluation and assessment for gauging effective application of Business Continuity Management System is crucial. Therefore, this course is designed to provide skills in business continuity management system auditing. The course is based on ISO 22301 and ISO 19011 standards.	Senior & Middle Management / Risk & Mgt System professionals / Internal Auditors / Officers	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	3	

BCMS-4	<b>Crisis Management</b>	Crisis Management is a leadership challenge being faced by the leaders of the most organizations across the globe. Therefore, understanding of the crisis and what to be done in such situations are fundamental skills to obtain. This course is designed in a way to cover essential topics of crisis management such as understanding of crisis and crisis mgt, Elements of crisis mgt, emergency preparedness, incident reporting, response plan & time, communicating in crisis, media responses, etc.	Senior & Middle Management / Risk, Operations & Mgt System professionals	Training is given on basics of crisis management and what need to be done in such situations.	1 and 2 days	This is also offered for senior management only for 1/2 day.
<b>BUSINESS EXCELLENCE MODELS COURSES</b>						
BE-1	<b>Business Excellence Model Awareness (based on EFQM / MBNQA / DQA / SKEA / SEEA / MRM models, as appropriate)</b>	This workshop style training course provides comprehensive awareness regarding EFQM / MBNQA Excellence Model to help its application within organizations.	All Staff	Detailed understanding regarding excellence models, knowledge of model requirements, and handouts given, certificates issued	2	

BE-2	<b>Self-Assessment Methods and their Application for Business Excellence</b>	It is a common question that ‘how and where to start for excellence’? This workshop is developed focusing on application of various self-assessment methods to reveal existing levels with respect to excellence model and how to develop approaches, deploy and regularly refine them for best possible results.	Senior & middle Mgt / Mgt System Professionals	Over view of excellence models and practical understanding via exercises about S/A techniques. Participation certificates issued	3	
BE-3	<b>Effective Assessment Process for Business Excellence Models</b>	This workshop style training course provides ample understanding for Business Excellence Model (e.g. EFQM) criteria. Further more, It provides detailed assessment process for Business Excellence Model not only to help the organization for achieving excellence and knowing what assessors look for but also for assessors about how to perform effective assessment.	Potential Assessors / Internal Auditors / Mgt System Professionals	Workshop on techniques, knowledge of Model requirements, assessment process and practice exercises, examination held, completion certificates issued	3	
BE-4	<b>Writing Winning Submission Document for Business Excellence Awards (e.g. SKEA, DQA, MRM, etc.)</b>	This course is designed for organizations seeking business excellence / quality award to provide them important pointers and tips about writing good submission document both from organization’s and assessment view points.	Mgt System Professional / B.E Team / Functional incharge / Criterion Owners	knowledge on award winning submission writing, critical points, and handouts given, certificates issued	1 day and 2days	



BE-5	<b>Business Excellence Model Requirements, Self-Assessment Techniques and writing Award Winning Submission Document</b>	Becoming a World-class organization is a dream of many organizations. This workshop is designed to provide overall detailed process required to kick-start the excellence process, implementation of the criteria and applying for the business excellence / quality award.	Mgt System Professional / B.E Team / Functional incharge / Criterion Owners / Potential assessors	High level training given on Bus. excellence techniques, knowledge of mandatory requirements and practice exercises, completion certificates issued	5	
<b>SERVICE EXCELLENCE COURSES</b>						
SE-1	<b>Service Management Excellence Course</b>	This training course focuses on all aspects of service management that enables the organization to design, implement, monitor and manage the effectiveness of services offered to attain service excellence, customer satisfaction and loyalty.	Service Quality & Customer Service Staff /Call center staff / Mgt system staff	Detailed understanding regarding Service excellence, training handouts given, certificates issued	2 days and 3 days	
SE-2	<b>Inter-Personal Skills and Communicating Effectively</b>	This training course enlighten the attendees with issues related to inter-personal skills and effective communication and helps them to change / improve their attitude, communication and personal abilities, increasing their effectiveness and efficiencies within and across departments for achieving organizational goals.	Middle Mgt / Junior staff / Front Liners / Customer facing staff	Knowledge on types of communication and improvement for inter-personal skills / communication, training handouts given, certificates issued	2	

SE-3	<b>Essentials of Superior Customer Service</b>	As constant changes are increasing customer demands and so superior customer service became crucial for organizations. This training course is designed to build and enhance understanding regarding service characteristics, dimensions, service profit chain and various relevant approaches so organizations utilize them to achieve level of superior customer service.	Middle Mgt / Junior staff / Front Liners / Customer facing staff / Service Quality & Customer Service Staff /Call center staff / Mgt system staff	Detailed understanding for essentials of superior customer service, training handouts given, certificates issued	2 days and 3 days	
SE-4	<b>Qualitative Service Standards Course</b>	Soft skills are common issues both in service and manufacturing sectors. This course focuses on establishing four crucial qualitative service standards to enhance staff soft skills not only for internal customers but also for external customers, hence improves people service levels.	Customer Facing staff / call center / Mgt System Professional	Enhancement of soft skills with QSS, training handouts given, certificates issued	1	
<b>LEAN PRODUCTION / PROCESS MANAGEMENT COURSES</b>						
LPM-1	<b>Lean Production</b>	This training course is designed to develop awareness and understanding regarding lean manufacturing / production concepts focusing on Quality, Cost & Delivery, Kanban (pull system), JIT, 5S, Visual Management, one piece flow and Kaizen for improving production efficiency through eliminating wastes, reworks and improving quality aspects and controls.	Production Staff / Process Mgt Staff / Mgt System Professionals / Supervisors / Foreman	Training session on Lean Production, training handouts given, in course practice sessions, certificates issued	2	

LPM-2	<b>Kaizen and Gemba Kaizen (Continuous Improvement)</b>	'Kaizen' synonymous for continuous improvement and helps organizations achieving its goals. This training course covers Kaizen and Gemba Kaizen concepts and their application for improving both organizational processes and work place through elimination of wastes and reworks.	Production Staff / Process Mgt Staff / Mgt System Professionals / Supervisors / Foreman	Training session on Kaizen/Gamba, training handouts given, in course practice sessions, certificates issued	2	
LPM-3	<b>5S and Visual Management for Production Environment</b>	Everything has a place and everything should be on its place. This course designed to apply 5S and Visual Management combined approach to highlight efficiency through eliminating wastes, reworks and improving quality aspects and controls.	Production Staff / Process Mgt Staff / Mgt System Professionals / Supervisors / Foreman	Awareness session on 5S and Visual Management, certificates given	1	
LPM-4	<b>Effective Process Management</b>	This course is designed for detailed understanding on process management , related parameters, process controls and applying crucial basic techniques for process management.	Production Staff / Process Mgt Staff / Mgt System Professionals / Supervisors / Foreman	Understanding on Process Management, process controls, process monitoring and improvement, training handouts given, in course practice sessions, certificates issued	2	
LPM-5	<b>Business Process Re-engineering</b>	This training provides concepts and practical aspects of Business Process Re-engineering focusing on BPR implementation and gauging benefits.	Senior and Middle Mgt	Full understanding on BPR, implications, practical application and improvement. Certificate issued.	2	

**KNOWLEDGE MANAGEMENT SYSTEM COURSES**

<b>KM-1</b>	<b>ISO 30401 KMS Awareness / Implementation Course</b>	This is a foundation course for Knowledge Mgt system based on ISO 30401 standard. The course contents include explanation of requirements related to the KM standard and skills. The course is enhanced with implementation methodology for KMS.	All Staff	Understanding of Knowledge Management as a management system and its implementation way forward.	1 day / 2 days	
<b>KM-2</b>	<b>ISO 30401 Internal Audit Course</b>	This course is designed to provide skills in KM System auditing. The course is based on ISO 30401 and ISO 19011 standards.	Mgt System professionals / Middle Management / Officers & Supervisors	Training given on audit techniques for KMS, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	2	
<b>CHANGE MANAGEMENT COURSES</b>						
<b>SA-1</b>	<b>Change Management</b>	This course is designed to learn change management techniques and process for managing change, sustaining change and improving impact of change. Case study to be used with exercises.	Mid level managers, Unit/Group Leaders and Supervisors	Detailed understanding on Change management, training handouts, certificates issued	1	
<b>COLLABORATIVE BUSINESS RELATIONSHIP MANAGEMENT</b>						
<b>CBR-1</b>	<b>ISO 44001 CBRM Awareness Course</b>	This is a foundation course for Collaborative Relationship Mgt system based on ISO 44001 standard. This topic is crucial for organization because collaboration, cooperation and coordination are must for business success.	All Staff	Understanding of Collaborative Business Relationship Management as a management system.	1 day / 2 days	
<b>PROJECT MANAGEMENT COURSE</b>						

PM-1	<b>ISO 21500 Project Management Awareness Course</b>	This course provides details and awareness regarding ISO 21500 Standard related to Project Management. So, it will be covering project management requirements and their application based on this ISO guideline standard.	Middle / Departmental Management	Awareness on ISO 21500 PM requirements, training handouts, certificates issued	1	
<b>INTEGRATED MANAGEMENT SYSTEM COURSES</b>						
IMS-1	<b>IMS Awareness Course for QHSE &amp; other ISO Standards and relevant Requirements</b>	This course is designed to provide an understanding of the requirements of quality, safety and environmental management system standards and their effective implementation based on combined ISO 9001, ISO 14001 and ISO 45001 Standards. These include other ISO standards as applicable.	Mgt System professionals / Middle Mgt / Officers / Section Incharge / Internal Auditors	Awareness session on IMS, its requirements & implementation, training handouts, Participation certificates issued	2	
IMS-2	<b>IMS Internal Audit Course</b>	This course is designed to provide necessary training and competency to conduct internal audits for IMS in conformance with ISO 9001, ISO 14001 and ISO 45001 standards. The course is based on the auditing requirements of ISO 19011 standard. These include other ISO standards as applicable.	Mgt System professionals / Middle Management / Officers / Internal Auditors	Training given on audit techniques, knowledge of mandatory requirements and practice exercises, examination held, internal audit certificates issued	3	
NOTE-1: Above courses can be customized as per the client requirements and also delivered in-house.						
NOTE-2: More courses are to be listed soon.						