LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

Certificate in Management and Leadership

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Reference MGT-C08 • Management Centres

UKPRN 10067351 • Registered in England and Wales, company 4984798

4	48	480	400	60%	Lifetime
SUBJECTS	CHAPTERS	CLASSES	TOTAL MARKS	PASS MARK	VALIDITY

AT A GLANCE

REFERENCE	**MGT-C08**
AWARD	**Certificate**
ASSESSMENT	**400 marks — 240 to pass (60%)**
PREREQUISITES	**None**
VALIDITY	**Lifetime**
AWARDING BODY	**LAPT — London Academy of Professional Training**

CURRICULUM

1

Management Fundamentals: Self, Team and Work

12 chapters · 120 classes **100 marks**

- **1 Managing Yourself at Work** — 10 classes
  - 1.1 Understanding Your Role and Objectives
  - 1.2 Setting Personal Work Goals
  - 1.3 Prioritising Tasks Daily
  - 1.4 Time Management Methods
  - 1.5 Handling Interruptions
  - 1.6 Managing Stress and Energy
  - 1.7 Working Within Organisational Policies
  - 1.8 Personal Organisation and Records
  - 1.9 Reflecting on Performance
  - 1.10 Keeping a Work Journal
- **2 Developing Your Own Skills and Knowledge** — 10 classes
  - 2.1 Assessing Your Current Competence
  - 2.2 Learning Styles and Methods
  - 2.3 Writing a Personal Development Plan
  - 2.4 Finding Learning Opportunities at Work
  - 2.5 Asking for Feedback
  - 2.6 Using a Mentor
  - 2.7 Keeping a Learning Record
  - 2.8 Applying New Skills
  - 2.9 Reviewing Progress Regularly
  - 2.10 Planning Your Career Path
- **3 Professional Behaviour and Ethics** — 10 classes
  - 3.1 Professional Standards in the Workplace
  - 3.2 Reliability and Punctuality
  - 3.3 Honesty and Integrity
  - 3.4 Confidentiality and Data Care
  - 3.5 Respect Diversity and Inclusion
  - 3.6 Dress and Conduct Expectations
  - 3.7 Handling Gifts and Conflicts of Interest
  - 3.8 Responsible Use of Social Media
  - 3.9 Speaking Up About Concerns
  - 3.10 Ethical Decision Making
- **4 How Organisations Work** — 10 classes
  - 4.1 Types of Organisations
  - 4.2 Ownership and Legal Structures
  - 4.3 Organisational Charts and Departments
  - 4.4 Mission Vision and Values
  - 4.5 Stakeholders and Their Interests
  - 4.6 Business Environment Factors
  - 4.7 Culture and How It Shows
  - 4.8 Public Private and Voluntary Sectors
  - 4.9 Growth and Competition
  - 4.10 Social Responsibility of Organisations
- **5 Working in Teams** — 10 classes
  - 5.1 Stages of Team Formation
  - 5.2 Team Roles and Strengths
  - 5.3 Setting Team Goals
  - 5.4 Sharing Work Fairly
  - 5.5 Communication Within Teams
  - 5.6 Supporting Team Members
  - 5.7 Recognising Contributions
  - 5.8 Team Meetings and Decisions
  - 5.9 Handling Problems in Teams
  - 5.10 Evaluating Team Performance
- **6 Leading and Motivating a Team** — 10 classes
  - 6.1 Leadership Versus Management
  - 6.2 Leadership Styles in Practice
  - 6.3 Motivation Theories Made Simple
  - 6.4 Setting Clear Expectations
  - 6.5 Delegating Tasks Properly
  - 6.6 Giving Praise and Recognition
  - 6.7 Coaching a Team Member
  - 6.8 Leading by Example
  - 6.9 Building Team Spirit
  - 6.10 Leading Through Change
- **7 Planning and Allocating Work** — 10 classes
  - 7.1 Understanding Work Priorities
  - 7.2 Breaking Work into Tasks
  - 7.3 Estimating Effort and Time
  - 7.4 Matching Tasks to Skills
  - 7.5 Scheduling Work Fairly
  - 7.6 Using Task Boards and Lists
  - 7.7 Checking Progress
  - 7.8 Adjusting Plans When Things Change
  - 7.9 Managing Workload and Overtime
  - 7.10 Reviewing Completed Work
- **8 Quality Checking the Team's Work** — 10 classes
  - 8.1 Standards for Team Output
  - 8.2 Setting Quality Measures
  - 8.3 Observing Work Quality
  - 8.4 Giving Corrective Feedback
  - 8.5 Checking Records and Documents
  - 8.6 Handling Errors Without Blame
  - 8.7 Improving Methods After Mistakes
  - 8.8 Customer Complaints Through the Team
  - 8.9 Health and Safety Checks
  - 8.10 Reporting Team Quality
- **9 Communicating as a Manager** — 10 classes
  - 9.1 Choosing the Right Channel
  - 9.2 Briefing a Team Clearly
  - 9.3 Writing Short Work Messages
  - 9.4 Running Short Team Meetings
  - 9.5 Listening to Staff Concerns
  - 9.6 One to One Conversations
  - 9.7 Giving Instructions Clearly
  - 9.8 Reporting Upwards
  - 9.9 Communication in Remote Teams
  - 9.10 Checking Understanding
- **10 Managing Conflict and Working Relationships** — 10 classes
  - 10.1 Sources of Workplace Conflict
  - 10.2 Early Warning Signs
  - 10.3 Staying Neutral and Calm
  - 10.4 Listening to Both Sides
  - 10.5 Mediation Steps
  - 10.6 Agreeing Solutions
  - 10.7 Building Relationships with Colleagues
  - 10.8 Working with Other Departments
  - 10.9 Disciplinary and Grievance Awareness
  - 10.10 Rebuilding Trust
- **11 Flexible, Remote and Digital Working** — 10 classes
  - 11.1 Types of Flexible Working
  - 11.2 Setting Remote Work Expectations
  - 11.3 Tools for Digital Collaboration
  - 11.4 Keeping Remote Staff Engaged
  - 11.5 Measuring Output Not Hours
  - 11.6 Information Security for Remote Staff
  - 11.7 Home Working Health and Safety
  - 11.8 Scheduling Hybrid Meetings
  - 11.9 Avoiding Isolation
  - 11.10 Reviewing Flexible Arrangements
- **12 Management Fundamentals Capstone Practice** — 10 classes
  - 12.1 Management Case Study Overview
  - 12.2 Analysing the Situation
  - 12.3 Setting Team Objectives
  - 12.4 Allocating Work to Staff
  - 12.5 Handling a Team Issue
  - 12.6 Reporting Results to a Superior
  - 12.7 Self Evaluation as a Manager
  - 12.8 Feedback from Peers
  - 12.9 Updating Your Development Plan
  - 12.10 Final Management Portfolio Review

2

Managing Finance, Budgets and Resources

12 chapters · 120 classes **100 marks**

- **1 Introduction to Business Finance** — 10 classes
  - 1.1 Why Managers Need Financial Skills
  - 1.2 Sources of Business Finance
  - 1.3 Income Costs and Profit
  - 1.4 Cash Versus Profit
  - 1.5 Fixed Variable and Overhead Costs
  - 1.6 Financial Jargon Made Simple
  - 1.7 Role of the Finance Department
  - 1.8 Financial Controls in Business
  - 1.9 Financial Ethics and Fraud Awareness
  - 1.10 Reading Financial Information Safely
- **2 Financial Statements for Non Finance Managers** — 10 classes
  - 2.1 Profit and Loss Account Basics
  - 2.2 Balance Sheet Basics
  - 2.3 Cash Flow Statement Basics
  - 2.4 Assets Liabilities and Equity
  - 2.5 Reading Key Lines of Each Statement
  - 2.6 Gross and Net Profit Margins
  - 2.7 Working Capital Meaning
  - 2.8 Comparing Periods
  - 2.9 Common Mistakes in Reading Reports
  - 2.10 Summarising Results for Others
- **3 Identifying and Justifying Financial Resource Needs** — 10 classes
  - 3.1 Identifying Resource Needs
  - 3.2 Estimating Costs of Needs
  - 3.3 Options Appraisal
  - 3.4 Writing a Short Business Case
  - 3.5 Payback and Return Measures
  - 3.6 Presenting a Funding Request
  - 3.7 Answering Finance Questions
  - 3.8 Sources of Internal Funding
  - 3.9 Risk in Financial Requests
  - 3.10 Following Up on Decisions
- **4 Budget Preparation** — 10 classes
  - 4.1 Purpose of Budgets
  - 4.2 Types of Budgets
  - 4.3 Gathering Historical Data
  - 4.4 Setting Budget Assumptions
  - 4.5 Preparing a Departmental Budget
  - 4.6 Income and Expense Lines
  - 4.7 Using Spreadsheets for Budgets
  - 4.8 Consulting Staff on Budgets
  - 4.9 Approval Process
  - 4.10 Communicating the Approved Budget
- **5 Budget Monitoring and Variance Control** — 10 classes
  - 5.1 Comparing Actual With Budget
  - 5.2 Calculating Variances
  - 5.3 Favourable and Adverse Variances
  - 5.4 Investigating Causes of Variance
  - 5.5 Forecasting Year End Position
  - 5.6 Corrective Actions
  - 5.7 Virement and Reallocation
  - 5.8 Reporting Budget Status
  - 5.9 Controlling Overtime and Expenses
  - 5.10 Learning for Next Budget
- **6 Costing and Pricing** — 10 classes
  - 6.1 Direct and Indirect Costs
  - 6.2 Cost per Unit
  - 6.3 Break Even Analysis
  - 6.4 Margin and Mark Up
  - 6.5 Pricing Methods
  - 6.6 Quoting for Jobs
  - 6.7 Discounts and Their Impact
  - 6.8 Costing Services and Projects
  - 6.9 Cost Reduction Ideas
  - 6.10 Reviewing Prices Regularly
- **7 Cash Flow and Credit Management** — 10 classes
  - 7.1 Why Cash Flow Matters
  - 7.2 Cash Flow Forecasting
  - 7.3 Credit Terms Explained
  - 7.4 Invoicing Accurately
  - 7.5 Chasing Late Payments
  - 7.6 Managing Payables
  - 7.7 Petty Cash Controls
  - 7.8 Banking Basics
  - 7.9 Handling Cash Safely
  - 7.10 Warning Signs of Cash Problems
- **8 Managing Physical Resources and Assets** — 10 classes
  - 8.1 Types of Physical Resources
  - 8.2 Asset Registers and Tagging
  - 8.3 Planning Resource Needs
  - 8.4 Stock Control Basics
  - 8.5 Maintenance of Equipment
  - 8.6 Safe Storage and Handling
  - 8.7 Disposal and Recycling
  - 8.8 Preventing Loss and Theft
  - 8.9 Resource Utilisation Measures
  - 8.10 Reporting Resource Issues
- **9 Purchasing and Supplier Management** — 10 classes
  - 9.1 Purchasing Cycle Overview
  - 9.2 Specifying Requirements
  - 9.3 Finding Suppliers
  - 9.4 Tendering and Quotation Comparison
  - 9.5 Evaluating Supplier Offers
  - 9.6 Placing Orders and Contracts
  - 9.7 Receiving and Checking Goods
  - 9.8 Supplier Performance Review
  - 9.9 Ethical and Sustainable Buying
  - 9.10 Managing Supplier Disputes
- **10 Technology and Information as Resources** — 10 classes
  - 10.1 Choosing Business Technology
  - 10.2 Cost of Ownership
  - 10.3 Implementing New Tools
  - 10.4 Training Staff on Systems
  - 10.5 Information Security Practices
  - 10.6 Managing Knowledge Records
  - 10.7 Data Backup and Retention
  - 10.8 Using Office Software Efficiently
  - 10.9 Review of Technology Benefits
  - 10.10 Digital Risks and Controls
- **11 Sustainability and Social Impact of Resource Use** — 10 classes
  - 11.1 Environmental Impact of Work
  - 11.2 Energy and Waste Reduction
  - 11.3 Social Impact on Communities
  - 11.4 Sustainable Procurement
  - 11.5 Measuring Environmental Performance
  - 11.6 Corporate Social Responsibility Basics
  - 11.7 Legal Environmental Obligations
  - 11.8 Involving Staff in Sustainability
  - 11.9 Reporting Sustainability Results
  - 11.10 Linking Sustainability to Cost Saving
- **12 Financial Risk, Control and Compliance** — 10 classes
  - 12.1 Financial Risks in Business
  - 12.2 Internal Controls Overview
  - 12.3 Segregation of Duties
  - 12.4 Authorisation Limits
  - 12.5 Fraud Prevention and Reporting
  - 12.6 Audit Trails and Records
  - 12.7 Tax and Legal Obligations in Brief
  - 12.8 Insurance Basics
  - 12.9 Compliance Checks
  - 12.10 Capstone Budget and Resource Plan

3

Customer Service, Marketing and Sales Management

12 chapters · 120 classes **100 marks**

- **1 Customer Focus in the Organisation** — 10 classes
  - 1.1 What Customers Expect
  - 1.2 Internal and External Customers
  - 1.3 Customer Service Standards
  - 1.4 Building a Customer Focused Culture
  - 1.5 Customer Journey Mapping
  - 1.6 Customer Segments
  - 1.7 Complaints as Opportunities
  - 1.8 Customer Loyalty and Retention
  - 1.9 Measuring Satisfaction
  - 1.10 Roles of Staff in Customer Care
- **2 Customer Service Skills** — 10 classes
  - 2.1 Greeting and First Impressions
  - 2.2 Listening to Customer Needs
  - 2.3 Clear Polite Communication
  - 2.4 Telephone and Email Service
  - 2.5 Handling Queries Accurately
  - 2.6 Dealing with Upset Customers
  - 2.7 Saying No Positively
  - 2.8 Following Up After Service
  - 2.9 Cultural Awareness in Service
  - 2.10 Personal Resilience in Service Roles
- **3 Managing Customer Service Operations** — 10 classes
  - 3.1 Service Level Agreements
  - 3.2 Staffing a Service Team
  - 3.3 Service Scripts and Guidelines
  - 3.4 Handling Service Peaks
  - 3.5 Complaint Logging and Escalation
  - 3.6 Customer Service Metrics
  - 3.7 Quality Monitoring of Calls and Chats
  - 3.8 Feedback Surveys
  - 3.9 Service Recovery Methods
  - 3.10 Reporting Service Performance
- **4 Market Research Basics** — 10 classes
  - 4.1 Purpose of Market Research
  - 4.2 Primary and Secondary Research
  - 4.3 Writing Simple Surveys
  - 4.4 Interviews and Focus Groups
  - 4.5 Sampling Customers
  - 4.6 Analysing Responses
  - 4.7 Competitor Analysis
  - 4.8 Market Size and Trends
  - 4.9 Presenting Research Findings
  - 4.10 Ethical Research and Consent
- **5 Principles of Marketing** — 10 classes
  - 5.1 What Marketing Is
  - 5.2 Marketing Mix of Product Price Place Promotion
  - 5.3 Segmentation Targeting and Positioning
  - 5.4 Understanding Buyer Behaviour
  - 5.5 Branding Basics
  - 5.6 Pricing from a Marketing View
  - 5.7 Distribution Channels
  - 5.8 Promotion Methods
  - 5.9 Marketing and Customer Value
  - 5.10 Legal and Ethical Marketing
- **6 Developing and Implementing a Marketing Plan** — 10 classes
  - 6.1 Structure of a Marketing Plan
  - 6.2 Situation Analysis Using SWOT
  - 6.3 Setting Marketing Objectives
  - 6.4 Choosing Strategies
  - 6.5 Planning Activities and Timelines
  - 6.6 Setting a Marketing Budget
  - 6.7 Assigning Responsibilities
  - 6.8 Monitoring Campaign Results
  - 6.9 Return on Marketing Spend
  - 6.10 Revising the Plan
- **7 Online and Digital Marketing** — 10 classes
  - 7.1 Digital Marketing Overview
  - 7.2 Websites and Landing Pages
  - 7.3 Search Engine Basics
  - 7.4 Email Marketing
  - 7.5 Social Media for Business
  - 7.6 Content Creation Planning
  - 7.7 Paid Online Advertising Basics
  - 7.8 Analytics and Reports
  - 7.9 Online Reputation and Reviews
  - 7.10 Data Protection in Digital Marketing
- **8 International and Cross Cultural Business** — 10 classes
  - 8.1 Why Businesses Go International
  - 8.2 Import and Export Basics
  - 8.3 Cultural Differences in Business
  - 8.4 Market Entry Options
  - 8.5 Pricing and Currency Issues
  - 8.6 Legal and Trade Rules
  - 8.7 Logistics for Overseas Customers
  - 8.8 Language and Communication Needs
  - 8.9 Managing International Relationships
  - 8.10 International Risk Awareness
- **9 Selling Products and Services** — 10 classes
  - 9.1 The Sales Process Overview
  - 9.2 Finding and Qualifying Prospects
  - 9.3 Preparing for a Sales Conversation
  - 9.4 Questioning to Find Needs
  - 9.5 Presenting Features and Benefits
  - 9.6 Handling Objections
  - 9.7 Closing a Sale
  - 9.8 After Sales Care
  - 9.9 Selling Ethically
  - 9.10 Recording Sales Activity
- **10 Planning and Managing Sales Teams** — 10 classes
  - 10.1 Sales Targets and Forecasts
  - 10.2 Territory and Account Planning
  - 10.3 Allocating Work to Sales Staff
  - 10.4 Pipeline Reviews
  - 10.5 Sales Coaching Basics
  - 10.6 Sales Incentive Schemes
  - 10.7 Customer Relationship Management Systems
  - 10.8 Monitoring Sales Performance
  - 10.9 Motivating Sales Teams
  - 10.10 Reporting Sales Results
- **11 Bidding for Contracts and Proposals** — 10 classes
  - 11.1 Finding Bid Opportunities
  - 11.2 Bid or No Bid Decision
  - 11.3 Reading Tender Documents
  - 11.4 Costing a Bid
  - 11.5 Writing a Proposal
  - 11.6 Presenting Value to Clients
  - 11.7 Compliance Checks Before Submission
  - 11.8 Negotiating Contract Terms
  - 11.9 Winning and Losing Review
  - 11.10 Handover to Delivery Team
- **12 Delivering Products and Services to Customers** — 10 classes
  - 12.1 Order to Delivery Process
  - 12.2 Delivery Planning and Scheduling
  - 12.3 Quality Checks Before Delivery
  - 12.4 Packaging and Documentation
  - 12.5 Customer Communication During Delivery
  - 12.6 Handling Delays and Errors
  - 12.7 Returns and Refunds
  - 12.8 Customer Contracts and Warranties
  - 12.9 Delivery Performance Measures
  - 12.10 Capstone Customer Journey Project

4 **Recruitment, Learning, Performance and Wellbeing** 12 chapters · 120 classes **100 marks**

- **1 Workforce Planning** — 10 classes
  - 1.1 Why Workforce Planning Matters
  - 1.2 Analysing Current Staffing
  - 1.3 Forecasting Future Needs
  - 1.4 Skills Gap Analysis
  - 1.5 Succession Planning Basics
  - 1.6 Planning Flexible Resourcing
  - 1.7 Costing Workforce Plans
  - 1.8 Using Workforce Data Ethically
  - 1.9 Writing a Workforce Plan
  - 1.10 Reviewing Plans Annually
- **2 Recruitment and Selection** — 10 classes
  - 2.1 Recruitment Process Overview
  - 2.2 Writing Job Descriptions and Person Specifications
  - 2.3 Advertising Vacancies
  - 2.4 Fair and Inclusive Recruitment
  - 2.5 Shortlisting Candidates
  - 2.6 Planning Interviews
  - 2.7 Asking Good Interview Questions
  - 2.8 Using Tests and Assessments
  - 2.9 Making Offers and Checking References
  - 2.10 Recording Recruitment Decisions
- **3 Employment Law and Employment Relationship** — 10 classes
  - 3.1 Employment Contracts and Terms
  - 3.2 Statutory Employment Rights
  - 3.3 Working Time and Leave
  - 3.4 Equality and Anti Discrimination Law
  - 3.5 Health and Safety Duties
  - 3.6 Data Protection and Employee Records
  - 3.7 Probation and Notice
  - 3.8 Disciplinary Procedures
  - 3.9 Grievance Procedures
  - 3.10 Ending Employment Fairly
- **4 Induction and Retention** — 10 classes
  - 4.1 Purpose of Induction
  - 4.2 Planning an Induction Programme
  - 4.3 Welcoming New Staff
  - 4.4 Explaining Policies and Safety
  - 4.5 Buddy and Mentor Support
  - 4.6 Probation Reviews
  - 4.7 Reasons Staff Leave
  - 4.8 Exit Interviews
  - 4.9 Retention Strategies
  - 4.10 Measuring Turnover
- **5 Redeployment and Redundancy Awareness** — 10 classes
  - 5.1 Reasons for Organisational Change in Roles
  - 5.2 Consultation Obligations
  - 5.3 Identifying Redeployment Options
  - 5.4 Retraining Staff for New Roles
  - 5.5 Fair Selection Criteria
  - 5.6 Communicating Difficult News
  - 5.7 Supporting Affected Staff
  - 5.8 Legal Steps in Redundancy
  - 5.9 Looking After Remaining Staff
  - 5.10 Reviewing Lessons Learned
- **6 Learning and Development in the Workplace** — 10 classes
  - 6.1 Identifying Learning Needs
  - 6.2 Training Needs Analysis
  - 6.3 Learning Methods On and Off the Job
  - 6.4 Planning a Training Session
  - 6.5 Delivering Short Training
  - 6.6 Using E-Learning and Online Tools
  - 6.7 Evaluating Training Results
  - 6.8 Competence Records
  - 6.9 Linking Training to Business Goals
  - 6.10 Building a Learning Culture
- **7 Coaching and Mentoring Employees** — 10 classes
  - 7.1 Coaching Versus Mentoring
  - 7.2 Coaching Models in Brief
  - 7.3 Building Trust
  - 7.4 Setting Coaching Goals
  - 7.5 Active Listening in Coaching
  - 7.6 Powerful Questions
  - 7.7 Giving Feedback in Coaching
  - 7.8 Action Planning with Employees
  - 7.9 Recording Coaching Sessions
  - 7.10 Evaluating Coaching Outcomes
- **8 Performance Management** — 10 classes
  - 8.1 Purpose of Performance Management
  - 8.2 Setting Objectives
  - 8.3 Ongoing Feedback Conversations
  - 8.4 Appraisal Preparation
  - 8.5 Running an Appraisal Meeting
  - 8.6 Rating and Recording Performance
  - 8.7 Managing Underperformance
  - 8.8 Improvement Plans
  - 8.9 Recognising Strong Performance
  - 8.10 Fairness and Bias in Reviews
- **9 Reward and Recognition** — 10 classes
  - 9.1 Reward Components Explained
  - 9.2 Pay Structures and Grades
  - 9.3 Benefits and Allowances
  - 9.4 Performance Related Pay
  - 9.5 Non Financial Recognition
  - 9.6 Pay Equality and Transparency
  - 9.7 Market Pay Comparisons
  - 9.8 Communicating Reward to Staff
  - 9.9 Reward and Motivation
  - 9.10 Reviewing Reward Policy
- **10 Employee Wellbeing and Safe Workplaces** — 10 classes
  - 10.1 Wellbeing at Work Overview
  - 10.2 Stress and Mental Health Awareness
  - 10.3 Work Life Balance
  - 10.4 Spotting Signs of Distress
  - 10.5 Supporting Staff Through Difficulty
  - 10.6 Absence Management
  - 10.7 Healthy and Safe Working Environment
  - 10.8 Reasonable Adjustments
  - 10.9 Wellbeing Programmes
  - 10.10 Measuring Wellbeing
- **11 Diversity, Inclusion and Employee Engagement** — 10 classes
  - 11.1 Meaning of Diversity and Inclusion
  - 11.2 Unconscious Bias Awareness
  - 11.3 Inclusive Team Practices
  - 11.4 Accessibility in the Workplace
  - 11.5 Handling Discrimination Complaints
  - 11.6 Engagement Surveys
  - 11.7 Employee Voice Channels
  - 11.8 Recognition Events and Culture
  - 11.9 Building Belonging
  - 11.10 Reporting Inclusion Results
- **12 People Metrics and Human Resource Practice** — 10 classes
  - 12.1 Why Measure People Data
  - 12.2 Headcount and Turnover Reports
  - 12.3 Absence and Productivity Measures
  - 12.4 Training and Skills Reporting
  - 12.5 Cost of Hiring Analysis
  - 12.6 Using HR Software
  - 12.7 Data Accuracy and Privacy
  - 12.8 Presenting People Reports
  - 12.9 Human Capital Reporting Basics
  - 12.10 Capstone People Practice Plan

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UKPRN 10067351 • Company 4984798
Curriculum current at the date of issue.