

# HRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#042**

**Advanced Budgeting for Business Enhancement**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Advanced Budgeting, 30 Credit-Hours**

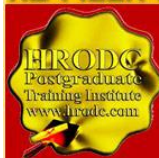
**Accumulating to A**

**Postgraduate Certificate, With 150 Additional Credit-Hours, or A**

**Postgraduate Diploma, With 330 Additional Credit-Hours**

**HRODC Postgraduate Training Institute**

**HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK**



**Prof. Dr. Ronald B. Crawford - Director**

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



**HRODC POSTGRADUATE TRAINING INSTITUTE**  
*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.london/postgraduateshortcourses.com/>

**Email:**  
[institute@hrodc.com](mailto:institute@hrodc.com)  
[london@hrodc.com](mailto:london@hrodc.com)

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WV3 8DZ  
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**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**  
**Our UK Government's Verification and Registration**

**Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.**

**Course Coordinator:**

Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);



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- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
  - Human Resources;
  - Organization and Management Theory;
  - Organization Development and Change;
  - Research Methods;
  - Conflict Management;
  - Organizational Behavior;
  - Management Consulting;
  - Gender & Diversity in Organizations; and
  - Critical Management Studies.

**Professor Dr. Crawford has been an Academic in the following UK Universities:**

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.


**His responsibilities in these roles included:**

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

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## For Whom This Course is Designed

### This Course is Designed For:

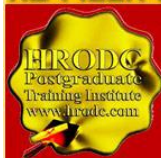
- Managers with direct financial responsibilities
- Cost and management accountant
- Financial planners and cost analysts
- Senior managers who supervise people with financial responsibilities
- Financial and budget controllers who are moving to wider responsibilities
- Managers who need to know more about business planning, budgeting, costing terms and techniques.
- Managers who have to plan, cost and budget new business ventures.
- Managers and Supervisors from every business discipline and department who have to run departments and plan, cost and budget during their business lives.
- First appointment managers on fast-track development Programmes
- Managers who require a refresher programme on the topic.

<b>Classroom-Based Duration and Cost:</b>	
<b>Classroom-Based Duration:</b>	<b>5 Days</b>
<b>Classroom-Based Cost:</b>	<b>£5,000.00 Per Delegate</b>
<b>Online (Video-Enhanced) Duration and Cost</b>	
<b>Online Duration:</b>	<b>10 Days – 3 Hours Per Day</b>
<b>Online Cost:</b>	<b>£3,350.00 Per Delegate</b>

### Classroom-Based Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;

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Advanced Budgeting for Business Enhancement, Leading to Diploma Postgraduate - in Advanced Budgeting, and 30 Credit-Hours, Accumulating to A Postgraduate Certificate, with 150 Additional Credit-Hours, a Postgraduate Diploma, with -330 Additional Credit-Hours

- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

**Students and Delegates will be given a Selection of our Complimentary Products, which include:**

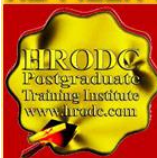
- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**
- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

**Daily Schedule: 9:30 to 4:30 pm.**

**Delivery Locations:**

- 1. Central London, UK;**
- 2. Dubai, UAE;**
- 3. Kuala Lumpur, Malaysia;**
- 4. Amsterdam, The Netherlands;**
- 5. Brussels, Belgium;**
- 6. Paris, France; and**
- 7. Durban, South Africa;**
- 8. Other International Locations, on request.**

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## Advanced Budgeting for Business Enhancement Course

**Leading to Diploma – Postgraduate – in Advanced Budgeting and xxx Credit-Hours, Accumulating to a Postgraduate Certificate, with xxx Additional Credit-Hours, or a Postgraduate Diploma, with === Additional Credit-Hours**

All long and short-term business decision-making involves analysing situations containing varying degrees of risk, and the available data might lack integrity, containing ambiguities or outdated information. It is important to understand how costs behave so that realistic plans and budgets can be produced and appropriate financial resources made available.

Planning is crucial step for business success and budgets are one of the most widely used tools for planning and controlling, used by medium or large organizations in many parts of the world. Budgeting systems transform managers' perspectives towards organisational effectiveness. A forward-looking perspective enables managers to be in a better position to exploit opportunities and circumvent threats – utilising the organisation's strengths. It also enables them to anticipate risks and take steps to avert them or reduce the enormity of their effect.

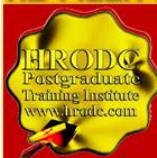
## Course Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- Demonstrate an understanding of 'cost' as a feature of organisations;
- Display a heightened understanding of 'cost' as a control mechanism;
- Exhibit a high level of understanding of cost information generation;
- Illustrate how cost information can be effectively retrieved, analysed and utilised for organisational effectiveness;
- Strategically analysis the formulation of long-run and short-run budget;
- Identify the principal factors required to produce a successful business case;

Advanced Budgeting - Page 6 of 20

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- Demonstrate their ability to utilise budgeting & financial skills required for better decision-making;
- Identify sources of financial and business data to support the budgeting process;
- Demonstrate the use of the appropriate techniques and methodologies to simulate typical business scenarios;
- Use Information for informed management decisions;
- Exhibit a heightened understanding of management's use of management accounting information;
- Highlight the importance of the role of management accountants in business effectiveness;
- Distinguish between Basic Cost and Cost Analysis;
- Demonstrate a heightened understanding of Cost Behavior and Cost Estimation;
- Outline the Different Approaches to Cost Planning, employing traditional and advanced techniques;
- Effectively utilise Cost Planning and Budgeting in business functions;
- Create and operationalised a Master budget;
- Demonstrate the value of Zero base budgeting in an Organisation's budgetary function;
- Demonstrate a high level of understanding of the concept of Activity based budgeting;
- Demonstrate a high-level grasp of the concept of rolling budget;
- Execute the Decision-Making process with Relevance Costs and a Strategic Emphasis;
- Follow the step-by-step budgeting procedures;
- Identify budget deficiencies;
- Prepare a correct budget report;
- Determine the variances which are required to be reported;
- Demonstrate a heightened understanding in reporting variances and controlled budgeting.

## Training and Development Methodology

The learning methodology incorporates lectures, group discussions, text cases, video cases, test exercises, and problem solving scenarios. This combination of techniques will enhance learning and development and boost reinforcement, fostering synthesis. The delegates will gain both a theoretical knowledge and practical exposure of the topics covered. With the emphasis on the practical application of the concepts, delegates will be empowered to return to their organisations with both the ability and confidence to apply the techniques learned.

## Course Contents, Concepts and Issues

### Part 1: Cost, Cost Information and Review of Key Cost Concepts

- Cost Terms and Usage;
- Review of Some Key Cost Concepts;
- Cost Information;
- Cost Information Generation;
- Cost Information Retrieval;
- Cost Information Processing;
- Cost Information Analysis and Interpretation;
- Using Cost Information to Enhance Organisational Effectiveness;
- Costing As an 'Operational Control Mechanism'.

### Part 2: Different Approaches to Costing

- Absorption (Full) vs. Variable costing;
- Cost Variability:
  - ✚ Mixed Costs;
  - ✚ Labor-Based Fixed Costs;



- ✚ Cost Based Purchase Quantities;
  - ✚ Cost Based On Production Batch Sizing;
  - ✚ Cost Based On Step Costs;
  - ✚ Time-Based Cost;
  - ✚ Experienced-Based Cost;
  - ✚ Incorporating Cost Variability into Reports.
- Under-Costing and Over-Costing: The Consequences for Profitability
  - How to Refine a Costing System?;
  - Activity-Based Costing (ABC) and Cost-Management;
  - Activity Centres;
  - Cost Hierarchy and Cost Drivers;
  - Cost Centres;
  - Responsibility Centres;
  - Revenue Centres;
  - Linking Resources, Activities and Management;
  - Introducing Activity-Based Management (ABM);
  - Linkages between ABM and ABC – Monitoring Value Creation;
  - Problems, Case Study and Examples.

### Part 3: Budgeting

- Budgeting, Overview:
  - ✚ Capital Budgeting;
  - ✚ The Command and Control System.
- The Budget System
  - ✚ Operating Decisions Affecting the Systems of Budgets;
  - ✚ Budget Iterations;
  - ✚ Budgeting Scenarios;
- The Revenue Budget
  - ✚ The Detailed Revenue Budget;
  - ✚ Responsibility for Revenue Information;
  - ✚ Sources of Revenue Information;
  - ✚ The Effect of Pacing On the Revenue Budget;

- ✚ Variability of the Revenue Budget.

## Part 4: Different Kinds of Budget and Approaches to Budgeting

- The Ending Finished Goods Inventory Budget;
- Production Budget;
- The Direct Materials Budget;
- The Direct Labour Budget;
- The Manufacturing Overhead Budget;
- The Costs of Goods Sold Budget;
- Research and Development Budget;
- The Administration Budget;
- The Capital Budget;
- The Compensation Budget;
- Master Budget;
- Flexible Budgeting;
- Fixed and Flexed Budget (Static and Flexible Budget);
- The Rolling Forecast;
- Policy, Planning And Budgeting System (PPBS);
- Zero-Base Budgeting;
- Activity Based Budgeting.

## Part 5: Budgeting Procedures, Efficiencies, Report and Control

- Budgeting Procedures:
  - ✚ Formulation of the Budget;
  - ✚ Issue Budget Variance Reports;
  - ✚ Subsequent Account Changes;
- Budgeting Efficiencies:
  - ✚ Budget Model Efficiencies;
  - ✚ Participative Budgeting.
- Budgeting Report:
  - ✚ General Reporting Format;

- ✚ Revenue Reporting;
  - ✚ Overview of the Cost of Goods Sold Variance Reporting;
  - ✚ The Purchase Price Variance;
  - ✚ Material Yield Variance;
  - ✚ Labor Rate Variance;
  - ✚ Labor Efficiency Variance;
  - ✚ Variable Overhead Spending Variance;
  - ✚ Variable Overhead Efficiency Variance;
  - ✚ Fixed Overhead Spending Variance;
  - ✚ Problems with Variance Analysis;
  - ✚ Reportable Variances;
  - ✚ How Variances Are Reported.
- Budgeting Controls
- ✚ Budget Creation Controls;
  - ✚ Budget Integration Controls.

## Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

### Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

### **Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement**

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

## Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

## Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

## Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

## Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

## Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

## 10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

## Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.


On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>
<b>5-Credit</b>	<b>150-174</b>	<b>Diploma – Postgraduate (5-Credit)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate Certificate (+ 1 Credit)</b>

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<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Postgraduate Certificate (+2 Credits)</b>
<b>9-Credit</b>	<b>270-294</b>	<b>Postgraduate Certificate (+3 Credits)</b>
<b>10-Credit</b>	<b>300-324</b>	<b>Postgraduate Certificate (+ 4 Credits)</b>
<b>11-Credit</b>	<b>330-354</b>	<b>Postgraduate Certificate (+5 Credits)</b>
<b>12-Credit</b>	<b>360</b>	<b>Postgraduate Diploma</b>
<b>360 Credit-Hours = Postgraduate Diploma</b>		
<b>12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		
<b>10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		

**Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles**


All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**

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8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology (ICT);**
28. **Postgraduate Diploma in Information and Communications Technology (ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**
31. **Postgraduate Certificate in Law – International and National;**
32. **Postgraduate Diploma in Law – International and National;**
33. **Postgraduate Certificate in Logistics and Supply Chain Management;**
34. **Postgraduate Diploma in Logistics and Supply Chain Management;**
35. **Postgraduate Certificate in Management Skills;**

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**Prof. Dr. Ronald B. Crawford - Director**

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.




36. **Postgraduate Diploma in Management Skills;**
37. **Postgraduate Certificate in Maritime Studies;**
38. **Postgraduate Diploma in Maritime Studies;**
39. **Postgraduate Certificate in Oil and Gas Operation;**
40. **Postgraduate Diploma in Oil and Gas Operation;**
41. **Postgraduate Certificate in Oil and Gas Accounting;**
42. **Postgraduate Diploma in Oil and Gas Accounting;**
43. **Postgraduate Certificate in Politics and Economic Development;**
44. **Postgraduate Diploma in Politics and Economic Development;**
45. **Postgraduate Certificate in Procurement Management;**
46. **Postgraduate Diploma in Procurement Management;**
47. **Postgraduate Certificate in Project Management;**
48. **Postgraduate Diploma in Project Management;**
49. **Postgraduate Certificate in Public Administration;**
50. **Postgraduate Diploma in Public Administration;**
51. **Postgraduate Certificate in Quality Management;**
52. **Postgraduate Diploma in Quality Management;**
53. **Postgraduate Certificate in Real Estate Management;**
54. **Postgraduate Diploma in Real Estate Management;**
55. **Postgraduate Certificate in Research Methods;**
56. **Postgraduate Diploma in Research Methods;**
57. **Postgraduate Certificate in Risk Management;**
58. **Postgraduate Diploma in Risk Management;**
59. **Postgraduate Certificate in Sales and Marketing;**
60. **Postgraduate Diploma in Sales and Marketing;**
61. **Postgraduate Certificate in Travel, Tourism and International Relations;**
62. **Postgraduate Diploma in Travel, Tourism and International Relations.**

The actual courses studied will be detailed in a student or delegate's Transcript.

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The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

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**Director**  
**HRODC Postgraduate Training Institute**