

# **HIRODC Postgraduate Training Institute**



**A Postgraduate - Only Institution**



**# 038**

**Advanced Cost Management  
for Business Enhancement**

**Postgraduate Short Course**

**Leading To:**

**DIPLOMA - POSTGRADUATE IN**

**Advanced Cost Management  
for Business Enhancement, 30 Credit-Hours**

**Accumulating to A**

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

**POSTGRADUATE DIPLOMA**

**With 330 Additional Credit-Hours**


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**HIRODC 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.londonpostgraduateshortcourses.com/>

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West Midlands, UK

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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);
- Teaching Certificate;



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- 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

## 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 or who would benefit from having an opportunity to consider new ideas and methods.

### Classroom-Based Duration and Cost:

<b>Classroom-Based Duration:</b>	<b>5 Days</b>
<b>Classroom-Based Cost:</b>	<b>£5,000.00 Per Delegate</b>
<b>Group Cost:</b>	<b>Varies With Group Size</b>
<b>Group Residential Cost:</b>	<b>Up To 86% Discount, Based on Numbers.</b>

### Online (Video-Enhanced) Duration and Cost

<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;

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

- Free On-site Internet Access;
- 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.**

**Scheduled Delivery Locations:**


- Central London, UK;
- Dubai, UAE;
- Kuala Lumpur, Malaysia;
- Amsterdam, The Netherlands;
- Brussels, Belgium;
- Paris, France; and
- Durban, South Africa;

Delivery in other International Locations, on request.

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## **COURSE RATIONALE**

Having the best information is the key to success. In today's business environment, the development and use of information especially cost management information – is a critical factor in the effective management of a firm or organization. As the business environment has changed, the role of cost management information has expanded to serve all management function.

The study of Cost Management and Cost Accounting yields insights into the changing roles and relationship between managerial activities and accounting intelligence. What types of decisions do managers make? How can accounting and management accounting information help managers make these decisions? This seminar addresses these questions and looks at some fundamental and advanced management accounting techniques used in modern enterprises. It is designed to equip Business Managers and Management Accountants with necessary tools and knowledge to enhance the effectiveness of their organisations – Business and Non-Business.

### **Advanced Cost Management for Business Enhancement Course**

**Leading to Diploma – Postgraduate – in Advanced Cost Management for Business Enhancement, 30 Credit-Hours, Accumulating to a Postgraduate Certificate, with 150 Additional Credit-Hours, or a Postgraduate Diploma, with 330 Additional Credit-Hours**

## **Course Objectives**

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


- Explain the accountant's role in the organisation;
- Define important cost terms and give their corresponding purpose;
- Determine the use of cost management information and its benefits;
- Ascertain the strategy on how to create a cost-aware organisation;



- Be knowledgeable of some key cost concepts
- Differentiate product cost from period costs;
- Differentiate direct cost from indirect costs;
- Distinguish fixed cost and variable costs and give examples for each;
- Distinguish absorption costing and variable costing;
- Discover how under-costing and over-costing influence profitability;
- Learn how to refine a costing system;
- Identify the stages and flow of cost in activity-based costing (ABC);
- Determine how the budget of a business is plan and control through cost-management;
- Know how production-related activities are classified under cost hierarchy;
- Discover how cost drivers generate cost and give examples of cost drivers;
- Link resources, activities and management;
- Ascertain how activity-based management improves processes and profitability;
- Identify the linkages between ABM and ABC;
- Contrast job-costing systems and process costing and explain how they are used to accumulate, track and assign product costs;
- Learn the strategy of proper cost allocation;
- Explain cost allocation in joint-cost situation;
- Understand the principle of transfer pricing;
- Differentiate fixed and flexed budget and determine under the situation under which they are used;
- Determine how rolling budget makes a manager's budget realistic and attainable;
- Find out how zero based budgeting fixed poorly figured, previously budgeted amount;
- Outline the activity based budgeting process;
- Enumerate the components of a master budget;
- Define variance analysis and give its function;
- Suggest ways to integrate continuous improvement into variance analysis;
- Establish the link of process development to costing;
- Explain how target costing and target pricing help determine and achieve a target cost for a product and specify their implications;
- Name the three major influences on pricing decisions;

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- Distinguish between cost incurrence and locked-in costs; and
- Find out how life cycle product budgeting and costing assist in pricing decision.

## **Course Contents, Concepts, and Issues**

### **Part 1: Management and Cost Management Fundamentals: A Review of Key Cost Concepts**

- The Accountant's Role in the Organization;
- An Introduction to Cost Terms and Purposes;
- The Use of Cost Management Information;
- Creating Cost-Aware Organizations ;
- Review of Some Key Cost Concepts;
- Product vs. Period Costs;
- Direct and Indirect Costs;
- Cost Behaviour: Fixed and Variable Costs;
- Problems and Examples.

### **Part 2: Different Approaches to Costing (1)**

- Absorption (Full) vs. Variable Costing;
- Under-Costing and Over-Costing: The Consequences For Profitability;
- How to Refine a Costing System?;
- Activity-Based Costing (ABC) and Cost-Management;
- Cost Hierarchy and Cost Drivers;
- 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: Different Approaches to Costing (2)

- Job-Costing Systems;
- Process Costing Systems;
- Cost Allocation;
- Cost Allocation: Joint-Cost Situation;
- Transfer Pricing;
- Problems, Case Study and Exercises.

### Part 4: Different Approaches to Budgeting

- Fixed and Flexed Budget (Static and Flexible Budget);
- Rolling Budget;
- Zero Based Budgeting;
- Activity Based Budgeting;
- Master Budget;
- From Costing To Budget: Interpreting Variances (Variance Analysis);
- Integrate Continuous Improvement Into Variance Analysis;
- Problems, Case Study and Exercises.

### Part 5: Cost Planning and Pricing Decisions: Life – Cycle – Costing, Target Costing and Target Pricing

- Linking Process Development to Costing;
- Target Costing, Target Pricing and Its Implications;
- The Three Major Influences on Pricing Decisions;
- Distinguish Between Cost Incurrence and Locked-In Costs;
- Cost plus Approach to Pricing;
- Life Cycle Product Budgeting and Costing To Assist In Pricing Decision;
- Problems, Case Study and Example.

## Regulation For Postgraduate Diploma, Postgraduate Certificate, and Postgraduate Short Courses

### Diploma – Postgraduate – Short Courses; Postgraduate Certificate and Postgraduate Diploma Programmes

Postgraduate Short Courses are of a minimum of five days' Classroom-Based (10 days' Video-Enhanced Online) but less than 6 weeks' Classroom-Based (less than 10 weeks' Video-Enhanced Online) 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 or accumulating to Awards bearing their title prefixes. While we, refer to our short studies, detailed above, as 'Courses', those with duration of 6 weeks or 12 weeks In-Classroom (10- and 20-weeks' Video-Enhanced Online) are labelled 'Programmes'. Nevertheless, we conform to popular usage, by often referring to all study durations as 'Courses'. A mark of distinction, though, is that participants in a short course are referred to as 'Delegates', as opposed to the ascription 'Students', which is confined to those studying a Postgraduate Programme.


In line with the above notion, a Postgraduate Certificate might be earned through a 6 weeks' Intensive Classroom-Based Study, or 10 weeks' Video-Enhanced, or Face-To-Face, Online Delivery. Similarly, a Postgraduate Diploma might be studied for 12 weeks In-classroom or 20 weeks Video-Enhanced Face-To-Face. They might also be taken through a blend of both modes, providing that a minimum of 6 and 12 Credits and 180 or 360 Credit-Hours, respectively, are earned. You might Pick and Mix Courses, to create your preferred blend of Disciplines, or follow a predesigned Specialist route. They might accumulate from our Postgraduate Short Courses, or through continuous study. These Specialisms are exemplified by the following excerpts from the document 'Postgraduate Certificate and Postgraduate Diploma Awards'.

<b>Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles</b>	
<b>Programme #</b>	<b>Award Title (Click to Download Desired Brochure)</b>
<b>010</b>	Postgraduate Diploma in Human Resource Management.
<b>010.1</b>	Postgraduate Certificate in Human Resource Management.
<b>014</b>	Postgraduate Diploma in Automotive Electrical, Electronic and Mechanical Diagnostic, Maintenance and Repair
<b>017</b>	Postgraduate Diploma in Real Estate Management, Incorporating Property Law.
<b>017.1</b>	Postgraduate Certificate in Real Estate Management, Incorporating Property Law.
<b>020</b>	Postgraduate Diploma in Accounting and Finance.
<b>020.1</b>	Postgraduate Certificate in Accounting and Finance.
<b>028</b>	Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety.
<b>032</b>	Postgraduate Diploma in Executive Management
<b>032.1</b>	Postgraduate Certificate in Executive Management
<b>043</b>	Postgraduate Diploma in Communication and Information Management.
<b>043.1</b>	Postgraduate Certificate in Communication and Information Management.
<b>044</b>	Postgraduate Diploma in Women in Management.

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<b>Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles</b>	
<b>Programme #</b>	<b>Award Title (Click to Download Desired Brochure)</b>
<b>044.1</b>	Postgraduate Certificate in Women in Management.
<b>061</b>	Postgraduate Certificate in Financial Accounting and Management Accounting.
<b>070</b>	Postgraduate Diploma in Human Resource Training and Development Management
<b>070.1</b>	Postgraduate Certificate in Human Resource Training and Development Management.
<b>079</b>	Postgraduate Diploma in Managing National and International Economic Competition.
<b>085</b>	Postgraduate Diploma in Corporate Governance and Strategic Management.
<b>085.1</b>	Postgraduate Certificate in Corporate Governance and Strategic Management.
<b>086</b>	Postgraduate Diploma in Business Administration
<b>86.1</b>	Postgraduate Certificate in Business Administration.
<b>097</b>	Postgraduate Diploma in Telecommunication Systems
<b>097.1</b>	Postgraduate Certificate in Telecommunication Systems
<b>115</b>	Postgraduate Diploma in Cost Accounting, Budgeting, Profitability Analysis, Strategy and Balanced Scorecard.

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Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles	
Programme #	Award Title (Click to Download Desired Brochure)
115.1	Postgraduate Certificate in Cost Accounting, Budgeting, Profitability Analysis.

## Understanding Our Postgraduate Credit System

### Credit-Hours and Credit-Values, in Diploma – Postgraduate - Award


Credit-Hours are the actual amount of time that a lecturer or tutor spends with his or her students or delegates, in both Classroom-based and Video-Enhanced Deliveries. Each Five-Day Classroom-Based, or a Ten-Day Video-Enhanced (3 hours per day) Course consists of 30 Credit-Hours, while a 6-Day Classroom-based (12day Video-Enhanced) course amounts to 36 Credit-Hours. Because Credit-Values are calculated in multiples of 30 Credit-Hours, 60-89 Credit-Hours have a Double-Credit (2 Credit) value, while 90 Credit-Hours earn a Triple-Credit (3 Credits).

A delegate who successfully completes a Postgraduate Short Course of 30 or more Credit-Hours, but which is less than 180 Credit-Hours (Postgraduate Certificate), is awarded a Diploma – Postgraduate. This Award is assigned Credit-Values and Credit-Hours, as are exemplified by the following:

1. Diploma – Postgraduate – in Organisational Change Management, 30 Credit-Hours;
2. Diploma - Postgraduate - in Trainer Training: Training for Trainers, Double-Credit, 60 Credit-Hours:
3. Conveyancing and Property Valuation: Property Law, Double-Credit, 72 Credit-Hours:

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4. Diploma – Postgraduate – in University and Higher Education Administration, Triple-Credit, 90 Credit-Hours;
5. Diploma – Postgraduate – in Tourism and International Relations, Quad-Credit, 120 Credit-Hours.

As in the first example, above, where the Credit-Value is not noted in an Award, it must be assumed that it is a Single-Credit Value.

### Postgraduate Diploma Award

A Postgraduate Diploma Award is achieved with a minimum of 360 Credit-Hours, through continuous study, or an accumulation of Credit-Hours.

### Postgraduate Certificate Award

A Postgraduate Certificate might be gained with a minimum of 180 Credit-Hours, through continuous study or Credit-Hours' accumulation.

### Cumulative Postgraduate Certificate, and Postgraduate Diploma Awards

All Postgraduate Short Courses accumulate to a Postgraduate Certificate and a Postgraduate Diploma, on a 'Pic and Mix' or Specialist basis. This means that we maintain academic records for each delegate, indicating the courses studied, with their Credit-Value and Credit-Hours, as are indicated above, '**Credit-Hours and Credit-Values, in Diploma – Postgraduate – Award**'. The Credit-Hours are aggregated to accumulate to at least 180 and 360 Credit-Hours, for a Postgraduate Certificate and a Postgraduate Diploma, respectively. Each Short Course Award (below a Postgraduate Certificate) indicates both its Credit-Value and Credit-Hours, excepting for Single-Credit.



## Accumulated Postgraduate Certificate, and Postgraduate Diploma Awards

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have predetermined Award Titles. Delegates who do not follow a specialism, for accumulation to a Postgraduate Certificate and Postgraduate Diploma, receive a Generalist, rather than a Specialist, Award. However, a Specialist Award is given to delegates who studied at least seventy percent (70%) of their courses in a specialist grouping, as are exemplified above, under the heading '**Postgraduate Diploma and Postgraduate Certificate Specialist Award Titles**'.

## Assessment Requirement For Postgraduate Diploma; Postgraduate Certificate; and Diploma - Postgraduate

Because of the intensive nature of our Courses and Programmes, for In-Classroom, and Video-Enhanced Online modes, assessment will take place during or at the end of the '**active teaching period**', adopting differing formats. These structures include, but are not limited to:

- In-Class Tests;
- Text-Case Analyses;
- Video-Case Analyses;
- 'Out-of-Class' Assignments;
- Individual Presentations;
- Group Presentations; and
- End of Course Examinations.

Based on these assessments, successful candidates will receive either a:

- Diploma – Postgraduate - Award;
- Postgraduate Certificate Award; or
- Postgraduate Diploma Award.

For all the above Awards, a minimum of 70% overall pass is expected. 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.

### **Application Process For Postgraduate Diploma; Postgraduate Certificate; and Diploma – Postgraduate - Short Courses**

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 appropriate section;
- A copy of Issue and Photo (bio data) page/s of the applicant's current valid passport or copy of 'Photo-embedded' National Identity Card;
- Copies of credentials stated in the Application Form.

### **Admission and Enrolment Procedure**

- On receipt of all the above documents, they will be forwarded to our 'Admissions Committee', which 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 Invoices;
- Upon receipt of an applicant's payment, we will send him or her an Official Payment Receipt, and Admission Letter, bearing a copy of the Passport-Type in the respective Application Form.

- Those intending to study in a foreign country, and require a Visa, will be sent the necessary **Immigration Documentation**, to support their application;
- **Joining Instruction** will be sent to Students and Delegates, on time to prepare for their enrolment. The incorporated information include:
  - Venue Name, Location, with specific address;
  - Details of Airport Transfer, where appropriate;
  - Start date and time;
  - Registration details;
  - Daily Schedule;
  - Local Transportation Details;
  - Residential Accommodation Details;
  - Leisure and Shopping Facilities, in the area;
  - General Security Information; among others.

### **Our Video-Enhanced (Face-To-Face) 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 lecturer, ask, and address questions; sitting examinations, in his or her presence. 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 **12-year period**, towards a Postgraduate Certificate or Postgraduate Diploma.

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

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;

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- All participants can 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 the duration of 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 programmes**

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.

## Service Contract, Incorporating Our Terms and Conditions

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm)

[https://www.hrodc.com/Service\\_Contract\\_Terms\\_and\\_Conditions\\_Service\\_Details\\_Delivery\\_Point\\_Period\\_Cancellations\\_Extenuating\\_Circumstances\\_Payment\\_Protocol\\_Location.htm](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm)

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**  
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