

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Conflict of Interest and Ethics Management

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

Unmanaged conflicts of interest undermine trust and can lead to legal and reputational damage. This course covers identifying actual, potential and perceived conflicts, declaration processes, registers, mitigation measures, gifts and outside interests, ethics committees and building an ethical culture.

Conflicts of interest are common, but their management is often weak. This course helps you build clear and practical processes.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses scenario analysis, policy design workshops, case studies and role plays.

Course objectives

By the end of this course, participants will be able to:
• Recognise actual, potential and perceived conflicts
• Design declaration and register processes
• Apply mitigation and recusal measures
• Manage gifts, hospitality and outside interests
• Establish ethics oversight
• Promote an ethical culture

Target audience

This course is suitable for:
• Compliance and ethics officers
• HR professionals
• Procurement professionals
• Board members and senior managers
• Public sector officials



Course content

Target competencies

Participants will develop competencies in:

- Conflict identification
- Declaration management
- Mitigation measures
- Ethics oversight
- Policy design
- Ethical culture

Course outline

Day 1: Understanding Conflicts

09:00–09:54	Definitions and types
09:54–10:48	Why conflicts matter
10:48–11:00	Legal and regulatory requirements
11:00–11:30	**Coffee break**
11:30–12:12	Legal and regulatory requirements (continued)
12:12–13:06	High-risk roles
13:06–14:00	Exercise: Conflict scenarios

Day 2: Declarations and Registers

09:00–09:54	Declaration processes
09:54–10:48	Registers
10:48–11:00	Review and approval
11:00–11:30	**Coffee break**
11:30–12:12	Review and approval (continued)
12:12–13:06	Data protection
13:06–14:00	Workshop: Process design



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Day 3: Managing Conflicts

09:00–09:54	Mitigation options
09:54–10:48	Recusal
10:48–11:00	Monitoring
11:00–11:30	**Coffee break**
11:30–12:12	Monitoring (continued)
12:12–13:06	Escalation
13:06–14:00	Case study: Procurement conflict

Day 4: Related Areas

09:00–09:54	Gifts and hospitality
09:54–10:48	Outside employment
10:48–11:00	Related parties
11:00–11:30	**Coffee break**
11:30–12:12	Related parties (continued)
12:12–13:06	Board conflicts
13:06–14:00	Exercise: Policy review

Day 5: Ethics Management

09:00–09:54	Ethics committees
09:54–10:48	Training
10:48–11:00	Culture
11:00–11:30	**Coffee break**
11:30–12:12	Culture (continued)
12:12–13:06	Reporting
13:06–14:00	Capstone: Conflict management framework

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,450.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Paris Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,860.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Amsterdam Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,540.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,820.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Rome Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,450.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Paris Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,860.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	17 May 2027	21 May 2027	**€2,820.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Barcelona Confirmed dates	31 May 2027	4 Jun 2027	**€2,840.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,650.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Vienna Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,940.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Paris Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,860.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,650.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,540.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Singapore Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,820.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,890.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
London Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Dubai Confirmed dates	18 Oct 2027	22 Oct 2027	**€3,150.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,650.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,450.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Rome Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,450.–**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,860.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Istanbul Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online