

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#138.M1

**Advanced Procurement Management for
Competitive Advantage, incorporating Internal
Control Principles**

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

**Advanced Procurement Management
(1) Double-Credit, 60 Credit-Hours**

Accumulating to A

**Postgraduate Certificate, With 120 Additional Credit-
Hours, or A**

**Postgraduate Diploma, With 300 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
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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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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/>.

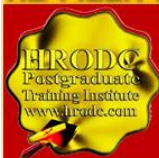
Course Coordinator:

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);

Advanced Procurement Management for Competitive Advantage incorporating Internal Control Principles (1), - Page 2 of 22

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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

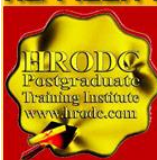
For Whom This Course is Designed

This Course is Designed For:

- Procurement Officers;
- Purchasing and Procurement Professionals;
- Project Managers and Team Members;
- Financial Managers;
- Accountants;
- Budget Officers;
- Financial Planners;
- Cost and management accountant;
- Financial planners and cost analysts;
- Senior managers who supervise people with financial responsibilities;
- Financial and budget controllers;
- Value Engineers;
- Value Analysts;
- Directors;
- Business Owners;
- Auditors.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	10 Days
Classroom-Based Cost:	£10,000.00 Per Delegate
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Days – 3 Hours Per Day
Online Cost:	£6,700.00 Per Delegate

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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;
- 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.

Advanced Procurement Management for Competitive Advantage Course

**Leading to Diploma – Postgraduate – in Advanced Procurement
Management (1) (Double Credit) and 60 Credit-Hours, Accumulating to
a Postgraduate Certificate, with 120 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:

- Analyze the ways in which major contracts might be priced;
- Analyze the characteristics of a skilled negotiator;
- Appreciate the importance of purchasing within the organization's structure;
- Comment on the benefits of standardization;
- Comment on the economics of quality;
- Compare 'price analysis' with 'cost analysis';
- Consider differing perceptions of 'lead time';
- Consider provisioning systems for stock and production purposes;
- Consider the adoption of relationships based on mutual benefits as an alternative to the traditional transactional, adversarial approach;
- Consider the central role of contract management in the virtual organization;
- Consider the fact that total quality management requires the involvement of all suppliers and subcontractors, ideally at an early stage, and to outline the concept of concurrent engineering;
- Consider the inclusion of liquidated damages, penalty and force majeure clauses in a contract;
- Consider the placing of purchasing in various types of organisations;
- Develop an appreciation of MRP, MRP2, DRP and ERP systems;

- Discuss 'just-in-time' and related philosophies;
- Discuss purchasing and supply as a service activity;
- Discuss statistical process control (SPC) and off-line control;
- Discuss the advantages and disadvantages of different procurement policies;
- Discuss the changing role of purchasing and supply;
- Discuss the concept of outsourcing
- Discuss the scope of purchasing;
- Discuss the usefulness and limitations of forecasting in the supply context;
- Discuss Value analysis (VA) and Value engineering (VE);
- Emphasize the importance of responsiveness to customer needs;
- Examine positive and negative reasons for holding stock and approaches to reducing inventories;
- Examine the 'relationships spectrum', and the move towards more mutuality in appropriate buyer/seller relationships;
- Examine the 'total acquisition cost' concept;
- Examine the different approaches to producing a specification and the role of value analysis, including the idea of early supplier involvement;
- Examine the factors influencing pricing decisions;
- Examine the issues of how decentralized v. Centralized departmental organisations and support services affect the structure of the purchasing team;
- Explain contract price adjustment clauses;
- Explain how purchasing might develop from an independent function to an integrated activity;
- Explain late customization as a provisioning policy;
- Explain the concept of strategic management;
- Explain the effect of the 'learning curve' on the cost of production;
- Explain the EOQ concept;
- Explain the importance of lead time variability;
- Explain the need for expediting, how it is prioritised and organised and how it can be reduced;
- Explain the use of incentive clauses in relation to price and cost;

- Highlight the basics of a best practice approach to outsourcing, including outsourcing methodologies;
- Highlight the evolution of concepts relating to purchasing development;
- Identify key practices encountered in developed strategic purchasing;
- Identify methods of stock control and their application;
- Identify the activities carried out during the different stages of negotiation;
- Identify the internal and external influences which have affected the evolution of purchasing;
- Identify the purchasing cycle concept;
- Identify various forms of purchasing strategy aimed at gaining competitive advantage and to examine influences on strategic choice;
- Identify what drives make-or-buy decisions;
- Indicate the move away from quality control (inspection techniques) towards quality assurance (prevention of defective work);
- Introduce network analysis and gantt charts;
- Introduce the concept of body language and how it can be interpreted;
- Introduce the concept of failure mode and effect analysis;
- Introduce the standards BS EN ISO 9000 on quality assurance;
- Outline the component parts of lead times;
- Outline the pitfalls of outsourcing;
- Outline the use of service level agreements (SLAs);
- Provide mini-case studies demonstrating how companies are developing their purchasing functions;
- Recognize the key points of discussion stage behaviour and recognise negotiating ploys;
- Suggest the attributes of a good supplier;
- Explain the growth in the strategic role of procurement, purchasing and supply;
- Understand negotiating as a 'mutuality of wants, resolved by exchange';
- View how negotiating technique is influenced by long-term interests.

Course Contents, Concepts and Issues

Part 1: Purchasing Scope and Development

- The Changing Role of Purchasing and Supply;
- Proactive Purchasing;
- Procurement Positioning;
- Total Acquisition Cost and Total Cost Ownership;
- Non-Manufacturing Organisations;
- The Supply Chain Concept;
- Purchasing Development;
- Best Practices in Strategic Supply Management.

Part 2: Strategic Procurement and Supply Chain Management

- Strategic Procurement;
- The Concept of Strategy;
- The Mission Statement;
- Levels of Strategy;
- Category Management;
- Strategic Management;
- Strategic Analysis;
- Strategic Development;
- Strategic Implementation;
- Objectives for Purchasing;
- Strategies and Their Scope;
- Selecting a Strategy;
- Effective Supply and Market Strategy;
- Purchasing and Supply in the Different Types of Organization;
- Organisation of the Activity;
- Purchasing In the Organisation Structure;
- Purchasing Devolution;

- The Supply Chain;
- Improving Efficiency of the Supply Chain;
- Type of Supply Chain;
- Strategic Development of Purchasing.

Key Procurement Issues

Part 3: Outsourcing

- Outsourcing;
- Outsourcing Methodologies;
- Outsourcing –Pitfalls;
- How to Avoid Pitfalls.

Part 4: Quality Management

- What Is Quality?;
- Statistical Process Control;
- Taguchi Methods for the Off-Line Control of Quality;
- Failure Mode and Effect Analysis;
- Specification;
- Producing a Specification;
- Early Supplier Involvement;
- Concurrent Engineering;
- Standardisation;
- Supplier Assessment;
- Economics of Quality;
- Quality Circles;
- The Seven Wastes;
- Value Analysis/Value Engineering;
- Make-Or-Buy Decision.

Part 5: Inventory Management

- Provisioning Systems;
- Order Quantities and Stock Control;
- Order Quantities for Production;
- Materials Requirements Planning (MRP);
- Manufacturing Resource Planning (MRP2);
- Distribution Resource Planning (DRP);
- Enterprise Resource Planning (ERP);
- Just-In-Time (JIT);
- Vendor Managed Inventory (VMI);
- Late Customisation.

Part 6: Lead Time and Time Compression

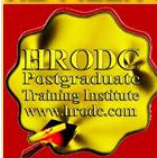
- Time and Competitive Advantage;
- On-Time Delivery;
- Expediting;
- Liquidated Damages.

Part 7: Sourcing Strategies and Relationship

- The Nature of the Sourcing Decision;
- Attributes of a Good Supplier;
- Different Types of Sourcing;
- Sourcing Decisions;
- The Sourcing Process;
- Source Location;
- Sources of Information on Potential Suppliers;
- Supplier Evaluation;
- The Right Relationship;

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- Other Aspects of Outsourcing;
- Partnering;
- Tiering of Suppliers.

Part 8: Price and Total Costs of Ownership

- Factors Affecting Pricing Decisions;
- How Buyers Obtain Prices;
- Auctions;
- Price Analysis and Cost Analysis;
- Pricing Major Contracts;
- Investment Appraisal;
- Learning Curves and Experience Curve.

Part 9: Negotiations

- Negotiation;
- Negotiating Skills;
- Preparation;
- The Introductory Stage;
- Discussion Stage;
- Agreement Stage;
- The Post-Negotiation Stage;
- Competition and Co-Operation in Negotiation;
- Body Language;
- Negotiation Strategies;
- Negotiation Mix.

Part 10: Internal Control

- An Overview of Internal Control;

- What Is Internal Control?;
- Internal Control and Accounting System;
- Management's Responsibility for Internal Control;
- The Need for Internal Control;
- Financial and Administrative Control;
- Principles of Internal Control;
- Elements of an Internal Control System;
- Features of a Sound Internal Control System;
- Organisational Structure;
- Levels of Authority;
- Reporting System;
- Employment Procedures;
- Reliable Procedures;
- Segregation of Operating and Accounting Functions;
- Limitations of Internal Control;
- Application of an Internal Control System in a Small Business;
- Fraud.

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.

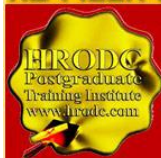
You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar 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 1st of each month, with the cut-off date being the 20th 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;

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- 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

Advanced Procurement Management for Competitive Advantage incorporating Internal Control Principles (1), Leading to Diploma Postgraduate - in Advanced Procurement Management (1) Double-Credit, and 60 Credit-Hours, Accumulating to A Postgraduate Certificate, with 120 Additional Credit-Hours, a Postgraduate Diploma, with -300 Additional Credit-Hours

achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

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

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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;**
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;**

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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.



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

HRODC Postgraduate Training Institute