



**THAROLLO**  
**INSTITUTE** *of*  
LABOUR ECONOMICS  
AND MANAGEMENT  
STUDIES

# TILES

# 2025 Training Calendar and Course Outlines

**2025** | January - December

# Quarter 1

## January - March





## **Basic Principles of Labour law and understanding the Employment Contract (2 Days)**

- Basic labour law principles
- Understanding the employment relationship
- Overview of employment contracts
- Rights and obligations of employers and employees
- Key contract terms: probation, notice, confidentiality
- Breach and enforcement of employment contracts
- Employee benefits and remuneration

## **New Labour Legislations in Lesotho - 2024 (2 Days)**

- Key changes introduced in 2024
- In-depth analysis of key provisions
- Practical implications for businesses
- Impact on employees and employers
- New compliance requirements
- Enforcement and penalties
- Relationship between Labour Act and other legislations



## **Managing Employee Leaves and Hours of Work (1 Day)**

- Management of Leave entitlements: annual, sick, maternity and other types of leave
- Management of working hours, overtime, and rest periods under the Labour Act
- Handling absenteeism and late coming and related acts of misconduct

## **Workplace Discipline, Initiating Disciplinary Hearing, Termination of employment and dismissals (3 Days)**

- General principles of workplace discipline
- Role of the chairperson and other role players
- Steps to conduct an investigation
- Gathering evidence and witness statements
- Initiating formal disciplinary procedures
- Hearing procedures and protocols
- Decision-making and outcomes
- Fair vs. unfair dismissal
- Severance pay and related terms



## **Mastering Finance: A Toolkit for Non-Finance Managers (5 Days)**

- Basic financial concepts for non-financial professionals
- Understanding financial statements
- Key financial ratios and their applications
- Budgeting and forecasting basics
- Cash flow management
- Cost control and optimization
- Developing financial strategies for businesses
- Effective financial coaching techniques
- Case studies in business financial management

## **Productivity and Wage Fixing Machinery in the Workplace (2 Day)**

- Defining productivity in the workplace
- Factors affecting productivity
- Strategies to improve workplace efficiency
- Understanding wage determination processes
- Legal frameworks for wage fixing
- Case studies on wage disputes

## **Basics of Corporate Governance and Ethics (Mohlomi Code) (1 Day)**

- Principles of the Mohlomi Code and international best practice
- Corporate governance structures
- Corporate governance tools, processes and reporting structures
- Corporate governance for contract implementation entities
- Roles and responsibilities of board members/governing body members
- Steps in establishing a board/governing body
- Oversight responsibilities of boards/governing body
- Effective decision-making processes



# Quarter 2

## April - June





## **Retrenchment Principles and Procedures (2 Days)**

- Legal framework for retrenchments
- Consultation requirements
- Calculating severance pay

## **Sexual Exploitation, Abuse, Violence, and Harassment in the Workplace (5 Days)**

- Defining workplace harassment
- Legal obligations of employers
- Creating a harassment-free environment
- Reporting and addressing complaints

## **Private and Public Dispute Resolution at the Workplace (5 Days)**

- Mediation vs. arbitration
- Role of labor tribunals
- Best practices in dispute resolution





## **Workmen's Compensation (3 Days)**

- Understanding the Workmen's Compensation Act
- Eligibility criteria for compensation
- Claims process and employer obligations

## **Basic Principles of Occupational Health and Safety (5 Days)**

- Legal framework for OSH
- Hazard identification and risk assessment
- Roles and responsibilities of employers and employees
- Emergency response planning

## **Personal Finance and Managing Working Capital (3 Days)**

- Saving and investment strategies
- Managing personal debt
- Retirement planning essentials
- Optimizing inventory levels
- Accounts receivable and payable management
- Improving cash conversion cycles



## **Business Accounting (2 Days)**

- Principles of accounting
- Recording and interpreting transactions
- Preparing financial reports

## **Effective Personal Leadership**

- Developing self-awareness and emotional intelligence
- Setting personal goals and priorities
- Building confidence and resilience
- Understanding leadership styles
- Motivating and inspiring teams
- Driving organizational change

## **Effective Personal Productivity**

- Time management techniques
- Overcoming procrastination
- Setting SMART goals

## **Sale of Businesses and Their Impact on Labour Relations (2 Days)**

- Overview of Labour Act
- Implications of business sales on employees
- Transfer of undertakings and labor rights
- Stakeholder involvement during business transitions

## **Labour Management Relations and Employee Participation in Decision-Making Processes in the Workplace (3 days)**

- Importance of Employee Involvement in Decision-Making
- Mechanisms for Employee Participation:
  - Joint Committees
  - Surveys and Feedback Mechanisms
  - Open Forums and Town Halls
- Challenges to Employee Involvement
- Benefits of Employee Participation on Organizational Performance

### **Strikes and Lockouts (1 day)**

- Defining Strikes and Lockouts
- Legal Framework Governing Industrial Action
- Causes and Triggers of Strikes and Lockouts
- Managing Strikes and Ensuring Continuity of Operations
- Case Studies on Successful Conflict Resolution

### **Making Labour Laws Tenable to the Informal Economy (4 Days)**

- Challenges of applying formal labour laws to the informal sector
- Policy recommendations for inclusivity
- Successful case studies

### **Board Management Relations (1 Day)**

- Maintaining healthy relationships between boards and management
- Clarifying roles and accountability
- Resolving disputes

### **Company Shareholding and Directorship (2 Days)**

- Understanding shareholding structures
- Duties and responsibilities of directors
- Legal compliance for directors

# Quarter 3

## July - September





## **Legal Liability (2 Days)**

- Types of liabilities for employers
- Compliance with labor laws
- Mitigating legal risks

## **Structures of Labour Administration and Labour Justice (2 Day)**

- Hierarchy of labor administration bodies
- Roles and responsibilities
- Accessing justice for labor disputes
- Key components of labor administration
- Role of labor justice in dispute resolution
- Current trends and reforms

## **Social Dialogue and Tripartism (1 Day)**

- Role of social dialogue in labor relations
- Tripartite structures and their functions
- Promoting harmonious industrial relations



- Understanding social dialogue mechanisms
- Role of employers, employees, and government
- Promoting effective tripartite partnerships

## **Collective Bargaining and Negotiation Skills**

- Foundations of Collective Bargaining
- Legal Frameworks for Collective Bargaining
- Steps in the Collective Bargaining Process
- Negotiation Skills for Labor-Management Dialogue
- Handling Disputes During Bargaining
- Effective communication strategies
- Building consensus in negotiations
- Resolving conflicts amicably
- Formation and roles of committees
- Negotiating collective agreements
- Handling impasses effectively



## **How to Deal with a Union at the Workplace (2 Days)**

- Understanding union structures
- Managing union demands
- Maintaining productive relationships

## **Effective Motivational Leadership**

- Creating a positive work culture
- Inspiring and engaging employees
- Recognizing and rewarding achievements

## **Effective Personal Motivation**

- Understanding intrinsic and extrinsic motivation
- Staying focused and energized
- Building habits for success

## **Effective Strategic Leadership**

- Setting long-term organizational vision
- Strategic decision-making processes
- Driving innovation and growth





## **Leadership for Women**

- Overcoming barriers to leadership
- Networking and mentorship for women
- Empowering female leaders

## **Registration and Operations of Trade Unions and Employers' Organizations**

- Legal Requirements for Registration of Trade Unions and Employers' Organizations
- Rights and Duties of Registered Organizations
- Bargaining Councils
- Governance Structures and Member Representation
- Promoting Effective Trade Union Operations
- Case Studies on Union Success Stories

## **Principles and Procedures on Company Dividends**

- Overview of Dividends and Their Importance
- Legal Framework Governing Dividends
- Dividend Declaration Process:
  - Approvals and Resolutions
  - Types of Dividends (Interim and Final)
- Dividend Payout Methods and Tax Implications
- Dispute Resolution in Dividend Distribution



## **Negotiations and Mediation (2 Days)**

- Effective negotiation techniques
- Role of mediation in conflict resolution
- Case studies on successful mediation

## **Principles of Business Continuity (1 Day)**

- Risk assessment and contingency planning
- Maintaining operations during disruptions
- Case studies on effective continuity strategies

## **Ethics in Business (1 Day)**

- Defining business ethics
- Common ethical challenges
- Implementing ethical practices in organizations
- Principles of Ethical Decision-Making
- Strategies for Promoting Ethical Behavior in the Workplace
- Case Studies on Ethical Dilemmas



# Quarter 4

## October - December





## **Drafting Terms of Reference in a Procurement Process**

- Purpose and Importance of Terms of Reference (ToR)
- Key Elements of a ToR:
  - Scope of Work
  - Objectives and Deliverables
  - Roles and Responsibilities
- Writing Clear and Concise Specifications
- Compliance with Procurement Regulations
- Common Mistakes and How to Avoid Them

## **Employee Grievances and Employer Committees (2 Days)**

- Principles on Grievance handling
- Addressing workplace grievances
- Setting up grievance committees
- Ensuring fair outcomes

## **International Labour Standards (2 Days)**

- Key conventions of the International Labour Organization (ILO)
- Application of international standards locally
- Challenges in compliance



## **Public Procurement Law and Practice in Lesotho (2 Days)**

- Legal framework for public procurement
- Ethical considerations
- Managing procurement disputes

## **Basics of Corporate Governance (2 Days)**

- Principles of corporate governance
- Role of boards and committees
- Promoting transparency and accountability

## **Principles of Business Continuity (1 Day)**

- Risk management strategies
- Developing continuity plans
- Ensuring organizational resilience

## **Effective Team Dynamics**

- Understanding team roles and responsibilities
- Building trust and collaboration
- Resolving conflicts within teams



## **Effective Communication**

- ↗ Improving verbal and non-verbal communication
- ↗ Active listening techniques
- ↗ Delivering impactful presentations

## **Effective Selling Strategies**

- ↗ Understanding customer needs
- ↗ Building persuasive arguments
- ↗ Closing sales effectively

## **How to Deal with a Union in the Workplace (2 Days)**

- ↗ Understanding union structures
- ↗ Engaging with unions effectively
- ↗ Resolving union disputes amicably

## **Joint Management and Employees Committees (2 Days)**

- ↗ Establishing joint committees
- ↗ Roles and responsibilities of committee members
- ↗ Improving workplace relations through joint management



### **International Labour Standards (2 Days)**

- Overview of international labor standards
- International standards and the labour law in Lesotho
- Implementation challenges and strategies
- Case studies from Lesotho

### **Public Procurement Law and Practice in Lesotho (2 Days)**

- Key provisions of Lesotho's procurement law
- Best practices in public procurement
- Common procurement pitfalls and how to avoid them

### **Standard Terms and Conditions of Contract (1 Day)**

- Common terms in procurement contracts
- Ensuring compliance with legal standards
- Case studies on contract disputes

### **Disposal of Assets in a Procurement Process (1 Day)**

- Legal frameworks for asset disposal
- Methods of asset disposal
- Ensuring transparency in the process



## **Know Your Business - Basic Principles**

- Introduction to Business Fundamentals
- Importance of Knowing Your Business Environment
- Key Elements of Business Success:
  - Mission and Vision
  - Strategic Planning
  - Financial Management Basics
- Market Analysis and Customer Insights
- Building a Strong Brand Identity

## **Contract Management Overview (2 Days)**

- Lifecycle of a procurement contract
- Contract management approaches and effectiveness
- Anti – Corruption and conflict of interest
- Monitoring and managing contracts effectively
- Addressing non-performance issues